

# How emotional intelligence(EI) helps employees to stabilize in their workplace. Do EI matters?

**Senthil Kumar J.P.\***

Assistant Professor, GITAM School of Business, Bengaluru, India.

Email: [Senthil.jp@gmail.com](mailto:Senthil.jp@gmail.com).

**Usha rani J**

Research Scholar & Assistant Professor, GITAM School of Business, Bengaluru, India.

Email: [Senthil.jp@gmail.com](mailto:Senthil.jp@gmail.com).

**Ravi Aluvala**

Associate Professor, Department of Management Studies, Mahatma Gandhi University.

Nalgonda. Email: [aravi13371@gmail.com](mailto:aravi13371@gmail.com).

## **Abstract:**

The study investigates the association between emotional intelligence(EI) and workers' stability in the energy sector in Bengaluru, Karnataka. The study measures an employee's competence and social competence in responsiveness, commitment, and job performance, stabilizing their workplace position in the organization. The design used for the study was a quantitative survey method, and 270 usable responses were collected from the employees working in the energy sector. The questionnaire instrument consists of 25 items relating to the four dimensions of self-awareness(SA), self-efficacy (SE), self-control (SC), and relationship management(RM). The exploratory study indicates emotional intelligence(EI) factors significantly contribute to employee productivity, performance, and overall growth of an organization. EI is positively related to employees' responsiveness(RE) and commitment(COM) to their work in a firm showing the R square value for EI and RE found to be 59.12% effect and for EI and COM R square value found to be 66.32% influential. It is found from the study that EI and the performance of the employee are not fully explained by the model, showing significantly less influence. The study indicates that EI matters in the workplace and is crucial for workers' stability. This research has a limited sample size, period, and factors considered under investigation, similar to other studies. Therefore, further scope in this direction can be studied to widen the area of analysis.

\* Corresponding Author, Assistant Professor. Email: [Senthil.jp@gmail.com](mailto:Senthil.jp@gmail.com)

### 1. Introduction

Emotional intelligence describes the capability of an individual who can assess their emotions and guide them towards their thinking and behavior. On the other hand, emotional stability distinguishes those who are laid back, relaxed from their stress, and in touch with their emotions during critical circumstances. Emotional stability arises from emotional intelligence (EI). Individuals with higher levels of EI can manage their feelings based on their environment and adapt them towards a positive mindset. Individuals with low neuroticism levels are more positive in mood and less sensitive to stress. They have a calm, even-tempered disposition and are less prone to become stressed or distracted. They are weak in negative emotion but not inherently strong in positive emotion. High emotional feelings are an aspect of a different extraversion characteristic. Individuals with lower neuroticism (especially those high on extraversion) have a joy and fulfillment activity in their lives.

Emotions tend to direct to short-term decisions, whereas decisions made with our rationality will have longer-term values. Emotional intelligence is essential to keeping a good balance between emotions and stability in the workplace. Emotional intelligence helps to minimize the negative impact of emotions on failure. Emotional maturity helps the adult to establish an integrated, rational way of sensing life's problems. This analytical skill and organized understanding let us improve reality-oriented abilities to perceive, evaluate, and determine. Someone creates emotions, beliefs, and behaviors that help to recognize the facts of life, the expectations, and the factors that produce unhappy life situations.

**Fig 1: Framework of the study**

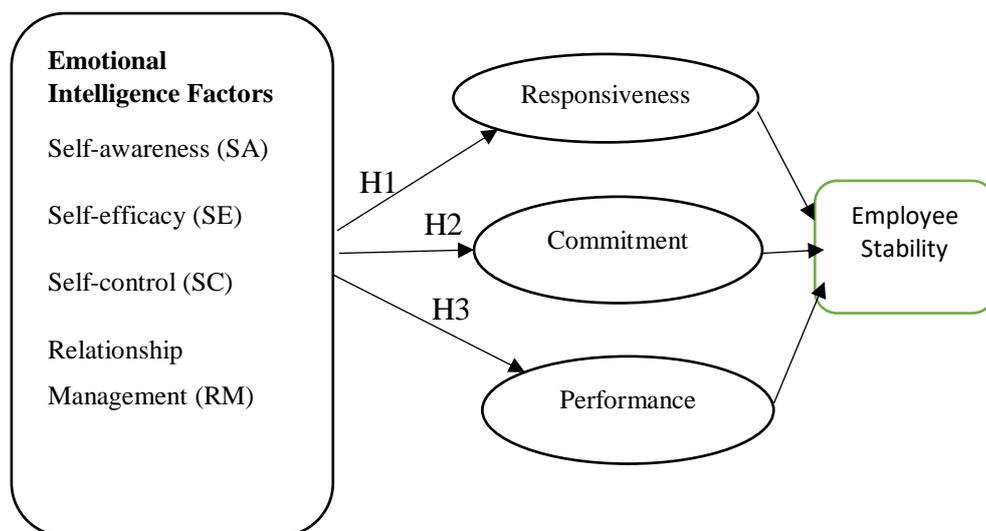


Fig.1 describes the conceptual framework of the study, which determines the ability of individuals to assess their emotional intelligence factors and the outcome of measuring the

stability of an individual in a workplace. These factors are interrelated and complement each other in determining the qualities of an individual in a dynamic and competitive working environment. The elements of EI vary from individual to individual, and that would replicate their behavior, skills, and attitude toward peer groups and superiors in the workplace. The stability factors of an individual display their productivity and involvement in taking over the responsibility and coordination of tasks for achieving organizational and career objectives.

## 2. Review of Literature

**Koman, E. S. et al. (2008)** explained emotional intelligence competencies and their influence on team performance. The study also analyzes the relationships between the EI competency of a team leader and his influence on team performance. The primary data is collected from 349 aircraft comprising representatives of the military maintenance team, consisting of 81 aircrew and repair teams. The findings demonstrate the value of improving communication competence for leaders. The company on the front line will take appropriate measures to prepare the executive management team and participants at all levels to enhance emotional intelligence factors.

**Sánchez-Ruiz, Jose, et al. (2010)** researched emotional intelligence characteristics among students and faculties from different universities relevant to academic education, natural sciences, social sciences, music, and humanities. The analysis is carried out with 512 respondents from five separate institutions, and the questionnaire approach is used to obtain a respondent's view. Self-efficacy and self-control characteristics are known as significant emotional intelligence components. The hypotheses expected are evaluated and represent the substantial gap in the variable traits of emotional intelligence among students and faculties of technological and social science.

**Vidya. Bhagat (2014)** studied the worker's mental well-being and how it impacts job instability at a place of work. Emotional consistency is one of a worker's significant activities in an occupational setting. The study objective is to define the degree of emotional stability among work professionals in various sectors and want to understand the connection between respondents' emotional stability and job insecurity. A straightforward random methodology and survey approach is used to collect the primary data of 200 respondents from Mangalore's mining, finance, healthcare, and education sectors. The result indicates a close association between an organization's social well-being and work instability. The research suggests the social health of the organization's employees, supervisors, and psychologists.

**Mohamad Mafuzah et al. (2016)** intend to explore the connection between teacher job success and emotional intelligence variables in a complex and competitive climate. The research also analyzes the variables of emotional maturity in teacher work efficiencies, such as self-regulations, self-awareness, self-motivation, and relational skills (relationship management). The questionnaire sample form is used to collect 212 respondents from six high schools in Kedah. The finding explains an important interaction between variables in emotional intelligence and work success in increasing the educational system.

**Monika (2017)** studied the association between academic tension and child emotional well-being that is centered on self-concept in working and non-working mothers. As a respondent to this report, the survey of 500 students from 14 schools in Jalandhar district is treated. Self-concept is recognized as a significant element in academic tension assessment. The questionnaire created by a psychologist (Psycom Facilities, 1995 and Dr. Pratibha Deo) assesses the levels of tension, mental health, and children's self-conceptions related to working and non-working mothers. The finding suggests little connection between the mothers' working status and children's self-concept dependent on academic tension ratings. On the other side, mental well-being levels suggest a clear interplay between mothers' working status and children's self-concept.

**Pandey Shrawan et al. (2017)** address shifts in interpersonal behavior that develop in boys and girls in their teenage state. The research attempts to recognize the emotional gap in the evolving world that exists between genders. In puberty, the distinct shifts in emotional behavior are anxiety, frustration, terror, rage, satisfaction, affection, envy, and competition. The test created by Dr. A. Sen Gupta and Dr. A.K. Singh called "Emotional Stability Test for Children (ESTC)" assesses behavioral adjustments within the class. The research is performed with just three factors, including emotional health, gender, and medium. Previous experiments have helped build five theories and are being evaluated using suitable statistical methods.

**Oriarewo et al. (2018)** clarified the various facets of the mental well-being of an individual and how it helps achieve an organization's desired results. The thesis explores the connection between employees' emotional health and success in a complex organizational setting. The considerations addressed in the report are self-consciousness, self-management, and the engagement of the workers. The research used a methodological approach to evaluate secondary data gathered based on the principle of self-efficacy (ability to change similar conduct patterns) depending on an organization's functioning existence. The findings show that the factors of social health and workplace success linked to corporate atmosphere and priorities are closely correlated.

### **3. Research Objectives and Hypotheses**

#### **3.1 Research Objectives**

1. To study the relationship between emotional intelligence and stability factors (responsiveness, commitment, and performance) of the employees at the workplace.

#### **3.2 Hypotheses Development**

H<sub>1a</sub>: Emotional intelligence significantly affects employees' responsiveness at the workplace.

H<sub>2a</sub>: Emotional intelligence significantly affects employees' commitment to the workplace.

H<sub>3a</sub>: Emotional intelligence significantly affects employees' performance at the workplace.

## 4. Research Methodology

The data were collected using a structured questionnaire utilizing google forms. The survey was sent to independent respondents using online media platforms. The survey questionnaire comprises two parts: Part A includes the demographic profile of the sample respondents, and Part B has questions related to the emotional intelligence scale measuring in four dimensions. With minimal time and lesser overheads, we were able to reach the independent personnel. Due to the continuing pandemic, the data was collected through google forms from February to April 2022. A total sample of 270 respondents was collected from Bengaluru rural. The data were processed using statistical packages.

## 5. Result & Discussions

### 5.1 Reliability Test

The reliability test was used to verify the instrument's internal consistency (25 items). Cronbach's Alpha test is applied to understand internal consistency. The standard value in most of the research is 0.60. The result shows that Cronbach's Alpha reliability is greater than 0.60, and the instrument is internally consistent. Cronbach's Alpha value (0.938) is significant in conducting further analysis.

### 5.2 Demographic Characteristics

A Self-developed demographic variables information are collected regarding gender, marital status, age, educational background, monthly income, and experience, which are presented in Table 1 below to explore the demographic characteristics of the sample respondents.

**Table 1: Demographic Charactersitics of sample respondents**

S.no	Variables		Frequency (N)	Percentage (%)
1	Gender	Female	85	31.5
		Male	185	68.5
		Total	270	100
2	Marital status	Married	148	54.8
		Single	122	45.2
		Total	270	100
3	Age	< 25	68	25.2
		26-35	95	35.2
		36-45	89	32.9
		Above 45	18	6.7
		Total	270	270
4	Educational background	Diploma	169	62.6
		Degree	86	31.9
		PG	15	5.5
		Total	270	100
5	Monthly Income	Below Rs. 15,000	108	40
		Rs. 15,000 To 20,000	117	43.3

		Rs. 20,000 To 25,000	34	12.6
		Above Rs. 25,000	11	4.1
		Total	270	100
6	Experience	Less Than 1 year	42	15.6
		1 to 5 years	128	47.4
		5 To 10 years	76	28.1
		More Than 10 years	24	8.9
		Total	270	100

As stated in Table 1 displays the descriptive analysis of demographic variables of the respondents. A total of 270 respondents are considered in this study, and a majority (68.5%) of respondents are Male. While considering Martial status, most of them (54.8%) are married. Regarding age, most respondents (35.2%) are 25 to 35 years old. Regarding the qualification, 62.6% of respondents are Diploma/ ITI category, and 43.3 % of respondents have a monthly income of Rs. 15,000 to Rs. 20,000. While considering the respondents' experience, 47.4% belong to the 1 to 5 years category.

### 5.3 Correlation & Regression analysis.

A combined scale of all items was formed to evaluate and analyze, where single item values were summated and divided by the count of items in the composite scale. The results of correlations among variables, along with average, standard deviations( $\sigma$ ), and Cronbach's alpha, were provided in Table 2. Alpha values were over 0.60, indicating the measurements of individual dimensions were reliable (Field, 2013). The intercorrelations among self-control (SC) and RM, RE, COM, and PE were significant and close to one, resembling that the measurement of self-control of the employees and responsiveness, commitment, and performance are valid (Field, 2013).

**Table 2: Results showing average, standard deviation, Cronbach's alpha, and correlation among variables (n=270)**

	SA	SE	SC	RM	RE	COM	PE	Avg	$\sigma$	$\alpha$
<b>SA</b>	1.000							3.907	0.675	0.694
<b>SE</b>	0.248	1.000						4.433	0.752	0.828
<b>SC</b>	-0.070	0.124	1.000					4.604	0.934	0.886
<b>RM</b>	-0.198	-0.106	0.759	1.000				3.930	0.826	0.887
<b>RE</b>	-0.223	-0.104	0.568	0.765	1.000			4.156	0.817	0.849
<b>COM</b>	-0.179	-0.118	0.590	0.813	0.935	1.000		4.126	0.826	0.907
<b>PE</b>	0.166	0.081	0.399	0.351	0.250	0.280	1.000	3.826	0.881	0.870

Notes SA-Self awareness; SE-Self efficacy; SC- Self-control; RM-Relationship management; RE-Responsiveness; COM-Commitment and PE-Performance.

**Table 3: Results of Regression analysis**

Dependent	Independent	Hypotheses	$\beta$	t-test	F-test	R <sup>2</sup>
RE	SA	H1a	-0.0875	5.144	95.812	0.5912
	SE	H2a	-0.0040			
	SC	H3a	-0.0115			
	RM	H4a	0.7519			
COM	SA	H1b	-0.0116	3.959	130.7	0.6632
	SE	H2b	-0.0207			
	SC	H3b	-0.0467			
	RM	H4b	0.8496			
PE	SA	H1c	0.287341	3.844	17.82	0.212
	SE	H2c	0.016272			
	SC	H3c	0.250441			
	RM	H4c	0.207422			

Note: p-value is significant at 0.05 level

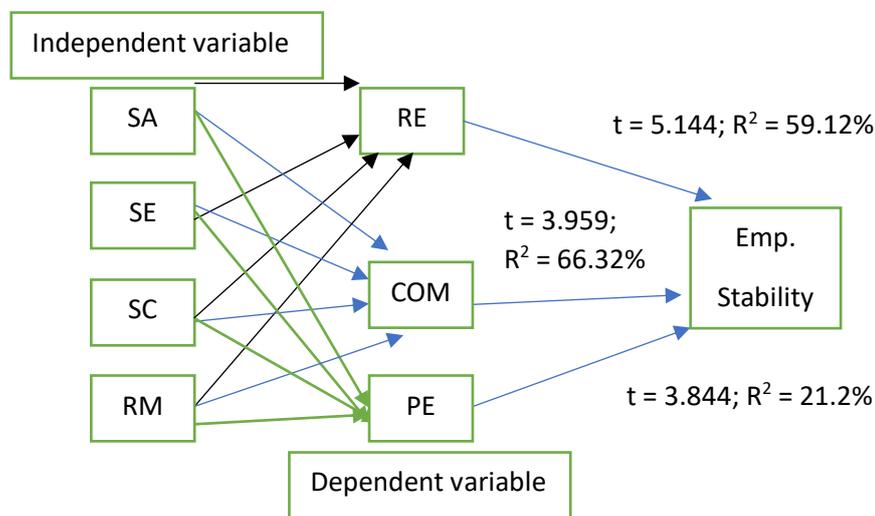


Fig2: EI & Employee stability model

The model in Table 3 explains that employee responsiveness(dependent variables and self-awareness, self-efficacy, self-control, and relationship management are positively related. The F value of 95.81; t value of 5.144 is significant with a p-value less than 0.05(5%). The R square value is 59.12% which shows EI and employee responsiveness are significant. Hence H<sub>1a</sub> is confirmed by the outcome of the result.

To analyze, the model employee commitment toward work is the dependent variable, and EI (self-awareness, self-efficacy, self-control, and relationship management) is considered the independent variable. The influence of the EI on employees' commitment toward work in an organization. The R Square value of 65.32% explains that emotional intelligence(EI) helps workers to work with more dedication in a firm. The F value of 130.7; t value of 3.959 is significant with a p-value less than 0.05(5%). Therefore, H<sub>2a</sub> was found to be confirmed by the model outcome.

Accordingly, the model may not fully explain employee performance and EI factors (self-awareness, self-efficacy, self-control, and relationship management). The R square value is 21.2% effect on the worker's performance. The model result found that an F value of 17.2 and a t-value of 3.844 were significant, with a p-value less than 0.05(55) significance level. Thus, H<sub>3a</sub> is confirmed by the results outcome of the model.

## 6. Conclusion

The study discusses emotional intelligence factors and their influence on the stability level of employees in the firm. The employee's emotional states in the work environment are measured and how it influences the stabilities level of employee's attitude to complete their professional responsibility and commitment to achieving organizational objectives. Employees' skills should be assessed and assigned a suitable task to enhance their emotional stability in the workplace. The emotional state of employees has a greater influence on their work behavior and integrates the professional commitment toward job performance. The study results showed an effective relationship between an organization's variables of emotional intelligence and stability factors. Thus, the organization needs to consider the emotional state of every employee and take some measures to improve their psychological factors in the form of motivational training, self-evaluation, yoga, and meditation. Emotional intelligence factors significantly contribute to employee productivity, performance, and overall growth of an organization. This research has a limited sample size, period, and factors considered under investigation, similar to other studies. Therefore, further scope in this direction can be studied to widen the area of analysis.

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