

Emotional Intelligence and It Sector Employees: A Coimbatore District Based Analysis

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Abstract- Emotional intelligence is regarded as an innate ability that enables individuals to comprehend and interpret their own emotions as well as those of others. This deep understanding of emotional processes helps individuals manage situations, handle workloads, accurately assess themselves, and cope with stress more effectively. Research on employee job performance, productivity, and job satisfaction indicates that emotional intelligence influences both factors. In the IT sector, a supportive environment combined with various compensation and employee recognition programs contributes to high productivity and satisfaction levels. This paper investigates the role of emotional intelligence in predicting job satisfaction and performance among IT employees.

Keywords- Emotional intelligence, self-awareness, self-emotion, social awareness

I. INTRODUCTION

In today's rapidly evolving and competitive environment, organizations often rely on job satisfaction to impact performance. While intellectual and technical skills are traditionally seen as important for job satisfaction, growing evidence suggests that emotional intelligence predicts numerous positive outcomes and is considered a key factor in achieving success (Goleman, 1998). As organizations seek management tools to navigate the competitive landscape, emotional intelligence is recognized as a valuable form of intelligence. Emotional skills complement intellectual and technical abilities to improve employee job satisfaction. Consequently, many businesses are not only recruiting employees with higher emotional intelligence but are also investing in training programs aimed at educating staff about the importance of emotional skills in the workplace and how to develop these competencies. Despite the enthusiasm for emotional intelligence training, there

is limited knowledge about how effectively these programs enhance participants' emotional intelligence. Although considerable research exists on the potential to develop emotional intelligence, substantial evidence demonstrating the success of such training remains scarce.

II. OBJECTIVES OF THE STUDY

- To analyze the socio-economic background of employees within the organization.
- To identify factors influencing employees' perceptions of Quality of Work Life (QWL).
- To recommend appropriate measures to improve the level of QWL.

III. LITERATUREREVIEW

Victoria Casper Bohrer (February 2007) highlights that organizations aim to hire leaders who have the skills and competencies needed to inspire employees to perform at their best. Leaders are expected to foster environments that enhance employee job satisfaction, performance, and retention. Research has concentrated on leadership styles and identifying the ideal mix of leader traits, competencies, and behaviors that contribute to organizational success. While intelligence (IQ) and technical skills remain important factors in leadership effectiveness, recent empirical and theoretical studies have introduced the concept of Emotional Intelligence (EI) as a vital leadership skill for fostering effective communication and relationships within organizations.

Lolita Regina Johnson (2008) presents empirical evidence supporting the notion that applying servant leadership principles can improve organizational health. Growing research continues to validate and lend credibility to servant leadership theory. This

quantitative, correlational study aimed to determine whether a relationship exists among servant leadership, emotional intelligence, and job satisfaction among high-tech employees in the aerospace sector. Findings revealed a strong, positive, and significant correlation between the six dimensions of servant leadership and job satisfaction, as measured by the Organizational Leadership Assessment (OLA).

Mary C. Howard (December 2008) notes that organizational and occupational commitment, along with job satisfaction, have long been areas of interest for organizational psychologists and practitioners. However, much of the prior research has focused on organizational factors, leaving a gap regarding individual contributors to these outcomes. Emotional intelligence, understood as an ability and processing construct, has recently gained attention as a factor influencing work success. This quantitative, descriptive, correlational study

explored the relationships between emotional intelligence, organizational and occupational commitment, and job satisfaction among human service workers.

IV. RESEARCH METHODOLOGY

Research involves a systematic and scientific pursuit of relevant information on a particular subject. Essentially, it is a process of scientific inquiry. Research methodology refers to the structured approach used to address the research problem. For data collection, questionnaires were distributed to employees. Data was gathered using simple random sampling. The sample size was set at 220 employees to reflect the views of all employees working in the chosen IT companies. Of these, 200 completed questionnaires were included in the study, while 20 were excluded due to incomplete or improperly filled responses.

V. ANALYSIS AND INTERPRETATION

Table 5.1: Socio-economic profile of the Employees

Category	Variable	No. of Respondents	Percentage
ender	Male	164	82
	Female	36	18
	Total	200	100
Age	Up to 24	57	29
	25 to 29	102	51
	Above 29	41	21
	Total	200	100
Marital Status	Married	78	39
	Unmarried	122	61
	Total	200	100
Experience	Up to 2	45	23
	3 to 5	108	54
	Above 5	47	24
	Total	200	100
Educational qualification	Diploma	17	9
	Graduate	131	66
	Post Graduate	52	26
	Total	200	100
Number of Members in family	Three	25	13
	Four	96	48
	Five	79	40
	Total	200	100

Source: primary data

Interpretation:

It is inferred that majority of the respondents are male. The employee’s age ranges between 25 years and 29 years. Most of the respondents are unmarried. Majority of the respondents have working experience between 3-5 years and they are graduates. Majority of the employees have family members of four.

Table 5.2: While starting new job feelings of the respondents

While starting a new job	Numbers	Percentage
Excited	100	50%
Pessimistic	24	12%
A Bit Nervous	62	31%
Optimized	14	07%
Total	200	100.0

Source: primary data

Interpretation:

Out of 200 respondents, 100 (50.00) respondents are excited to start a new job, 24 (12.00) respondents are pessimistic while starting a new job, 62 (31.00) respondents are feeling nervous while starting a new job and 14 (07.00) respondents are optimized while starting a new job.

Table 5.3: Feelings of the respondents while speaking to the audience

While speaking to audience	Numbers	Percentage
Difficult to convey your speech	39	20%
Partly comfortable in conveying your speech	79	40%
Feel comfortable	49	25%
Feel that you will do better with some more practice	33	17%
Total	200	100.0

Source: Primary data

Interpretation:

Out of 200 respondents 39 (19.50) respondents feel difficult to convey their speech, 79 (39.50) respondents are partly comfortable in conveying their speech, 49 (24.50) respondents feel comfortable while speaking, 33(16.50) respondents feel they can convey their speech better with some practice.

Table 5.4: Behaviour criticism and reaction of the respondents

Behaviour criticism and its reactions	Numbers	Percentage
Tend to close up and stop listening	88	44%
Tend to get upset	28	14%
Listen to their opinion	59	30%
Think of ways to change your behaviour	25	13%
Total	200	100.0

Source: Primary data

Interpretation:

Out of 200 respondents 88 (44.00) respondents tends to close up and stop listening while others criticize their behavior, 28 (14.00) respondents tends to get upset while others criticize their behavior, 59 (29.50) respondents tends to listen others opinion, 25 (12.50) respondents think of ways to change their behavior while others criticize their behavior

Table 5.5: Reaction of the respondents while feeling upset for no reason

Reaction while feeling upset for no reason	Numbers	Percentage
Ignore It	83	42%
Feeling will passed	56	28%
Stop and react for a minute	25	13%
Figure out what is bothering you	36	18%
Total	200	100.0

Source: Primary data

Interpretation:

Out of 200 respondents 83 (41.50) respondents ignore their feelings when there no reason for it, 56(28.00) respondents passes their feelings, 25 (12.50) respondents stop and react for a minute when there is no reason for getting upset, 36 (18.00) respondents try to figure out what is bothering them.

Table 5.6: Losing one's feeling while arguing with someone

While losing one's feeling	Numbers	Percentage
Feel totally beaten	79	40%
Wait for the next opportunity to beat your opponents	37	19%
Winning and losing are the part of the game	64	32%
Analyze the reason for the loss	20	10%

Total	200	100.0
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Source: Primary data

Interpretation:

Out of 200 respondents 79 (39.50) respondents feel totally beaten while having an argument with someone, 37 (18.50) respondents wait for the next opportunity to beat their opponents, 64 (32.00) respondents feel winning and losing are the part of the game, 20 (10.00) respondents feel to analyze the reason for the loss.

Table 5.7: Reaction of respondents while bored at work

While bored out at work	Numbers	Percentage
Try to go home	61	31%
Take time out to exercise and meditate	24	12%
Take a break and be with your love ones	60	3%
Share the feelings with colleagues	55	28%
Total	200	100.0

Source: Primary data

Interpretation:

Out of 200 respondents 61 (30.50) respondents feel to go home while they are bored at work, 24 (12.00) respondents take time out to exercise and meditate, 60 (30.00) respondents like to spend time with their loved ones, 55 (27.50) respondents share their feelings with their colleagues.

Table 5.8: Reaction of the respondents while colleague stop talking at working place

Reactions while colleague stop talking at work place	Numbers	Percentage
Wait until they come and start talking to you again	73	37%
Take the initiative and go start talking to them	55	28%
Let things take their own time to improve	60	30%
Ask someone to meditate	12	6%
Total	200	100.0

Source: Primary data

Interpretation:

Out of 200 respondents 73 (36.50) respondents wait until their colleague start talking with them after misunderstanding, 55 (27.50) respondents try to take initiative and start to talk even after misunderstanding, 60 (30.00) respondents feel let things take their own time, 12 (6.00) respondents feel there should be some mediator to solve their conflict.

Table 5.9: Respondent's percentage of satisfaction level in life

Satisfaction in life	Numbers	Percentage
Successful	76	38%
OK	67	34%
Comfortable	48	24%
Uncomfortable	9	05%
Total	200	100.0

Source: Primary data

Interpretation:

Out of 200 respondents 76 (38.00) respondents feel their life is successful, 67 (33.50) respondents feel their life is OK, 48 (24.00) respondents feel they live comfortable life, 9 (4.50) respondents feel they are uncomfortable in life.

Table 5.9: Association between Profile of the Employees and their Level of Emotional Intelligence

Category	Variable	Level of Emotional Intelligence				df	CV	TV 5%	S/NS
		Low	Moderate	High	Total				
Gender	Male	31 (18.90)	104 (63.40)	29 (17.7)	164 (100)	2	0.146	5.991	NS
	Female	6 (16.70)	24 (66.70)	6 (16.70)	36 (100)				
Age	Up to 24	7 (12.30)	41 (71.90)	9 (15.80)	57 (100)	4	3.875	9.488	NS

	25 to 29	20 (19.60)	65 (63.70)	17 (16.70)	102 (100)				
	Above 29	10 (24.40)	22 (53.70)	9 (22.00)	41 (100)				
Educational qualification	Diploma	4 (23.50)	8 (47.10)	5 (29.40)	17 (100)	4	3.810	9.488	NS
	Graduate	26 (19.80)	83 (63.40)	22 (16.80)	131 (100)				
	Post Graduate	7 (13.50)	37 (71.20)	8 (15.4)	52 (100)				
Monthly income	Up to 18249	6 (15.80)	28 (73.70)	4 (10.50)	38 (100)	4	2.377	9.488	NS
	18250-29676	24 (18.50)	81 (62.30)	25 (19.20)	130 (100)				
	Above 29676	7 (21.90)	19 (59.40)	6 (18.80)	32 (100)				
Family Income	Up to 45793	6 (13.30)	29 (64.40)	10 (22.20)	45 (100)	4	5.693	9.488	NS
	45794-73726	27 (23.10)	74 (63.20)	16 (13.70)	117 (100)				
	Above 73726	4 (10.50)	25 (65.80)	9 (23.70)	38 (100)				
Family Expenditure	Up to 13011	4 (13.30)	19 (63.30)	7 (23.30)	30 (100)	4	5.232	9.488	NS
	13012-19978	19 (16.70)	79 (69.30)	16 (14.00)	114 (100)				
	Above 19978	14 (25.00)	30 (53.60)	12 (21.40)	56 (100)				
Working Experience	Up to 2	8 (17.80)	30 (66.70)	7 (15.60)	45 (100)	4	0.283	9.488	NS
	3 to 5	20 (18.50)	69 (63.90)	19 (17.60)	108 (100)				
	Above 5	9 (19.10)	29 (61.70)	9 (19.10)	47 (100)				
Total Family Members	Three	6 (24.00)	14 (56.00)	5 (20.00)	25 (100)	4	4.736	9.488	NS
	Four	22 (22.90)	58 (60.40)	16 (16.70)	96 (100)				
	Five	9 (11.40)	56 (70.90)	14 (17.70)	79 (100)				
Marital Status	Married	14 (17.90)	43 (55.10)	21 (26.30)	78 (100)	2	8.082	5.991	S
	Unmarried	23 (18.90)	85 (69.70)	14 (11.50)	122 (100)				
Nature of work	Technical	30 (18.00)	106 (63.50)	31 (18.60)	167 (100)	2	0.854	5.991	NS
	Non-technical	7 (21.20)	22 (66.70)	4 (12.10)	33 (100)				

Source: Primary data

Interpretation:

- a. As the calculated Chi-square value is less than the table value at five per cent level, there does not exist any significant association between age, gender, educational qualification, Monthly income, Family income, working experience, family members, nature of work and emotional intelligence. Hence the null hypothesis is accepted
- b. As the calculated value chi-square value is greater than the table value at 5% level, there exit significant association between marital status and emotional intelligence. Hence the null hypothesis is rejected.

VI. SUGGESTIONS

- Strategies to implement to enhance the emotional intelligence of female professionals while comparing with male professionals.
- IT professionals should develop and maintain good relationships, communicate clearly, inspire and influence others, work well in a team, and manage conflict.
- Emotional intelligence is an asset that the IT professionals must possess and constantly improve upon to be the best that he or she can be, taking an inventory of the personal and social attributes can lead to using the strengths while improving the weaknesses.
- Use of humor and play to deal with challenges.

- IT jobs involve interaction with co-workers or the external stake holders, so employees need emotional intelligence to work effectively.
- Developing emotional intelligence is an essential learning outcome in collaborative movement towards job involvement and stress coping of IT profession.
- IT professionals must develop emotional intelligence for individual development which influences high job involvement and job satisfaction.
- To develop emotional intelligence IT professionals can develop reading books, listening songs, yoga, sports perhaps they can also more quickly adopt and follow role models.
- Uncontrolled stress can raise blood pressure, suppress the immune system, increase the risk of heart attack and stroke, contribute to infertility, and speed up the aging process. So every professional should control their emotions to have healthy life.
- Persons with high level of emotional intelligence are not only successful in their career but lead a healthier and happier life with better relationships with others.
- Companies should recognize employees' performance and provide promotional policies which will help them to have better job satisfaction

VII. CONCLUSION

Emotions are the main rooted aspect of human being and it determines the behavior of the individual. Human beings have different emotions like anger, sadness, assertiveness, aggressiveness, grief, fear. Anger is a reaction to aggression and gives a person the strength to repel the aggression, grief is a reaction to abandonment or feeling unloved and it has the effect to eliciting sympathetic response from others. Fear is a response to danger and has a clear physiological effect of heightening our senses and speeding up our reactions.

From this research it is seen that suppression of emotions is not useful, it brings depression to the individual, emotionally intelligent people try to express their emotions appropriate to the situation and their needs and they will not seek to suppress emotions in others.

This research draws together conclusions about the emotional intelligence and how to develop emotional intelligence, job satisfaction and stress

coping of IT employees. This study concludes that employees who have less stress have high level of emotional intelligence. It is also concluded that there is significant difference between stress, assertiveness, family emotions, and job satisfaction of IT professionals. The demographic factors like age, gender, marital status, family income, and family expenditure also influence emotional intelligence.

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