

## IMPACT OF EMOTIONAL INTELLIGENCE ON JOB PERFORMANCE AMONG WORKING WOMEN IN IT SECTOR (CHENNAI) : AN EMPIRICAL STUDY

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### ABSTRACT

*The technological advancements and growth in the IT sector have created a growing demand for skilled manpower in IT sector. Considering the high growth of the Information Technology industry in India and its vast global coverage and the huge employment potential that it offers create a separate platform that addresses women's challenges in the IT industry. Emotional intelligence plays major role in managing stress for women employees, and also improving the performance of the individual. Emotional intelligence is the ability to identify our own emotions and those of others to self motivate ourselves. It helps to increase emotional self awareness, expression, creativity, tolerance, trust and integrity to improve relations within and across the organization and thereby increase the performance which in turn gives a better standard of living. It is recognized that emotional intelligence is more important to job performance than any other leadership skill. It is said that our emotional intelligence is more than twice as important as our technical knowledge. The research study aims to find out the factors that help to motivate once intelligence by having proper assessment and control over emotions. The structured questionnaires on Emotional Intelligence were used to collect the primary data from 90 working women employees from IT sector with special reference to Chennai region. The result was validated using Factor Analysis and Garrett ranking techniques and is also used to rank the factor responsible for job performance. The result found that KMO Measure of sampling adequacy is 0.856. This shows that the sample size is adequate for 22 variables to identify the predominant factors.*

**KEYWORDS:** Emotional Intelligence, Factor Analysis, Job Performance, Women Employees, IT Sector Etc

### INTRODUCTION

India's economy has undergone a substantial transformation, since the country's independence in 1947. The Indian information technology sector continues to be one of the sunshine sectors of the Indian economy showing rapid growth and promise. It has contributed significantly to Indian economic growth in terms of GDP, Foreign exchange earning and employment generation. India's IT Services industry was born in Mumbai in 1967 with the establishment of Tata Group in partnership with Burroughs. The first software export zone SEEPZ was set up here way back in 1973, the old avatar of the modern day IT park. More than 80% of the country's software exports happened out of SEEPZ, Mumbai in 80's. The technological advancements and growth in the IT sector have created a growing demand for skilled manpower

in IT sector. The women of modern India have been the backbone of this rapidly growing IT sector. Considering the high growth of the Information Technology industry in India and its vast global coverage and the huge employment potential that it offers create a separate platform that addresses women's challenges in the IT industry. There is no denying the fact that women in India have made a considerable progress in almost seven decades of Independence, but they still have to struggle against many handicaps and social evils in the male-dominated society. Many evil and masculine forces still prevail in the modern Indian society that resists the forward march of its women folk.

When women work in an organization for attaining a common objective, they have to face a plenty of challenges. They undergo challenges in competing with each other, communication, cultural difference, adaptability and many. Frequent changes in technology, risk, time constraint, ethical values, unity in team work and completion of target within time lead to occupational stress. Any issue that could impede the work flow and hinder the work in an organization could greatly affect the productivity.

The concept of emotional intelligence began to emerge in 1990's, by Daniel Goleman's. It has captured a great deal of attention from practicing leaders and from organizations seeking to enhance the leadership abilities of their employees. As per Salovey and Mayer viewpoint, it is the form of social intelligence that involves 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.

### **Importance of the Study**

Emotional intelligence is the ability to perceive, control and evaluate emotions. It helps to increase emotional self awareness, expression, creativity, tolerance, trust and integrity to improve relations within and across the organization and thereby increase the performance which in turn avoids occupational stress. It is recognized that emotional intelligence is more important to job performance than any other leadership skill. It is said that our emotional intelligence is more than twice as important as our technical knowledge. Emotionally intelligent women do extremely well in the workplace.

Despite tremendous achievements of women employees in science and technology, majority of them seem to be experiencing moderate to high degree of psychological stress in various spheres of their lives. Due to the competitive nature of the job environment, most of the people in the world are spending their time for job related works resulting in overlooking the stressors that are influencing their work and life. Success of a working woman is greatly dependent on the ability of women to identify ones own emotion and the emotions of others and use that intelligence to control over stress. Women with higher emotional intelligence are likely to be more creative and innovative in the workplace. Women with higher emotional intelligence are more productive than women with lower emotional intelligence. Emotions drive behavior in the workplace and positive emotions increase productivity and produce better team work with less conflict. Therefore, it is very important for the employer and the employees to understand the consequences of stress and its effects.

Emotional intelligence is the ability to manage once emotions with respect to the relationship with others, i.e., the ability to understand and reciprocate others feeling and need. The ability to empathize with others feeling and understanding ones own feeling is called emotional intelligence. The initial conception of emotional intelligence was described formally by Salovey and Mayer (1990). They defined it as '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' (p. 189). They also provided an initial empirical demonstration of how an aspect of emotional intelligence could be measured as a

mental ability (Mayer, DiPaolo, &Salovey, 1990). Emotional intelligence provides a buffering effect, which acts as a cushion in perceiving the work environment and reducing its stress. Employees with high level of emotional intelligence have the ability to recognize and express emotions as well as manage and control them. They have the ability to better cope with stress and suffer less adverse outcomes.

**Research Objectives**

- To examine the Emotional intelligence factor adopted by the women employees working in IT sector
- To ascertain the influence of emotional intelligence towards job performance among IT women employees - using Garrett ranking technique.

**MATERIALS AND METHODS**

A detailed research work was conducted to discover the impact of Emotional Intelligence and job performance among women employees in IT sector in Chennai. The structured questionnaires on Emotional Intelligence were used to collect the primary data from the respondents in order to find the components which is considered to be most important for managing emotions. The secondary data was also collected from research papers, books, websites and journals. The research design undertaken for this study was descriptive research. A total of 95 questionnaires were distributed to women employees working in IT companies by using simple random sampling technique. But only 90 valid responses were received and the same has been included for the analysis. The result was validated using Factor Analysis.

**Table 1: KMO and Bartlett's Test**

<b>Kaiser-Meyer-Olkin Measure of Sampling Adequacy</b>		<b>.856</b>
Bartlett's Test of Sphericity	Approx. Chi-Square	3486.360
	df	89
	Sig.	.000

The above table shows the sample adequacy test by KMO (**Kaiser-Meyer-Olkin**) and **Bartlett's** test. The KMO measure of sampling adequacy is .856, which falls into the range of being great. So we should be confident that Factor Analysis is appropriate for these data.

**Factor Analysis**

The first and the foremost initial process in factor analysis is to determine the linear components within the data set i.e., the Eigen values by calculating the Eigen values for R-matrix. SPSS extracts factors which has values more than 1 which is acceptable. Principal component analysis is an important technique to determine the strong patterns in the data set and an important instrument for data reduction is followed. The initial value is 1 by definition and extraction values are more than .5 is usually accepted. In this research the extraction values are high i.e., more than .5 which indicates the proportion of each variables variance. We now proceed with the total variance table.

Table 2: Communalities

	Initial	Extraction
Capable To Identify My Feelings.	1.000	.998
Understand The Reasons For My Moods.	1.000	.982
My Feelings Impact My Performance.	1.000	.884
Values And Goals Are Very Clear In My Mind.	1.000	.599
Aware Of My Strengths And Weaknesses.	1.000	.753
Confidence In Myself And In My Decisions.	1.000	.883
Take Initiative To Meet People In Social Situation.	1.000	.993
Achieve What I Want Though My Determination.	1.000	.984
Don't Easily Give Up Even If I Received Set Backs.	1.000	.982
Focus On Solution For Problem.	1.000	.993
Adjust Very Quickly To New Challenges, Problem And Information.	1.000	.644
Able To Handle Multiple Demands.	1.000	.982
Quite Flexible In My Approach To Life And Problems.	1.000	.643
Constantly Try To Improve My Performance.	1.000	.998
Set Challenging Goals For Myself.	1.000	.982
Constantly Scan The Environment To Seize Any New Opportunity.	1.000	.993
Sense The Pulse Of Other And State Unspoken Feelings.	1.000	.984
Listen To The Feelings Of People When I Walk Into A Room.	1.000	.993
Comfortable In Working With People Of Different Background.	1.000	.998
Able To Convince People.	1.000	.883
Present Myself In Such A Way That People Get Impressed.	1.000	.993
I Am A Good Communicator.	1.000	.998
Capable To Put Across My Messages Effectively.	1.000	.982
Extraction Method: Principal Component Analysis.		

Finally, the rotated component analysis is used to show the factor loadings for each scale construct. Based on the highest factor loadings each of the following names have been given. The coefficients of factor loadings, represent the correlations between the factors and the variables. A coefficient with a large absolute value indicates that the factors and the variables are closely related. The coefficients of the factor matrix can be used to interpret the factors. In this case, the factors have been rotated so that each factor has significant loadings (more than 0.40) ideally with not more than one variable.

Table 3: Rotated Component Matrix<sup>a</sup>

	Component					
	1	2	3	4	5	6
able to handle multiple demands.	<b>.985</b>	-.095	.015	.027	.046	.009
set challenging goals for myself.	<b>.985</b>	-.095	.015	.027	.046	.009
understand the reasons for my moods.	<b>.985</b>	-.095	.015	.027	.046	.009
don't easily give up even if I received set backs.	<b>.985</b>	-.095	.015	.027	.046	.009
capable to put across my messages effectively.	<b>.985</b>	-.095	.015	.027	.046	.009
confidence in myself and in my decisions.	<b>.922</b>	-.149	-.033	.076	.047	.040
able to convince people.	<b>.922</b>	-.149	-.033	.076	.047	.040
values and goals are very clear in my mind.	<b>.557</b>	.117	-.014	.006	-.523	.040
focus on solution for problem.	.125	<b>.981</b>	-.116	.002	.025	.019
constantly scan the environment to seize any new opportunity.	.125	<b>.981</b>	-.116	.002	.025	.019
listen to the feelings of people when I walk into a room.	.125	<b>.981</b>	-.116	.002	.025	.019
take initiative to meet people in social situation.	.125	<b>.981</b>	-.116	.002	.025	.019

**Table 3: Condt...**

present myself in such a way that people get impressed.	.125	<b>.981</b>	-.116	.002	.025	.019
quite flexible in my approach to life and problems.	.090	<b>.478</b>	-.219	.207	-.366	.427
constantly try to improve my performance.	.004	-.131	<b>.989</b>	-.044	-.009	-.031
I am a good communicator.	.004	-.131	<b>.989</b>	-.044	-.009	-.031
capable to identify my feelings.	.004	-.131	<b>.989</b>	-.044	-.009	-.031
comfortable in working with people of different background.	-.004	-.131	<b>.989</b>	-.044	-.009	-.031
achieve what I want though my determination.	.095	.013	-.068	<b>.983</b>	.048	-.051
sense the pulse of other and state unspoken feelings.	.095	.013	-.068	<b>.983</b>	.048	-.051
aware of my strengths and weaknesses.	.130	.022	-.153	.193	<b>.807</b>	.154
adjust very quickly to new challenges, problem and information.	.288	.380	.185	-.137	<b>.567</b>	-.206
my feelings impact my performance.	.117	.034	-.040	-.133	.069	<b>.919</b>
<b>Extraction Method: Principal Component Analysis.</b>						
<b>Rotation Method: Varimax with Kaiser Normalization.</b>						
<b>a. Rotation converged in 6 iterations.</b>						

The method for rotation used here is the Varimax procedure. This is an orthogonal method of rotation that minimizes the number of variables with high loadings on a factor, thereby enhancing the interpretability of the factors. On the basis of Table, five were identified for the **22 variables**. Justification for clubbing 5<sup>th</sup> and 6<sup>th</sup> iteration since both the iteration values falls on the same equilibrium, it is to be combined into a single factor.

Based on the item loadings, these factors were respectively labelled as follows and table reveals the fit index.

**Table 4: Component Transformation Matrix**

Component	1	2	3	4	5	6
1	.852	-.493	.167	.044	.037	-.009
2	.480	.655	-.557	.138	.052	.092
3	.180	.569	.786	-.150	.054	-.033
4	-.082	.016	.173	.957	.150	-.158
5	.040	.035	.075	.180	-.944	.261
6	-.057	-.056	.091	.092	.282	.947
Extraction Method: Principal Component Analysis.						
Rotation Method: Varimax with Kaiser Normalization.						

- The factor “**Personal factor**” explains the 1<sup>st</sup> component.
- The factor “**Interpersonal factor**” explains the 2<sup>nd</sup> component.
- The factor “**Social factor**” explains the 3<sup>rd</sup> component
- The factor “**Management factor**” explains the 4<sup>th</sup> component
- The factor “**Adaptive factor**” explains the 5<sup>th</sup> component

Table 5: Fit Index

Fit Statistics	Obtained	Recommended
GFI	.932	>0.90
AGFI	.915	>0.90
NFI	.945	>0.90
RFI	.870	>0.90
CFI	.959	>0.90
TLI	.922	>0.90
RMSEA	.043	<0.05
RMR	.024	<0.02

### Garrett Ranking Method

The percentage score for each ranks have been calculated for all the seven ranks and the same has been converted into scale values using Scale Conversion Table given by Henry Garrett. The score value (fx) has been calculated for each factor by multiplying the number of respondents (f) with respective scale values (x). The total scores have been found by adding the score values (fx) of each rank for every factor. The mean score has been then calculated to know the order of preference given by the respondents for the factors. Based on the mean score, overall ranks have been assigned for each factor. The ranking analysis of the Consumers influencing factor has been identified through Garrett's Ranking Technique, which is shown in Table No:6 to Table No:8.

Table 6: Ranking of the Influencing Factors Job Performance - Garrett Score

Rank scale		I	II	III	IV	V	VI	VII	Total Score
<b>Factors</b>	<b>X</b>	<b>79</b>	<b>66</b>	<b>58</b>	<b>50</b>	<b>43</b>	<b>35</b>	<b>22</b>	
<b>Skill and Experience</b>	f	20	11	13	12	8	10	16	4706
	fX	1580	726	754	600	344	350	352	
<b>Emotional stability</b>	f	8	13	18	16	10	15	10	4509
	fX	632	858	1044	800	430	525	220	
<b>Motivation</b>	f	11	14	19	13	14	13	6	4734
	fX	869	924	1102	650	602	455	132	
<b>Management support</b>	f	11	12	16	14	16	10	11	4561
	fX	861	792	928	700	688	350	242	
<b>Work environment</b>	f	16	18	9	13	14	12	8	4822
	fX	1264	1188	522	650	602	420	176	
<b>Job training</b>	f	14	10	7	10	16	21	12	4359
	fX	1106	660	406	500	688	735	264	
<b>Team effort</b>	f	10	12	8	12	12	9	27	4121
	fX	790	792	464	650	516	315	594	

Source: Primary source

From the Table 6, it is evident that the total score of skill and experience was found to be 4706 while the total score of emotional stability has been ascertained to be 4509 and that of motivation was computed to be 4734. The total score of management support has been determined to be 4561 and the total score of work environment has been computed to be 4822 while the total score of job training was found to be 4359. The total score of team effort was found to be 4121.

**Table 7: Percentages of Position and Garrett Value**

Sl.No	100 (Pi – 0.5) Nj	Calculated Value	GARRET VALUE
1	100(1-0.5)/7	7.14	79
2	100(2-0.5)/7	21.43	66
3	100(3-0.5)/7	35.71	58
4	100(4-0.5)/7	50	50
5	100(5-0.5)/7	64.29	43
6	100(6-0.5)/7	78.57	35
7	100(7-0.5)/7	92.86	22

Table 7 shows the Garret score value. By multiplying the score value of Table 6 to Table 7. The total Garrett score values and the mean values are presented in Table 8..

**Table 8: Ranking of the Influencing Factors towards Job Performance - Garrett Ranking**

Factors	Total Score	Mean Score	Rank
<b>Skill and Experience</b>	4706	52.29	III
<b>Emotional stability</b>	4509	50.1	IV
<b>Motivation</b>	4734	52.6	II
<b>Management support</b>	4561	50.68	V
<b>Work environment</b>	4822	53.58	I
<b>Job Training</b>	4359	48.43	VI
<b>Team effort</b>	4121	45.79	VII

It is disclosed from the Table No 8, that the “Work environment” has been the first ranked factor with the mean score of 53.58 while the “Motivation” has been assigned with the second rank as indicated by the mean score of 52.6. The mean score of 52.29 pertaining to “skill and experience” fetched the third rank whereas the fourth ranked factor according to the sample respondents was found to be “Emotional stability”. The fifth and the sixth rank have been assigned to factors “Management support” and “Job training” with a mean score of 50.68 and 48.43 respectively. “Team effort” has been assigned as seventh rank.

**CONCLUSIONS**

Emotional intelligence helps to navigate the social complexities of the workplace, lead and motivate others and excel in career. It helps to bring in better adaptability, empathy, assertion, relation, intelligence, ethical values towards women employees working in IT sector. Applying emotional intelligence makes employees feel comfortable within and with people around them. It is the ability of an individual to appropriately and successfully respond to a vast variety of emotional inputs. This study confirms that emotional intelligence produces organizational success and cultivate competitive advantage among women employees. Most of the organizations are nowadays taking those employees who are emotionally intelligent, so that they can manage the workplace problems easily and they can become more productive for the organization. The study concludes that emotional intelligence is associated and interconnected with every point of job performance and it plays the buffering role towards various hindrances faced by working women.

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