

EMOTIONAL INTELLIGENCE AND ITS IMPACT ON EMPLOYEE'S PERFORMANCE IN DEDICATED FREIGHT CORRIDOR CORPORATION OF INDIA LIMITED (DFCCIL)

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Abstract:

From the employees point of view most of the employees prefers to work in a Company/Organization where they get Good Company Culture, Company Policies, Convenient Work location, Communication, job satisfaction, opportunities for promotion and career prospects, fair salary. The main objective of the study is to know about the Emotional Intelligence and how the Emotions of employees have an impact on the Employee Performance. For this purpose a sample of 250 employees working in various locations of DFCCIL was collected and percentage analysis, factor analysis, Kruskal Wallis test and one way Anova were used as tools to analyze the data. The study is descriptive in nature and the study reveals that there is significant relationship between employees Emotional Intelligent and Employee Performance. The study revealed that there is significant relationship between Employees Emotional Intelligence and their performance. Emotional Intelligence accounted for about 40% of Employees performance.

Keywords: Emotional Intelligence, Employee performance, Organizational Commitment, Organizational development

Introduction to the concept of study

Emotional intelligence (EI) is the ability, skill or, in the case of the trait EI model, a self-perceived ability to identify, assess and to control the emotions of self, of others, and of groups. In the present scenario, cut-throat competition, stretched goals, cultural differences among the diverse workforce and imbalanced work life have lead to increasing levels of stress in employees which in turn also increases the non-performance of job. This performance adversely affects the day to day performance of the employees and becomes undesirable and paramount the organizational problems. Hence the scientific research shows that the emotionally intelligent persons are more adaptive to the environment and more productive for the organization. Therefore, stress due to the non-performance of job can prove to be important for making the employees more efficient and effective.

Research also reveals that emotional quotient contributes 80% in the success of the person as compared to the 20% contribution of the intelligence quotient (IQ). Therefore, EQ is undoubtedly a very important dimension of a person's personality. Researchers also suggest that Emotional Intelligence oriented interventions can be successful tools for making employees more satisfied in their job and stress free. By developing their Emotional Intelligence we can become more productive and successful at what we do, and help others to be more productive and successful too.

In this era of globalization where there is high cultural, scientific, economic and social exchange, the success of a person depends on many personal factors. This includes attitude of an employee, parental support, educational qualification, social network, financial support and so on. Even with all of these, there can be failure in success. When the root causes for this was searched, it points towards Emotional Intelligence (EI). It is the ability to manage the emotions intelligently. Emotional intelligence is a set of acquired skills of the person and competencies that predict positive outcomes at their home with one's family, in their school, and at their work place etc. The people who possess these qualities are healthier, less depressed, more productive at their work, and have better relationships. The present world demands higher level of inter-relationships, mutual understanding and greater productivity at work place. A good knowledge about others emotions and an ability to manage them can help a person to gain success and good performance in his work. Though, Intelligence Quotient (IQ) is an important factor which can determine the success of a person. Studies shows that beyond a level it is emotional quotient that matters more than IQ; when it comes in to a work environment. Job performance is an integral component of organizational climate and an important element in management employee relationship. It is the positive emotional state that occurs when a person's job seems to fulfill important job values provided; these values are compatible with one's needs. The investigator feels that it would be interesting to study if there is any relationship between job performance and Emotional Intelligence (EI) of the employees. This research also proposes to study about jobs performance and Emotional Intelligence (EI) based on the designation of employees. An attempt is also made to study about job performance and Emotional Intelligence (EI) based on work experience and marital status.

Need of the study

EI is an important tool in human resources planning, job profiling, recruitment, selection, management development career planning and more. It is increasing the relevant to organizational development and indeed developing people and their relationships. Emotional intelligence principles provides a new way to understand and access employee's behavior, management styles, attitude, interpersonal skills and many more. It also paves way to find out their performance in terms of quality results.

Objectives of the study

- To find out the awareness level of employees on emotional intelligence.
- To study the emotional level of employees and its impact on employee performance.
- To assess their personal and social competency related to emotional intelligence.
- To provide suggestions in improving the emotional intelligence employees to bring out the decide change in the work environment.

Scope of the study

Emotional intelligence competencies are critical for success in most jobs. It is limited to the employees. Emotional Intelligence is conducted for middle level and top level management to understand once own feeling, the feelings of others, to manage emotions and motivate oneself and others to improve relationship. This study also focuses on the relationship that exists between emotional intelligence of employees in a particular area and their job performance with employees in a specific region.

Hypothesis used for the study

HO1: There is a significant difference between demographic variables of the respondents and dimensions related to emotional intelligence and job performance

H02: There is no relationship between emotional intelligence and job performance

Research design

A research design is the specification of methods and procedure for acquiring the information needed. Research design classified under three broad categories – explanatory, casual and descriptive. But the researcher was concerned mainly with descriptive research design. The study was conducted in order to find out the employee performance at textile industry.

Data collection

Both the primary and secondary data are collected and used in the present study.

PRIMARY DATA: The primary data is collected from the respondents (employees of DFCCIL) through questionnaire.

SECONDARY DATA: The researcher collected the secondary data from books, journals, web sites etc. The data relating to the DFCCIL is collected from the manuals and the records of the company.

SAMPLING: Stratified random sampling method (from various locations) has been adopted for the selection of respondents in this study.

Sampling Design & Tools Applied

Sampling Size

In this research, the sample size amounted to 250, which are surveyed from employees of the DFCCIL who are posted in various locations.

Pilot study

Before undertaking the complete data collection, a pilot study was conducted and then questionnaire was modified and restructured suitably.

Reliability Statistics

Dimension	N	Cronbach's Alpha	N of Items
Self-Awareness	4 0	.768	5
Emotional Resilience	4 0	.783	5
Inter-Personal Sensitivity	4 0	.849	5
Influence	4 0	.776	5
Intuitiveness	4 0	.864	5
Conscientiousness	4 0	.816	5
Job performance	4 0	.819	7
Working environment	4 0	.898	5
Relationship with superiors	4 0	.741	5
Relationship with colleagues	4 0	.871	2
Motivational and recognition	4 0	.889	4

A total of 11 dimensions were taken for the study for the purpose of finding the reliability were the value is greater than 0.7 and goodness of fit towards the reliability is reliable.

Limitations of the study

- Sample size considered is 250 employees. The suggestions and answers may vary if the sample size is increased.
- It is difficult to meet all the employees due to time constraint.

- Since the employees are working in different shifts it is difficult to collect the information.
- Fear of expressing the true facts among the respondents may lead to misinterpretation.

Analysis and interpretation

Demographic variables of the employees

Demographic variables	Particulars	Frequency	Percentage
Age	Below 30 years	138	55.2
	30-40 years	68	27.2
	40 and above years	44	17.6
	Total	250	100
Gender	Male	173	69.2
	Female	77	30.8
	Total	250	100
Marital status	Married	120	48
	Unmarried	130	52
	Total	250	100
Years of experience	0-5 years	65	26
	5-10 years	112	44.8
	10 - 15 years	43	17.2
	Above 20 years	30	12
	Total	250	100
Annual income	Less than Rs.10,00,000	11	7.3
	Rs.10,00,001 to Rs.20,00,000	29	19.3

Demographic variables of the employees

Demographic variables	Particulars	Frequency	Percentage
Age	Below 30 years	137	54.8
	30-40 years	67	26.8
	40 and above years	46	18.4
	Total	250	100
Gender	Male	173	69.2
	Female	77	30.8
	Total	250	100
Marital status	Married	137	54.8
	Unmarried	113	43.2
	Total	250	100
Years of experience	0-5 years	82	32.8
	5-10 years	97	38.8
	10 - 15 years	55	22

	Above 20 years	16	6.4
	Total	250	100
Annual income	Less than Rs.5,00,000	18	7.2
	Rs.5,00,001 to Rs.10,00,000	48	19.2
	Rs.10,00,001 to Rs.20,00,000	101	40.4
	Rs.20,00,001 and Above	83	33.2
	Total	250	100

Out of 250 respondents 54.38 are below 30 years, 26.8% are between 30-40 years, 18.4% are between 40 and above years. 69.32 are male, 30.8 are female. 54.8% are married, 43.2% are unmarried. 32.8% have 0-5 years of experience, 32.8% have 5-10 years of experience, 22% have 10-15 years of experience, and 6.4% have above 20 years of experience. 7.2% are earning less than Rs.5,00,000 per annum, 19.2% are earning between Rs.5,00,001 to Rs.10,00,000, 40.4% are earning between Rs.10,00,001 to Rs.20,00,000, 33.2% are earning between Rs.20,00,001 and above.

Organization conducting employee Performance Appraisals for all staff

	Frequency	Percent
As needed once per year	89	35.6
Twice per year	112	44.8
More than twice a year	49	19.6
Total	250	100.0

The above table shows about the conduction of employee performance appraisals for all staff by organization. Out of 250 respondents 35.6% said that the organization is conducting performance appraisal once per year, 44.8% said twice per year, 19.6% said as more than twice a year.

Organization conducting 360-degree performance appraisals

	Frequency	Percent
Yes, all staff	15	6.0
yes, only supervisors and above	202	80.8
Does not conduct	33	13.2
Total	250	100.0

The above table shows about the 360-degree performance appraisals conducted by organization. Out of 250 respondents 6.0% said that the organization is conducting 360-degree performance appraisals to all staffs, 80.8% said they organization is conducting 360 degree appraisal only for supervisors and 13.2% said that organization does not conduct 360-degree performance appraisals.

DESCRIPTIVE STATISTICS WORKING ENVIRONMENT

Particulars	N	Mean	S D
V1	250	3	0.90 5
V2	250	3.383	0.69 6
V3	250	2.933	0.76 7
V4	250	3.317	0.87 5

The above table shows the descriptive statistics towards working environment with reference to factors that retains the employees. It depicts that the respondents strongly disagree towards the expectation of company from the employees (3), feeling competent and fully able to handle their job (2.933), and Effective management of conflicts among staffs in office (3.317). They also disagree towards equal distribution of workload throughout their department (3.383).

TEAM WORK

Particulars	N	Mean	SD
V1	250	3.15	1.11
V2	250	5.2	1.63
V3	250	5.5	1.60
V4	250	6.1833	1.40

The above table shows the descriptive statistics towards Team work with reference to factors that retains the employees. It depicts that the respondents strongly disagree towards sharing innovative ideas and information with co-workers (3.15), and agree towards appreciation by team members on one another's unique capabilities (5.2), also towards maintaining a can-do approach with team members when they encounter frustrating situations (5.5), and towards team working with a great deal of flexibility so that they can adapt to changing needs (6.1833).

COMMUNICATION

Particulars	N	Mean	SD
V1	250	6.28	1.534
V2	250	2.65	1.037
V3	250	3.17	1.001
V4	250	2.57	0.786

The above table shows the descriptive statistics towards Communication with reference to factors that retains the employees. It depicts that the respondents agree towards having a open and honest communication among their groups (6.). The employees strongly disagree towards the care from management to employees at alllevels (2.65), frequent discussion between top management (3.17), and also towards effective solution given for the conflicts between (2.57).

QUALITY OF LIFE

Particulars	N	Mean	S D
V1	250	2.9	1.008
	250	3.1	0.686

The above table shows the descriptive statistics towards Quality of life with reference to factors that retains the employees. It depicts that the respondents strongly disagree towards comfortable workplace (2.9) and also towards taking care of employee's health and security by companies that related to the industry (3.1).

WORK SCHEDULE FLEXIBILITY

Particulars	N	Mean	S D
V1	250	6.65	1.269
V2	250	7.12	0.933
V3	250	6.98	1.201
V4	250	7.18	0.980

The above table shows the descriptive statistics towards Work schedule flexibility with reference to factors that retains the employees. It depicts that the respondents agree towards ability to perform job even better in burnout conditions (6.65). They strongly agree towards feeling secured about continued employment at the organization (7.12), getting adequate rest intervals (6.98), and also towards comfortable working hours (7.18).

COMPENSATION

Particulars	N	Mean	SD
V1	250	4.1	0.955
V2	250	4.17	1.086
V3	250	3.93	1.335

The above table shows the descriptive statistics towards compensation with reference to factors that retains the employees. It depicts that the respondents agree towards company paying for employee's personal training (6.55). They strongly agree towards satisfaction regarding salary

strategies and policies (6.833), and also towards recognition of performance by increment in their salary (6.95).

ON BOARDING AND TRAINING

Particulars	N	Mean	S D
V1	250	3.117	1.053
V2	250	3.517	0.476
V3	250	3.283	0.209

The above table shows the descriptive statistics towards on boarding and training with reference to factors that retains the employees. It depicts that the respondents strongly disagree towards conduction of Employee Performance Appraisals often for all staff (3.117), and also towards offering formal diversity training (3.283). The employees disagree towards conduction of 360-degree performance appraisals with the company (3.517).

CAREER DEVELOPMENT

Particulars	N	Mean	SD
V1	250	6.883	1.171
V2	250	6.517	1.557
	250	6.383	1.332

The above table shows the descriptive statistics towards career development with reference to factors that retains the employees. It depicts that the respondents strongly agree towards opportunities provided by the organization that encourage employee to better their services (6.883). The employees agree towards conduction of systematic program that identifies and develop employee skills (6.517) and also towards the decision of taking a training that will enhance their job skills (6.383).

KRUSKALL WALLIS TEST

Comparison between gender and factors that retains the employees

Ho1: There is no relationship between gender and factors that retains the employees

	Gender	N	Mean Rank	Chi-Square	Sig
Working environment	Male	173	116.25	10.745	0.018
	Female	77	147.48		
	Total	250			
Team work	Male	173	118.73	5.552	0.113
	Female	77	141.90		
	Total	250			
Communication	Male	173	116.88	8.863	0.035
	Female	77	146.05		

	Total	250			
Work schedule flexibility	Male	173	139.13	19.688	0.002
	Female	77	95.78		
	Total	250			
Compensation	Male	173	133.78	6.987	0.068
	Female	77	107.85		
	Total	250			
Career development	Male	173	117.42	7.928	0.048
	Female	77	144.87		
	Total	250			
Health and wellness benefits	Male	173	134.48	8.692	0.037
	Female	77	106.27		
	Total	250			

There is no relationship between gender and Team work (0.113) and level of acceptance towards factors that retains the employees

There is a relationship between gender and working environment (0.018), Communication (0.035), Work schedule flexibility (0.002), Compensation (0.068), Career development (0.048), Health and wellness benefits(0.037) and level of acceptance towards factors that retains the employees

ONEWAY ANOVA COMPARISON BETWEEN ANNUAL INCOME AND FACTORS THAT RETAINS THE EMPLOYEES

There is no significant difference between annual income and factors that retains the employees

Dimensions	Annual income	N	Me an	SD	F	Sig
Working environment	Less than Rs.5,00,000	18	3.45	0.804	1.105	0.96
	Rs.5,00,001 to Rs.10,00,000	48	3.033	0.422		
	Rs.10,00,001 to Rs.20,00,000	102	3.15	0.853		
	Rs.20,00,001 and Above	82	3.18	0.420		
	Total	250	3.167	0.762		
Team work	Less than Rs.5,00,000	18	5.18	0.893	2.747	2.747
	Rs. 5,00,001 to Rs.10,00,000	48	4.867	0.489		
	Rs 10,00,001 to Rs. 20,00,000	102	4.85	0.811		
	Rs. 20,00,001 and Above	82	5.25	0.896		
	Total	250	5.01666667	0.802		

Communication	Less than Rs. 5,00,000	18	3.9	0.439	3.213	0.213
	Rs. 5,00,001 to Rs.10,00,000	48	3.8	0.638		
	Rs 10,00,001 to Rs. 20,00,000	102	3.467	0.865		
	Rs. 20,00,001 and Above	82	3.783	0.341		
	Total	250	3.667	0.667		
Quality of life	Less than Rs. 5,00,000	18	2.800	0.325	1.57	0.70
	Rs. 5,00,001 to Rs.10,00,000	48	3.017	0.436		
	Rs 10,00,001 to Rs. 20,00,000	102	2.9	0.932		
	Rs. 20,00,001 and Above	82	3.17	0.574		
	Total	250	3.00	0.714		
Work schedule flexibility	Less than Rs. 5,00,000	18	6.75	0.977	7.575	0.007
	Rs. 5,00,001 to Rs.10,00,000	48	6.583	0.797		
	Rs 10,00,001 to Rs. 20,00,000	102	6.883	1.050		
	Rs. 20,00,001 and Above	82	7.467	0.603		
	Total	250	7.0	0.902		
Compensation	Less than Rs. 5,00,000	18	6.417	0.728	5.923	0.027
	Rs. 5,00,001 to Rs.10,00,000	48	7.017	0.888		
	Rs 10,00,001 to Rs. 20,00,000	102	6.483	1.055		
	Rs. 20,00,001 and Above	82	7.1	0.559		
	Total	250	6.783	0.886		
Career development	Less than Rs. 2,00,000	18	6.517	1.073	0.183	1.59
	Less than Rs. 5,00,000	48	6.617	1.529		
	Rs. 5,00,001 to Rs.10,00,000	102	6.667	1.046		
	Rs 10,00,001 to Rs. 20,00,000	82	6.517	1.108		
	Rs. 20,00,001 and Above	250	6.6	1.159		

Health and wellness benefits	Less than Rs. 5,00,000	18	4.85	1.349	2.862	0.27666667
	Rs. 5,00,001 to Rs.10,00,000	48	4.600	0.709		
	Rs 10,00,001 to Rs. 20,00,000	102	4.633	0.933		
	Rs. 20,00,001 and Above	82	5.083	0.809		
	Total	250	4.783	0.897		

There is a significant difference between Annual Income and Working environment (0.576), Team work (0.302), Quality of life (0.70), Communication (0.213), Career development (1.59), Health and wellness benefits (0.277) and level of acceptance towards factors that retains the employees

There is no significant difference between Annual Income and Work schedule flexibility (0.007), Compensation (0.027) and level of acceptance towards factors that retains the employees

1. Findings

- Majority of the respondents are below 30 years.
- Most of the respondents are male.
- Maximum of the respondents are unmarried.
- Most of the respondents have 5-10 years of experience.
- Maximum of the respondents are earning between Rs.10,00,001 to Rs.20,00,000 per annum.
- Most of the respondents said that organization conducts employee performance appraisals twice per year with the company.
- Majority of the respondents said that organization is conducting 360-degree performance appraisals only for the supervisors.
- Majority of the respondents said that the organization is not offering formal diversity training.

Comparison between gender and factors that retains the employees working environment: It depicts that the respondents who are female have higher level of acceptance towards factors that retains the employees.

Communication: It depicts that the respondents who are female have higher level of acceptance towards factors that retains the employees.

Work schedule flexibility: It depicts that the respondents who are male have higher level of acceptance towards factors that retains the employees.

Compensation: It depicts that the respondents who are male have higher level of acceptance towards factors that retains the employees.

Career development: It depicts that the respondents who are female have higher level of acceptance towards factors that retains the employees.

Health and wellness benefits: It depicts that the respondents who are male have higher level of acceptance towards factors that retains the employees.

Comparison between annual income and factors that retains the employees Work schedule flexibility: The respondents who are earning Less than Rs.5,00,000 per annum, earning between Rs.10,00,001 to Rs.20,00,000 earning between Rs.20,00,001 and Above strongly agree, who are earning between Rs.5,00,001 to Rs.20,00,000 per annum agree towards factors that retains the employees.

2. Compensation

The respondents who are earning Less than Rs.5,00,000 per annum, earning between Rs.10,00,001 to Rs.20,00,000 agree, employees who are earning between Rs.5,00,001 to Rs.10,00,000 and earning between Rs.20,00,001 and Above strongly agree towards factors that retains the employees.

3. Suggestions

- Employee can be provided with well-defined career paths (including succession plan), mentors and tuition remuneration for job-related education.
- Employee can be provided with a clear professional development plan gives employees an incentive to stick around.
- Train can be given to supervisors in coaching and performance management skills.
- Implementation of good promotion process, “soft skills” training development before and after promotion.
- Implementation of job rotation method so that every employee can get an opportunity to access other department and understand responsibilities and problems face by other departments.
- Top management employees can be identified and prepared for next higher position by providing necessary training and education.

4. Conclusion

Good Company Culture, Company Policies, Convenient Work location, Communication, job satisfaction, opportunities for promotion and career prospects, fair salary are few area which are critically important from the view point of most of the employees. The main objective is to study about the emotional intelligence and level of satisfaction of employees. For this purpose a sample of 250 was collected from the employees were percentage analysis, factor analysis, Kruskal Wallis test and one way Anova were used as tools to analyze the data. The study colludes that the cause of concern here is that employees have indicated that they need more for their compensation and

from their superiors. Based on the results as a whole, without significant and meaningful improvement in compensation, manager/supervisor co-operation, training and development, performance appraisal and opportunity for career and promotion, the company's current climate could eventually erode the employee's outlook and eventually their commitment to doing their job.

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