

Influence of Emotional Intelligence on Job Performance: A Study Among IT Professionals in Chennai

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Abstract: *Today we are in 21st century witnessed a dramatic change in the nature of work. There has been a massive introduction of new technology, particularly the use of computers, into the workplace and the change in the structure of the economy is largely due to the IT sector, which is part of the tertiary sector. . In the last two decades, the Indian I. T industry has contributed significantly to economic growth in terms of GDP, foreign exchange earnings & employment generation. An important factor which had been instrumental for these changes is the proactive steps taken by the government in promoting the I. T. sector as a service industry in tune with the Nation's I. T. policy. With the dawn of the 21st century, the trend of restructuring and downsizing has continued in many organizations, together with an increase in sub - contracting and outsourcing, in order to compete successfully in the increasingly competitive global market. A steady rise in short - term contracts, as a result, possibly, of the deregulation of long - term contracts and the limited requirements on permanent employment in many countries was witnessed. Other changes included new patterns of working, such as tele - working, self - regulated work and team work, an increased reliance on computerized technology and a move towards a more flexible workforce, both in number of employees and in their skills and functions. In response to these adjustments by industry, the conditions of work and employment also changed significantly.*

Keywords: Emotional Intelligence, Job Performance, IT Industry, Chennai, Employee Productivity

1. Introduction

The present day organizations take for granted that their employees have enough intellectual abilities and technical know - how to do their jobs. They are also laying emphasis on personal qualities, such as initiative, empathy, adaptability, persuasiveness, openness to change and willingness to diversify. In a time when there are no guarantees of job security, and when the very concept of a “job” is rapidly replaced by “portable skills”, These are prime qualities that ensure an employee remains employable. These qualities have been discussed loosely for decades under various names, from “character” and “personality” to “soft skills” and “competence”, there is at last a more precise understanding of these human talents, and a new name for them:

defines emotional intelligence as the ability to sense, understand and effectively apply the power and acumen of emotions as the source of human energy, information, trust, creativity and influence. Bar - On (1997) proposed that emotional intelligence reflects one’s ability to deal with daily environment challenges and helps predict one’s success in life, including professional and personal pursuits. Mayer and Salovey (1997) defined emotional intelligence as a set of abilities to perceive accurately, appraise, and express emotions; the ability to access and/or generate feelings when they facilitate thought; the ability to understand emotions and emotional knowledge; and the ability to regulate emotions to promote emotional and intellectual growth. Goleman (1998) opined that an emotionally intelligent person is likely to be skilled in two key areas namely – ‘personal competence’ – how one manages the self and ‘social competence’ – how one manages relationships

Concept of Emotional Intelligence (E. I.)

A brief account of definitions proposed by different authors on emotional intelligence is given below: **Cooper (1996)**

Ability Model of Emotional Intelligence

Emotional Intelligence Dimensions	Emotional Abilities
Perception, appraisal and expression of Emotion.	The accuracy with which individuals can identify emotions and emotional content.
The accuracy with which individuals can identify emotions and emotional content. Emotional facilitation of thinking.	Describes emotional events that assist intellectual processing.
Understanding and analyzing emotions and employing emotional knowledge.	The ability to recognize, label and interpret emotions.
Reflective regulation of emotions to promote emotional and intellectual growth.	Conscious, reflective regulation of emotions to enhance growth.

Goleman's (2011) Emotional Intelligence Competencies

Self Personal Competence		Other Social Competence
Recognition	Self – Awareness <ul style="list-style-type: none"> • Emotional Self - Awareness • Accurate Self - Assessment • Self – Confidence 	Social – Awareness <ul style="list-style-type: none"> • Empathy • Service Orientation • Organizational Awareness
Regulation	Self – Management <ul style="list-style-type: none"> • Self - Control • Trustworthiness • Conscientiousness • Adaptability • Achievement Drive 	Relationship – Management <ul style="list-style-type: none"> • Developing Others • Influence • Communication • Conflict Management • Leadership • Change Catalyst • Building Bonds • Teamwork and Collaboration

Emerging Trends in the IT Industry

Globalization and its effects in the global economy have a profound effect in shaping the global IT industry. There is great, unceasing demand for technology - enabled business transformation constant innovation in technology and technology - intensive products and services across all sectors. Off shoring is predicted to increase. This will mean that low - cost nations, such as China, Russia, Vietnam and Bangladesh, will gain a greater proportion of the international technology market. Indeed, China has already become the biggest exporter of IT goods, surpassing Japan, the European Union and the US.

The new challenges presented by technology are likely to be driven by the next generation of 'digital natives', the generation that has grown up with technology. They are the 'native speakers' of the digital language of computers, video gaming and the internet. The rise of social computing powered by Web 2.0 technologies and the creation of new technologies to form and extend networks will shape future IT products, services and skills. This will have implications for the UK IT industry as the 'digital natives' enter the workforce and transform the way in which businesses operate. Increasing environmental concerns will also drive the demand for green IT and environmental computing. Such developments will also be underpinned by communication convergence and integration. This includes the development of the use of consumer - based products such mobile phones and wireless internet access to enable remote working in virtual offices.

I. T Sector: In Chennai

With the aim of achieving the goals spelt out in the IX Five Year plan and to focus attention on the I. t industry as an engine growth in the state, it was decided by Tamil Nadu Government to formulate an industry specific policy for the I. T. industry. Recognizing the potential of I. T sector in accelerating the economic development of the state, the government has multiplied its efforts to create a business environment in the state that is conducive for rapid I. T. development. Tamil Nadu is one of the first states in India to announce a comprehensive I. T. Policy as early as 1997. It was even before the National I. T. policy which was released in 1998. Among all the states Chennai, the state capital, is fast emerging as a prominent development center for multimedia software applications. Companies such as HCL, TCS Infosys, CTS, Convergys, Verizon, Isoft, Xansa, iNautix, EDS, & Bally have offices in Chennai. It is also

emerging as a preferred destination for Knowledge Process Outsourcing (KPO). The city is a hub for e - publishing, with nearly 50 e - publishing units. India's largest I. T. Park is housed at Chennai, developed jointly by Ascendas India Ltd, a Singapore - based company engaged in providing business space solutions, Tamil Nadu Industrial Development Corporation Ltd (TIDCO) & most preferred destination for high -end BPOs in financial services, healthcare, and other back - office services. An important factor in I. T companies choosing Chennai as location has been the enabling environment provided by State. The I. T. Policy of Tamil Nadu recognizes the importance of creating the necessary infrastructure besides providing fiscal incentives for promoting the industry. While the industry has significant headroom for growth it is battling with a few issues at present.

Statement of the Problem:

It could be improved by including a statement such as: The findings of this study are significant for IT organizations in Chennai, as they provide evidence that emotional intelligence is a crucial factor in enhancing job performance. This insight can inform strategies for employee training and development, ultimately leading to higher productivity and job satisfaction.

Need for the study

This study aims to explore the relationship between emotional intelligence and job performance among IT professionals in Chennai, with a focus on identifying key factors that influence this relationship and providing insights for organizational development.

Objectives of the study

- To explore the level and occurrence of Emotional intelligence among employees working in IT sector
- To analyze the causes of Emotional intelligencers that affects the working life of IT employees.
- To analyze the impact of Emotional intelligence level of the IT employees in Chennai.
- To identify the Measures to minimizes the Emotional intelligence level among the employees
- To offer suggestions to minimize the Emotional intelligence and for improving their life.

2. Research Methodology

The research design outlines the methods and procedures used to conduct this descriptive study. Although the procedures vary from one field of inquiry to another identifiable features distinguish inquiry from other methods of obtaining knowledge. In general, scientific researchers propose hypotheses as explanations of phenomena and design research to test these hypotheses via predictions which can be derived from them.

Data Collection

Primary data were collected from the employees of those IT companies with the help of the structured interview schedule. The interview schedule was pretested before finalizing its format. The Secondary data were collected from books, journals, newspapers and websites.

Sampling Design

Tamilnadu constitutes the southern - eastern extremity of the Indian peninsula. Chennai is the capital city of the State, besides being an important district. This city is one of the metropolises of India and serves as the gateway to the culture of South India.

Chennai is situated on the north - east end of Tamil Nadu on the coast of Bay of Bengal. It lies between 12° 9' and 13° 9' of the northern latitude and 80° 12' and 80° 19' of the southern longitude on a sandy shelving breaker swept beach. It stretches nearly 25.60 kilo metros along the Bay coast from Thiruvannamiyur in the south to Thiruvottiyur in the north and runs inland in a rugged semi - circular fashion. It is bounded on the east by the Bay of Bengal and on the remaining three sides by Chengalpattu and Thiruvallur Districts.

The growth of the city is significant and closely linked with the development of British Institutions and administration. In short, Chennai city was the chief centre from which the British rule expanded in the sub - continent and it remains a standing monument of British contribution to India. Chennai city has acted as an important centre of culture and education in South India and has been the cradle of many movements which have played an important role in the history of the sub - continent.

The establishments of professional colleges like Medical, Law and Teaching, Veterinary, Engineering, the location of the Indian Institute of Technology and the establishment of Central Leather Research Institute has added to the development of the city. Chennai is one of the leading cities in India today from the point of view of trade and commerce, with the fourth largest port in the country and the first to have developed international standard full - fledged container terminals.

In terms of the numbers selected above, the sample size (n) and margin of error (E) are given by⁹

$$n = Z (c / 100) 2 r (100r)$$

$$n = N x / ((N1) E 2 + x)$$

$$E = \text{Sqrt} [(N n) x / n (N1)]$$

Where N is the population size, r is the fraction of responses that you are interested in, and Z (c/100) is the critical value

for the confidence level. The sample respondents were selected in the basis of Cluster method. The city is divided into five taluks namely Egmore - Nungambakkam, Mylapore - Triplicane, Mambalam - Guindy, Fort - Tondiarpet and Perambur - Purasawakkam each taluks is considered as cluster. Among the five taluks the IT professionals population is indefinite; hence the above formula (Vovici) was used which resulted in 122 respondents. 122 respondents have been chosen by adopting random sampling method to this study.

Selection of the Sample Respondents

There were wide variations in the number of IT professionals in the selected five taluks in the study area. The lists of employees on roll were collected from the sample IT companies. The sample respondents were selected by means of lottery method.

Tools

The general plan of analysis ranges from simple descriptive statistics to 'F' test. The extent and variation of emotional intelligence of the IT professionals in Chennai city were measured through scale and analysis on the basis of the scores of components.

In this study, the data were analyzed by using statistical methods, like Mean, Standard - Deviations and test for Difference of Proportions, ANOVA and Correlation. The computation was done for the total sample besides an analysis carried out separately on the basis of form of organization.

3. Review of Literature

Arthi R et. al (2016) major purpose of the study is to empirically test the association between the factors of Emotional Intelligence (EI) and job performance of school teachers. A cross sectional study was conducted among 113 teachers presently working in private schools from selected towns in Vellore district. Purposive sampling is used to select the participants. Questionnaire is used to collect data. Result using correlation analysis indicated that there exists a positive correlation between all the factors of emotional intelligence and job performance. Further, the findings indicates that EI and job performance is different across teachers' age, working experience at present organization, while there is no significant difference exhibits across teaching grade and qualification of teachers. Further, the gender shows significant difference only with regard to EI and not with job performance. This study is limited only to examine the relationship between EI factors and job performance of teachers. Further, it would be beneficial to examine other mediating or moderating effect of variable such as self- efficacy, job satisfaction, empowerment, motivation which may have impact on the relationship between emotional intelligence and job performance.

Choerudin A. (2016) his research is a survey employees of sharia bank in Solo Raya, Central Java, Indonesia. The number of sample allowed is 178 employees for the technique of maximum likelihood estimation. The technique of sampling using the method of proportional random sampling. The technique on the research analysis used

Structural Equation Modelling (SEM) with AMOS. The results and findings show that (1) emotional intelligence has a positive effect on job performance and (2) emotional intelligence has a negative effect on turnover intention. The results of testing this indicate that higher emotional intelligence than the level of job performance and there is no influence emotional intelligence on the level of turnover intention. This explains that how employees with the ability, low in understanding and managing emotional intelligence, not influence his turnover intention in level employees. The development of the concept of a direct relationship between emotional intelligence on the job performance and turnover intention, need to be emphasized with reference to social interaction and approach the theory that builds of social capital to strengthen the influence on the situation different work.

Efstathia M. Vlachou et. al (2016) their paper aims to investigate the relationship between Burnout syndrome and Emotional Intelligence in health professionals occupied in the sector of rehabilitation. The data were collected from a sample of 148 healthcare professionals, workers in the field of rehabilitation, who completed Maslach Burnout Inventory questionnaire, Trait Emotional Intelligence Que - Short Form questionnaire and a questionnaire collecting demographic data as well as personal and professional information. Simple linear regression and multiple regression analyses were conducted to analyze the data. The study concluded that the with their employees, especially in the health care field. Furthermore, they could also promote some experimental seminars, sponsored by public or private institutions, in order to enhance Emotional Intelligence and to improve the workers' quality of life and the quality of services they provide.

Analysis of the Data

The sample representatives are partitioned into three classes in view of their individual scores. The dispersion of respondents as indicated by their levels of passionate knowledge is appeared in

Table 1: Distribution of Sample of Employees on the basis of their Level of Emotional Intelligence

S. No	Level of Emotional Intelligence	No. of Employees	Percentage
1.	Low	20	16.33
2.	Medium	82	67.00
3.	High	20	16.67
	Total	122	100.00

Source: Primary data

It is watched that 20 respondents have low - level of enthusiastic insight. It works out to 16.33 for every penny. There are 82 respondents of a medium - level of passionate knowledge. There are 16.67 for every penny representatives with an abnormal state of enthusiastic knowledge in IT Sectors in Chennai. It is discovered that in excess of two third of the respondents have medium - level of passionate insight.

Gender and Emotional Intelligence

The sexual orientation of the respondents has been considered for the investigation. Sexual orientation and

Emotional insight are between related. An endeavor is made to discover whether the level of passionate knowledge shifts in regard of the sex of the respondents. So it is derived that 'sex impacts the level of representatives' passionate insight '. The example respondents are gathered into two gatherings male and female.

Table 2: Uncovers the connection amongst sex and passionate knowledge

Relationship between Gender and Emotional Intelligence

S. No	Gender	No. of Respondents	Average Emotional Intelligence	Range
1.	Male	70	383.32	274 - 418
2.	Female	52	410.63	310 - 428
	Total	122	307.03	

Source: Primary data

Table 3: Gender and Emotional Intelligence - Analysis of Variance

Source	DF	SS	MS	F
Between Groups	1	2578.16	2578.16	1.24
Within Groups	122	851595.96	1654.18	
Total	122	854174.12		

4. Findings

- 1) Gender - he most elevated rate (17.54) of an abnormal state of enthusiastic insight and the least level of low - level of passionate knowledge are among the female respondents. The level of connection amongst sex and passionate knowledge is estimated by methods for relationship investigation. The correlation examination uncovers that the co - effective of connection isn't critical and along these lines there is no huge connection amongst sexual orientation and passionate knowledge. Consequently the theory 'Gender' impact the level of enthusiastic insight is does not hold well.
- 2) Age - the most elevated rate (29.00) of abnormal state passionate knowledge respondents is among the old matured representatives. The level of connection amongst age and enthusiastic knowledge is estimated by methods for relationship examination. The correlation uncovers that the co - effective of connection is critical and subsequently there is a huge connection amongst age and enthusiastic knowledge. Thus the speculation 'age impact the level of passionate knowledge 'holds great and there is a reverse connection between the causes.
- 3) Education - The level of connection amongst instruction and passionate insight is estimated by methods for relationship investigation. The relationship examination demonstrates that the connection co - effective isn't noteworthy. It infers that there is no huge connection amongst instruction and enthusiastic insight. Subsequently the theory 'training impacts the level of passionate insight' does not hold well.
- 4) Marital Status - The level of abnormal state of enthusiastic insight is the most elevated among the wedded respondents. This show the wedded respondents have higher passionate knowledge than the unmarried respondents. The level of connection between conjugal status and enthusiastic knowledge is estimated by methods for relationship investigation. The connection investigation shows that the connection co - effective

isn't noteworthy and accordingly there is no critical connection between conjugal status and passionate insight. Thus the speculation 'conjugal status impacts the level of passionate knowledge' does not hold well.

- 5) Status of Employment - The level of respondents with abnormal state of passionate knowledge is the most astounding among perpetual workers. The level of connection between status of business and passionate knowledge is estimated by methods for relationship investigation. The connection investigation uncovers that the relationship co - proficient is noteworthy and in this way there is a huge connection between the status of work and passionate knowledge. In this manner the speculation 'statuses of work impact enthusiastic insight' holds great.
- 6) Monthly Income - The level of respondents with a more elevated amount of enthusiastic insight is the most noteworthy among the low wage gathering. The level of connection between month to month pay and passionate insight is estimated by methods for relationship investigation. The connection examination shows that the relationship co - proficient isn't critical and subsequently there is no huge connection amongst salary and enthusiastic knowledge. Thus the theory 'yearly wage impacts enthusiastic knowledge' does not hold great.
- 7) Experience - The level of respondents with an abnormal state of passionate insight is the most elevated among upto 17 years. The level of connection between the experience and enthusiastic knowledge is estimated by methods for relationship investigation. The connection investigation uncovers that the relationship co - proficient is noteworthy and in this way there is a huge connection between the experience and passionate insight. Along these lines the speculation 'encounter impacts passionate insight' holds well and there is a backwards connection between the components.
- 8) The level of abnormal state passionate knowledge is the most astounding among the representatives having a place with joint families. The level of abnormal state of enthusiastic knowledge is the most noteworthy among the workers from huge families contrasted with little and medium estimated families. The level of respondents with an abnormal state of enthusiastic knowledge is the most astounding among lasting workers.
- 9) Seven elements are distinguished and their impact the on passionate knowledge has been examined. The impact of each factor has been tried with the assistance of connection co - proficient. Among the elements tried, the accompanying are the huge effects on passionate knowledge.
 - a) Age
 - b) Status of Employment
 - c) Monthly Income
 - d) Experience

These measurable tests have demonstrated that the accompanying variables don't impact passionate insight.

- a) Sex
- b) Education
- c) Marital Status
- 10) Stepwise regression examinations of four components uncovers that Age, Status of Employment, Monthly

Income and Experience impact enthusiastic insight when the impact of different variables is kept consistent.

Domains of emotional intelligence

Hypotheses Testing Results

Hypotheses	Testing Methods	Findings
H1	SEM	Strongly Supported
H2	SEM	Strongly Supported
H3	SEM	Strongly Supported
H4	SEM	Strongly Supported
H5	CFA	Strongly Supported
H6	Multiple Regression Analysis	Strongly Supported
H7	MANOVA	Strongly Supported

The key findings of the study point out the differential roles of antecedents and components of job performance. The antecedents serve the purpose of building job performance and components fuel the process of sustaining job performance. The demographic variables of respondents such as age, education and income have significant impact on service job performance dimensions. ‘

- Higher the education of the customer, lower the commitment level exhibited by them in emotional intelligence in IT sector.
- Education of the respondents has significant impact on the Word of Mouth job performance dimension.
- Age of the respondents significantly impacts affective job performance exhibited in IT sector.
- ‘Complaining behaviour’ job performance dimension has been significantly impacted by education of the respondents.
- Age of the respondents has a strong influence on the conative job performance of the respondents
- The trust level of respondents is strongly influenced by the age of the respondents.
- The age of the respondents plays a strong role in explaining commitment dimension of job performance.
- The income level of the respondents has significant impact on the ‘tolerance’ dimension of job performance.
- Education of the respondents has a strong influence over cognitive job performance displayed by IT sector employees.
- Income of the respondents plays a vital role in explaining the attitudinal job performance.
- Behavioural job performance of respondents is determined by the income level of the respondents.

5. Conclusions

This study confirms that emotional intelligence significantly influences job performance among IT professionals in Chennai. Organizations in the IT sector should prioritize the development of emotional intelligence skills through targeted training programs. By doing so, they can enhance employee productivity, job satisfaction, and overall organizational success. Future research should explore the impact of emotional intelligence on other professional outcomes, such as employee retention and leadership effectiveness.

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