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## **Study of impact Emotional Intelligence on Job Performance and Work Attitude**

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### **Abstract :**

In today's competitive and dynamic working environment, successful organisations are striving to gain a competitive edge by attracting and retaining the most talented employees, as it is well-known that employees can be a company's most valuable asset.

However, currently, HR specialists and many other came to the conclusion that beside skills and competencies, attitude plays a major role in the workplace.

Attitude represents the beliefs, measured feelings and behavioral intentions toward people, events or different objects. It refers to judgements and includes conscious logical reasoning.

Attitudes create a chain reaction and it starts from managers and leaders. Furthermore, while a leader's attitude affects his or her team, employees' attitude affects the organization's customers and this can potentially have a negative effect on the business' success.

Keywords : emotional intelligence, job performance, work attitude

### **Introduction :**

We are in the midst of a competitive age. Humans in the twenty-first century interact with one another, operate differently, and have different ideas than previous generations. Organizations cannot afford to continue conducting business as usual as competition heats up and the speed of change increases. The changing environment, especially Liberalization, Privatization, and Globalization, along with technology development, has pushed organizations to strategically rethink their structures, systems, and processes in order to not only deal with but also to survive and progress. Every strategic response necessitates the participation of people and inevitably has an impact on them. Workplace regulations are evolving. The increasing complexity of both business and human behaviour has necessitated the hiring of not just



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individuals with a high IQ, but also those with a strong emotional quotient (EQ). People are evaluated not just on their intelligence, but also on how well they interact with others and with themselves. Emotions govern every action, according to EQ. To be effective, one must actively understand, regulate, and manage one's own and others' emotions.

**Emotions :**Emotions are tough to understand since they may manifest themselves in a variety of ways. Furthermore, emotion creation has a direct impact on an individual's physical and mental features, making it potentially dangerous. Attitudes and behaviours of individuals may be permanently altered. Introversion has long been believed to play a major part in evaluating emotions, while extroversion is a word used to define someone who is outgoing. Introverts are difficult to comprehend since they cannot readily convey their feelings in front of strangers, while extroverts can readily explain their emotions to others. The general structure of emotions is made up of cognitive evaluation, physiological indicators, action inclinations, speech, and feelings. Most individuals believe themselves to have adopted a logical approach when they have fulfilled their goals and objectives in an intellectual manner. It may be true up to a degree, but emotions must play a part since all people have emotions in some way.

**Intelligence :**According to Merriam Webster intelligence means, “the ability to learn or understand things or to deal with new or difficult situations”<sup>1</sup>. Intelligence has been described in many ways, including reasoning, logical reflection, self-responsiveness, communication, erudition, emotional familiarity, recollection, growth, creativity, and crisis resolution

**Emotional intelligence :**"Intense feeling for someone" is defined as emotional, while "ability to handle issues" is defined as intellect. Emotional intelligence is the capacity to choose the appropriate emotion for a given situation and to effectively communicate that emotion. It is the psychological capability that necessitates our own emotional awareness, as well as the ability to comprehend and sympathise with others' feelings. To stay competitive in a paradigm-shifting market, it is necessary to invest in the development from one's human resources as a source of competitive difference. Organizations must put in place human resource plans that are oriented toward the future if they are to build and enhance worker skills and, as a result, become more competitive in the twenty-first century. The unique skills of a business's workers have an impact on the overall performance of the organisation, and this is a fair argument



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## Emotional Intelligence

In the year 1990, Peter Salovey and John Mayer formulated a technique to scientifically assess the dissimilarity between individual's emotional ability and it was regarded as the first experiential study that expressly utilised emotional intelligence to explain attributes like recognizing self-emotions, empathy and handling one's emotions. However, it was "Daniel Goleman (1995), a science writer for the New York Times, who popularised the term in his seminal books 'Emotional Intelligence: Why it matters more than IQ?' and 'Working with Emotional Intelligence'. In addition to grade point average (GPA), Intelligence Quotient (IQ), and other standardized testing, emotional intelligence (EI) is being described as a new and innovative way of measuring an individual's probability of success in life. The higher the emotional intelligence, the greater is the ability to manage one's feelings and deal effectively with others and also greater are the chances for a happier life".

"Kenneth M. Nowack (Nowack, 2012), also a psychologist and member of the Consortium for Research on Emotional Intelligence in Organizations, says during the past decade the topic of emotional intelligence has become extremely popular. In a study which evaluates the moderating role of job context on emotional intelligence, teamwork effectiveness and job performance, Crystal I.C. ChienFarh et al. (Farh, Seo, and Tesluk, 2012) call that impressive amount of interest an explosion of a hot topic. Their preferred definition of emotional intelligence – and there are variations on the theme – is "the ability to monitor one's own and others' feelings and emotions, to discriminate among them, and to use this information to guide one's thinking and actions". As per "Carey Cherniss (Cherniss, 2010), who co-chairs the Consortium for Research on Emotional Intelligence in Organizations with Daniel Goleman, the concept of emotional intelligence is generally based on three premises:

1. Emotions are important in both work and non-work interactions.
2. There are individual differences in the capacity to perceive, understand, use and manage emotions.
3. Differences in emotional intelligence are important in some contexts and less important in others (for example, leading and customer service)".

The term emotional intelligence incorporates two aspects: Emotion and Intelligence. These two inseparable qualities make a great impact on the people (Neha Pandey, 2016). "Emotion means a state of consciousness having to do with the arousal of feelings, and Intelligence is understood as the ability to

learn or understand from experience. So, emotional intelligence is the ability of a person to understand, control and use their feelings and of others”

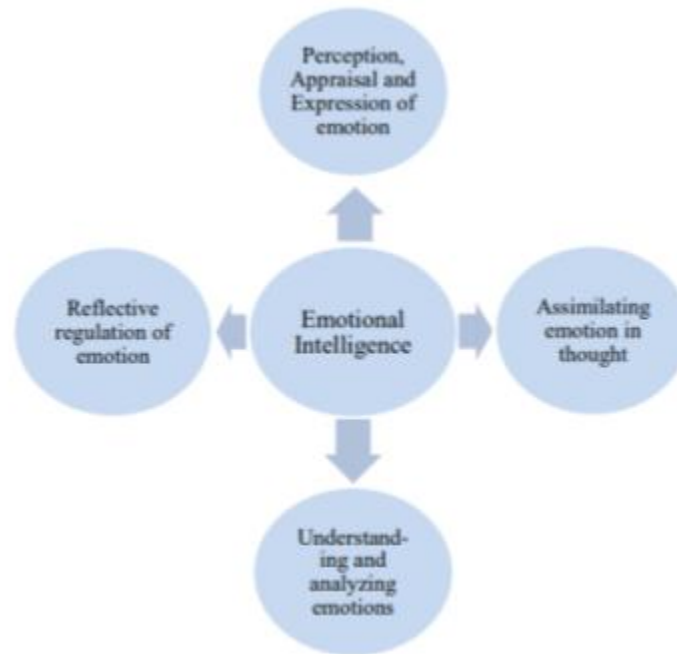


Fig. : Emotional Intelligence Model

### Relevance of Emotional Intelligence In Organizations

Regarding the performance at workplace, employers often discuss about professional competencies, noticeable indicators yet most of the performance results from the skill to interpret and make relationships that enhance the output. In the corporate world the annexing and executing emotional intelligence may results in a swift professional rise.

- These days, in every organization emotional intelligence is crucial for leaders because they have to interact with personnel's from diverse cultural upbringings and beliefs.
- Leaders possessing high levels of emotional intelligence know the meaning of giving a patient ear to every person in his organization.
- When under pressure, a person can maintain his/her temperament and becomes more stable if he/she possess high emotional intelligence. He is in a healthier state to listen and apprehend the ideas of the team members, and can make the right choice.



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- To remain competitive in a business, organizations have to hire and retain competent work force. Organizations, where employees feel that they are valued, can be a magnet for proficient employees and keep hold of their knowledgeable human resources.
  - A manager will be in a better place to handle the differing ideas of his subordinates if he is good at emotional intelligence.

## Job Performance

Though the issue may be complex, it is widely recognized that employees who have a positive attitude are more productive and useful to the organization. One of the primary factors in employee attitude is **job satisfaction**. If employees enjoy their work, feel confident in their abilities to succeed in the tasks assigned, and appreciate the role they are assigned, they are far more likely to have a positive attitude in the workplace.

A focus on optimizing job satisfaction will influence an organization's priorities from the earliest stage in its interaction with employees—even before they become employees. Specifically, the organization will be attuned to the value of a good employee-to-job fit. When the organization is looking to hire someone to fill a role, it might be tempted simply to hire the most generally talented or experienced applicant regardless of whether that person's interests and preferences match the potential role. An applicant who has excellent knowledge of the industry but prefers to work in research and development should likely not be hired for a role in marketing. Similarly, many excellent technicians are not interested or comfortable in management roles, and placing them in those positions simply because they excel as a technician might be a disastrous choice. Even if they have the skills to succeed, asking them to accept a role that they are not comfortable with or that they do not enjoy does not provide the highest likelihood of success for the company or the employee himself.

The same principle of employee-to-job fit applies to existing employees as well. Careful management practices will keep an eye on the changing developments of employee interests. As team members grow in their skills, interests, and ambitions, it is good policy to provide avenues that enable those employees to pursue the course that most excites them. This will encourage their highest levels of effort and commitment, keep their attitudes positive, and thus make for greater productivity. Sometimes this means allowing employees to move departments, or it could simply mean adjusting their responsibilities and



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focus within their current role. Of course, it may not always be possible to cater to every preference of every employee—and trying to do so can become a self-defeating proposition—but making a sincere commitment to this principle is likely to result in positive outcomes for the organization.

Job satisfaction is a primary factor in employee attitude, but it is also worth distinguishing it from the broader category of **organizational commitment**. While job satisfaction focuses on the employee's feelings about his particular role, organizational commitment looks at how the employee feels about the organization as a whole. Does he identify with and care deeply about the organization and its success? If so, he will be far more likely to offer maximum effort and strive for high performance.

When high job satisfaction is matched with a high organizational commitment, employees are very likely to have a positive work attitude. If both job satisfaction and organizational commitment are low, employees are not nearly as likely to work as diligently as possible. They are also far more likely to leave the organization in search of another work opportunity. Though having employees whose attitudes are poor is not a good situation, neither are the instability and disruption that result from high levels of employee turnover.

What happens when either job satisfaction or organizational commitment is high but the other is low? Employees who are very satisfied with their job but not committed to the organization are still likely to provide good effort, though perhaps not as high as possible, but they also remain more likely to depart the company in the future. If a new opportunity with another organization arises that offers better pay or a better match for their interests, they see little reason to stay with their current company.

On the other hand, what happens if an employee is committed to the organization but has low job satisfaction? In such situations, it is common that the employees are willing to struggle through the low job satisfaction on account of their general belief in and commitment to the organization. However, over time, their dissatisfaction with the job is likely to wear on their attitude. They will likely not be able to retain their positive view on the organization forever, and it will be far better if their role can be changed. Otherwise, they too will be more likely to seek another working situation, even if it means leaving the organization.



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## Work Attitude

Our behavior at work often depends on how we feel about being there. Therefore, making sense of how people behave depends on understanding their work attitudes. An attitude refers to our opinions, beliefs, and feelings about aspects of our environment. We have attitudes toward the food we eat, people we interact with, courses we take, and various other things. At work, two particular job attitudes have the greatest potential to influence how we behave. These are job satisfaction and organizational commitment. Job satisfaction refers to the feelings people have toward their job. If the number of studies conducted on job satisfaction is an indicator, job satisfaction is probably the most important job attitude. Institutions such as Gallup Inc. or the Society of Human Resource Management (SHRM) periodically conduct studies of job satisfaction to track how satisfied employees are at work. According to a recent Gallup survey, 90% of the employees surveyed said that they were at least somewhat satisfied with their jobs. The recent SHRM study revealed 40% who were very satisfied (What keeps employees satisfied, 2007). Organizational commitment is the emotional attachment people have toward the company they work for. There is a high degree of overlap between job satisfaction and organizational commitment, because things that make us happy with our job often make us more committed to the company as well. Companies believe that these attitudes are worth tracking because they are often associated with important outcomes such as performance, helping others, absenteeism, and turnover.

How strong is the attitude-behavior link? First of all, it depends on the attitude in question. Your attitudes toward your colleagues may influence whether you actually help them on a project, but they may not be a good predictor of whether you will quit your job. Second, it is worth noting that attitudes are more strongly related to intentions to behave in a certain way, rather than actual behaviors. When you are dissatisfied with your job, you may have the intention to leave. Whether you will actually leave is a different story! Your leaving will depend on many factors, such as availability of alternative jobs in the market, your employability in a different company, and sacrifices you have to make while changing jobs. In other words, while attitudes give us hints about how a person might behave, it is important to remember that behavior is also strongly influenced by situational constraints.

Work attitudes are the feelings we have toward different aspects of the work environment. Job satisfaction and organizational commitment are two key attitudes that are the most relevant to important outcomes. Attitudes create an intention to behave in a certain way and may predict actual behavior under certain





conditions. People develop positive work attitudes as a result of their personality, fit with their environment, stress levels they experience, relationships they develop, perceived fairness of their pay, company policies, interpersonal treatment, whether their psychological contract is violated, and the presence of policies addressing work–life conflict. When people have more positive work attitudes, they may have the inclination to perform better, display citizenship behaviors, and be absent less often and for shorter periods of time, and they are less likely to quit their jobs within a short period of time. When workplace attitudes are more positive, companies benefit in the form of higher safety and better customer service, as well as higher company performance.

#### Role of Emotional Intelligence on Job Performance & Work Attitude

- **Job fulfilment** It refers to an employee's emotional reaction to his or her job in terms of how effectively it achieves the intended outcome. Job satisfaction is best defined as a subjective evaluation of working circumstances (work, supervision) or the outcomes of having a job (pay, security).
- **Job satisfaction** is typically divided into two categories: internal and external. Internal work satisfaction refers to a person's internal desire to do a particular activity; individuals undertake certain jobs because they are enjoyable, develop a specific skill, or are ethically correct. The external advantages that the facility or organisation provided to the professional are referred to as external factors. External variables are things that are outside of the person's control and have nothing to do with their job. Examples include money, excellent grades, and other incentives. Both Emotional Intelligence and Work Satisfaction are popular concepts in today's workplace, and both have received a great deal of attention. They have such a competitive edge in both their personal and professional lives. The emotional intelligence of employees is believed to be higher in those who are more pleased in their jobs. In this case, more emotional intelligence allows workers to develop strategies for dealing with the stress's potential repercussions, while lesser emotional maturity makes it impossible for employees to deal with stressful circumstances.
- **Organizational commitment** The difficulty involved in an individual's behaviour and manners within a maintaining organisation is known as organisational commitment. Allen and Meyer (1990) defined organisational commitment as a psychological state that ties an employee to an



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organisation, minimizing turnover, and as a mindset that takes many shapes and binds a person to a path of action that is essential to a certain objective (Meyer & Herscovitch, 2001).

- **Participation in the workplace** The degree of psychological and emotional engagement in one's employment, career, or company is referred to as job involvement. Arriving on early to work is half the fight. Top performers are enthusiastic about their job and work at a high level. Top performers are enthusiastic about their job and work at a high level performance. Because productivity plays a key part in most employee choices such as pay, promotion, and retention, it is a crucial topic in corporate practise and study. Two instances of performance as a thought are task performance and contextual performance may be construed in a number of different ways.

## Conclusion

Emotional intelligence will certainly have a significant role to deal with issues related to the employee behaviour. Hence, it will be beneficial to study about emotional intelligence. Behaviour and emotions are inter-related so have a direct impact on the employee performance. While making a comparison between IQ and EQ it was suggested by Goleman that only 20% success is contributed by IQ, and the rest 80% is determined by EQ. Emotions are now being by and large believed to be determinants of human intelligence rather than the IQ.

Nowadays, organizations are eyeing for the individuals having EQ skills also besides the needed technical or professional skills because it is considered as an essential skill needed in order to survive and competent in the present scenario.

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