STUDY ON EMOTIONAL INTELLIGENCE AMONG EMPLOYEES OF HARIHAR ALLOYS PRIVATE LIMITED, TIRUCHIRAPPALLI, TAMIL NADU, INDIA

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ABSTRACT

This research paper deals with Emotional Intelligence (EI) and dimensions of EI of employees in their workplace. The study aims to examine the variance and inter-relationships among the sub-dimensions of EI. Age, sex, educational qualification, monthly income and nature of labour are independent variables and self management, self motivation, self awareness, empathy and social skills are dependent variables of the study. A sample of 104 middle and top management employees from the study area was taken for the present study. Six hypotheses have been formulated and examined, by using t-test, ANOVA and correlation. The hypotheses related findings show that there is no significant difference between sex and EI of the respondents. There is a significant difference between nature of labour and EI of the respondents. There are significant variance between age, educational qualification and monthly income of the respondents of this study. The findings also make that there are significant inter-relationships among the sub-dimensions of EI and the overall emotional intelligence of the respondents. The results indicate that EI plays an importance role in the organizational success. As young, the employees would be more energetic, get interest in doing work and they can stay form long hours to do the work for organizational success and easily perceive emotions of themselves and other employees.

KEYWORDS: Emotional Intelligence, Self Management, Self Motivation, Self Awareness, Empathy and Social Skills

INTRODUCTION

Emotional Intelligence (EI) plays an important role in helping the executives and employees to cope with this dynamic change in the business environment. According to **Reuven Bar-On, (2007),** the application of emotional intelligence in the organization includes the areas like personnel selection, development of employees, teams and the organization. The organizations must coach their employees in developing their interpersonal skills and coach them to perform effectively on the job with other employees in the organization**.** Employees need to enhance their emotional intelligence skills, apart from technical skills, which in turn will enhance their productivity on the job. **Bob Wall, (2008),** reported that management of emotional intelligence by the team members will help in developing interpersonal skills of the team members. Any organization to be successful, need to develop employee's emotional intelligence skills to work effectively in the organization.

Statement of the Problem

Every organization has its own goal, plans and programs. The success or failure of any organization in implementing its plans and programs to reach its goals depends to a great extent upon its employees' EI. To identify a

construct that can predict individual EI in the workplace has long been a goal of scholars and practitioners in the field of Organizational Behaviour (OB) under Human Resource Management (HRM). The study of EI is significant because it assists in explaining employees' self motivation, self awareness, self management, empathy and social skills. Emotions are employee's discrete and consistent responses to internal or external feelings and moods which have a particular significance in their workplace. Thus by keeping all the above said, the researchers have undertaken a **Study on Emotional Intelligence among the Employees of Harihar Alloys Private Limited, Tiruchirappalli, Tamil Nadu, India** by way of analyzing the personal profile and elements of EI in organization, which would influence the EI of employees in Harihar Alloys Private Limited, Tamil Nadu, India.

Literature Review

Few major literatures on the research problem are presented below for the better understanding of the readers.

Fonthip Sarinnapakorn and Usaporn Sucaromana, (2013), reported that there was no significant difference between levels of EI and sex of the respondents in their study conducted in a consultancy firm in Bangkok, Thailand. **Zeynep Kalyoncu, et.al., (2012),** described that EI is a greatest factor which relates to the individual stress level. EI leads the individuals in success, in various tasks and how they manage their stress level which can limit their emotional relationship with their co workers. **Hassan Jorfi, et.al., (2011),** explained that, EI is an important factor for a company's development and performance, which plays an important role in job satisfaction. The research concludes that there is a positive relationship between stress management of EI with employees' communication which is a main factor of job satisfaction.

Nidhi Yadav, (2011), explained about EI as, the ability to understand one's own emotions and others in their workplace. The employee has to aware at anytime to control their emotions because they deals with their seniors, junior employees and trainees in workplace. Hence it is very important to them to take effective and quick decision to manage their emotions at work easily. **Saddam Hussain Rahim, (2010),** in his research study described about the EI and organizational performance of banking sectors in Pakistan. The result shows that, the female employees are emotionally intelligent than the male employees and there is a significance in the education level of women employees than men.

By keeping the above background, problem statement and literatures, the researchers formulated the conceptual framework of the study and same are presented in the succeeding pages.

Methodology

This is mainly based on the survey conducted on the employees in one of the Alloy company namely Harihar Alloys Private Limited, Tiruchirappalli in Tamil Nadu, India. The five point scaling technique was adopted for all the five concepts. Standardized tool, which was developed by **Dr. Hendrie Weisinger, (1998),** is used as a tool for the data collection and the standard scores mentioned by them has been used for all the five concepts for the analysis. Based on the data collected from the employees, the hypotheses (given later) set forth in this research were tested using suitable statistical tabulations and tests.

Objectives of the Present Study

- To find out the general and personal profile of the selected employees of Harihar Alloys Private Limited, Tiruchirappalli.

- To find out the difference between the sex and nature of labour and emotional intelligence of the respondents.

- To find the variations between certain independent variables (age group, monthly income and educational background) and dependent variables (self awareness, self motivation, self management, empathy and social skills) of the respondents.

- To find the interrelationships among the respondent's self awareness, self motivation, self management, empathy and social skills pertaining to the emotional intelligence.

Research Universe and Sample

This research is focused on the employees of Harihar Alloys Private Limited, Tiruchirappalli, a South Indian town. The languages of the employees are Tamil, English and Hindi. The universe of study comprises of 576 top and middle level employees, but the researchers adopted a simple random sampling method by 18.05% i.e., 104 employees (30 workers were considered for the pilot study were excluded from the sample universe) were selected randomly from the above company. In this technique, each unit in the universe has an equal chance of being chosen for the study. The questionnaire was used to collect the necessary information from the respondents. Not to disturb the job of the workers, the researchers collected the data from the workers during their lunch and tea breaks.

Source of Data

Primarily the researcher studied the review of literatures from various books, journals, research reports, periodicals and some of the conference papers. The exact literature was found in journals from IIM, IJMIT, RJAS, IJSSI, JBSAM, Bangalore, Hyderabad, Chennai, South Africa, Iran, and Pakistan, other relevant books, reports and internet websites.

Statistical Tools Used

Once the questionnaires were collected from the respondents, the researchers coded the data as given in the scoring keys along with the standardized questionnaire. The scores are entered into Microsoft Excel spreadsheet and later on for analysis with the Statistical Package for the Social Sciences (SPSS). T-test, ANOVA and correlation test were done in analyzing the variance between dependent and independent variables of the present study.

Limitations

- The data collected was limited to 104 respondents of the study, which is not applicable or generalized the whole study.

- This study is confined to only one factory that is Harihar alloys Private Limited of Tiruchirappalli District. Since this study is based on EI of employees it may vary from one industry to another.

General Result

- Most of the respondents (86%) are male employees and only a few respondents (14%) are female employees

- Most of the respondents (55%) belongs to the age group of 26 to 35 years of age and about 31% of the respondents belongs to the age group of 36 to 45 years of age and 9% of the respondents belongs to the age group upto 25 years and only 66% of respondents belongs to the age group of 46 years and above.

- Majority of the respondents (69.2%) are skilled and remaining 31% of the respondents are semi-skilled employees

- About 33% of the respondents are getting their monthly income upto Rs. 20000/-, 31% of the respondents are getting their monthly income ranges between Rs.20001/- to 40000/-, 21.2% of the respondents are getting their monthly income ranges between Rs.40001/- to Rs.60000/- and the remaining 15.3% of the respondents getting their monthly income over Rs.60000/- respectively.

- Majority of the respondents (62.5%) are holding a master degree in Engineering and Technology. 20.2% of the respondents are qualified graduation in Engineering and Technology. The remaining 9.6% and 7.7% are diploma and arts and science degree holders respectively.

Hypotheses Related Result

Hypothesis 1: There will be no significant difference between sex and emotional intelligence (self awareness, self motivation, self management, empathy and social skills) of the respondents

Table 1: T-Test Showing the Statistical Analysis between Sex and Emotional Intelligence of the Respondents

Dimensions of Emotional Intelligence		Sum of Squares	df	Mean Square	F	Level of Significance
Self Awareness	Between Groups	54.511	3	18.170	2.864	***Sig.**
	Within Groups	634.527	100	6.345		
	Total	**689.038**	**103**			
Self Motivation	Between Groups	12.654	3	4.218	2.985	***Sig.**
	Within Groups	141.308	100	1.413		
	Total	**153.962**	**103**			
Empathy	Between Groups	50.238	3	16.746	2.637	***Sig.**
	Within Groups	634.983	100	6.350		
	Total	**685.221**	**103**			
Social Skills	Between Groups	23.924	3	7.975	1.717	****NS**
	Within Groups	464.538	100	4.645		
	Total	**488.462**	**103**			
Self Management	Between Groups	29.841	3	9.947	1.620	****NS**
	Within Groups	614.159	100	6.142		
	Total	**644.000**	**103**			
Overall Emotional Intelligence	Between Groups	773.455	3	257.818	2.696	***Sig.**
	Within Groups	9563.535	100	95.635		
	Total	**10336.990**	**103**			

*Sig- Significant at 0.05 level **NS-Not Significant

From the data analysis presented in the table-1, there are significant difference between the sex and self awareness, self motivation, empathy and overall EI of the respondents and there are no significant difference between the sex and social skills and self management of the respondents of the study area. Hence it is overall concluded that, there is a significant variance between sex and the emotional intelligence (self awareness, self motivation, self management, empathy and overall EI) of the respondents in the study area.

Hypothesis 2: There will be no significant difference between nature of labour and emotional intelligence (self awareness, self motivation, self management, empathy and social skills) of the respondents

Table 2: T-Test Showing the Statistical Analysis between the Nature of Labour and Emotional Intelligence of the Respondents

Dimensions of Emotional Intelligence		N	Mean	Std. Deviation	t- Value	Level of Significance
Self Awareness	Skilled	72	23.4306	1.89756	2.637	*Sig.
	Semi-Skilled	32	21.7188	3.44762		
Self Motivation	Skilled	72	24.7222	1.01012	2.730	*Sig.
	Semi-Skilled	32	23.9375	1.47970		
Empathy	Skilled	72	24.0417	1.74773	2.168	*Sig.
	Semi-Skilled	32	22.5625	3.68027		
Social Skills	Skilled	72	24.1250	1.60051	2.061	*Sig.
	Semi-Skilled	32	22.9688	2.98906		
Self Management	Skilled	72	24.0833	1.68464	2.978	*Sig.
	Semi-Skilled	32	22.1875	3.42135		
Overall Emotional Intelligence	Skilled	72	1.2040E2	6.88264	2.739	*Sig.
	Semi-Skilled	32	1.1338E2	13.77176		

*Sig- Sinificant at 0.05 level

From the table-2, it is concluded that there are significant difference between the nature of labour and self awareness, self motivation, self management, empathy, social skills and overall EI of the respondents in the study and therefore it is concluded that, there is a significant difference between the nature of labour and emotional of the respondents in the study area

Hypothesis 3: There will be no significant variance between age group and emotional intelligence (self awareness, self motivation, self management, empathy and social skills) of the respondents

Table 3: Oneway ANOVA Test between the Age Group and Emotional Intelligence of the Respondents

Dimensions of Emotional Intelligence		Sum of Squares	df	Mean Square	F	Level of Significance
Self Awareness	Between Groups	54.511	3	18.170	2.864	*Sig.
	Within Groups	634.527	100	6.345		
	Total	689.038	103			
Self Motivation	Between Groups	12.654	3	4.218	2.985	*Sig.
	Within Groups	141.308	100	1.413		
	Total	153.962	103			
Empathy	Between Groups	50.238	3	16.746	2.637	*Sig.
	Within Groups	634.983	100	6.350		
	Total	685.221	103			
Social Skills	Between Groups	23.924	3	7.975	1.717	**NS
	Within Groups	464.538	100	4.645		
	Total	488.462	103			
Self Management	Between Groups	29.841	3	9.947	1.620	**NS
	Within Groups	614.159	100	6.142		
	Total	644.000	103			
Overall Emotional Intelligence	Between Groups	773.455	3	257.818	2.696	*Sig.
	Within Groups	9563.535	100	95.635		
	Total	10336.990	103			

*Sig-Significant at 0.05 level **NS- Not Significant

From the data analysis presented in the table-3, there are significant variance between self awareness, self motivation, empathy and overall EI of the respondents of the study. There are no significant variance between social skills

and self management and EI of the respondents of the study. Hence it is concluded that there is a significant variance between the age group and the emotional intelligence of the respondents of the study area

Hypothesis 4: There will be no significant variance among monthly income and emotional intelligence (self awareness, self motivation, self management, empathy and social skills) of the respondents

Table 4: Oneway ANOVA Test between the Monthly Income and Emotional Intelligence of the Respondents

Dimensions of Emotional Intelligence		Sum of Squares	df	Mean Square	F	Level of Significance
Self Awareness	Between Groups	86.424	3	28.808	4.780	***Sig.**
	Within Groups	602.615	100	6.026		
	Total	**689.038**	**103**			
Self Motivation	Between Groups	20.396	3	6.799	5.090	***Sig.**
	Within Groups	133.566	100	1.336		
	Total	**153.962**	**103**			
Empathy	Between Groups	80.513	3	26.838	4.438	***Sig.**
	Within Groups	604.708	100	6.047		
	Total	**685.221**	**103**			
Social Skills	Between Groups	48.250	3	16.083	3.654	***Sig.**
	Within Groups	440.211	100	4.402		
	Total	**488.462**	**103**			
Self Management	Between Groups	86.109	3	28.703	5.145	***Sig.**
	Within Groups	557.891	100	5.579		
	Total	**644.000**	**103**			
Overall Emotional Intelligence	Between Groups	1497.788	3	499.263	5.648	***Sig.**
	Within Groups	8839.202	100	88.392		
	Total	**10336.990**	**103**			

*Sig- Significant at 0.05 level

From the data analysis presented in the table-4, there are significant variance between self awareness, self motivation, empathy, social skills, self management and overall EI of the respondents of the study. Hence it is concluded that there is a significant variance between the monthly income and the emotional intelligence of the respondents of the study.

Hypothesis 5- There will be no significant variance between educational background and emotional intelligence (self awareness, self motivation, self management, empathy and social skills) of the respondents

Table 5:Oneway ANOVA Test between the Educational Background and Emotional Intelligence of the Respondents

Dimensions of Emotional Intelligence		Sum of Squares	df	Mean Square	F	Level of Significance
Self Awareness	Between Groups	67.916	3	22.639	3.645	***Sig.**
	Within Groups	621.122	100	6.211		
	Total	**689.038**	**103**			
Self Motivation	Between Groups	20.767	3	6.922	5.197	***Sig.**
	Within Groups	133.194	100	1.332		
	Total	**153.962**	**103**			
Empathy	Between Groups	83.564	3	27.855	4.630	***Sig.**

	Within Groups	601.657	100	6.017		
	Total	**685.221**	**103**			
Social Skills	Between Groups	46.196	3	15.399	3.482	***Sig.**
	Within Groups	442.266	100	4.423		
	Total	**488.462**	**103**			
Self Management	Between Groups	58.033	3	19.344	3.301	***Sig.**
	Within Groups	585.967	100	5.860		
	Total	**644.000**	**103**			
Overall Emotional Intelligence	Between Groups	1185.142	3	395.047	4.317	***Sig.**
	Within Groups	9151.848	100	91.518		
	Total	**10336.990**	**103**			

*Sig- Significant at 0.05 level

From the data analysis presented in the table-5, there are significant variance between self awareness, self motivation, empathy, social skills, self management and overall EI of the respondents of the study. Hence it is concluded that there is a significant variance between the educational background and the emotional intelligence of respondents of the study.

Hypothesis 6: There will be no significant inter-relationships among the sub-dimensions of emotional intelligence like self awareness, self motivation, self management, empathy, social skills and overall emotional intelligence of the respondents

Table 6: Correlation Test Showing the Inter Relationships among the Dependent Variables of the Study

Dimensions of Emotional Intelligence		Self Awareness	Self Motivation	Empathy	Social Skills	Self Management
Self Awareness	**Pearson Correlation**					
	Sig. (2-tailed)					
	N					
Self Motivation	**Pearson Correlation**	**.663****				
	Sig. (2-tailed)	.000				
	N	104				
Empathy	**Pearson Correlation**	.716**	**.778****			
	Sig. (2-tailed)	.000	.000			
	N	104	104			
Social Skills	**Pearson Correlation**	.696**	.793**	**.878****		
	Sig. (2-tailed)	.000	.000	.000		
	N	104	104	104		
Self Management	**Pearson Correlation**	.760**	.743**	.812**	**.836****	
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	104	104	104	104	
Overall Emotional Intelligence	**Pearson Correlation**	**.864****	**.851****	**.931****	**.929****	**.927****
	Sig. (2-tailed)	.000	.000	.000	.000	.000
	N	104	104	104	104	104

**Correlation is significant at the 0.05 level (2-tailed).

From the table 6, there are significant inter- relationships among the sub- dimensions of emotional intelligence like self awareness, self management, self motivation, empathy and social skills of emotional intelligence of the selected respondents in the study area. Hence it is concluded that, there are significant inter- relationships among the sub-

dimensions of emotional intelligence like self awareness, self management, self motivation, empathy, social skills and the overall EI of the respondents in the study area.

DISCUSSIONS AND CONCLUSIONS

The present study on EI of employees among the workers in Harihar Alloys private Limited of Tiruchirappalli District, Tamil Nadu, has revealed that most of the respondents (55%) belongs to the age group of 26 to 35 years of age and about 31% of the respondents belongs to the age group of 36 to 45 years of age and 9% of the respondents belongs to the age group up to 25 years and only 66% of respondents belongs to the age group of 46 and above. This indicates that the age is taken as a main factor in Harihar Alloys Industries. As young, the employees would be more energetic, get interest in doing work and they can stay form long hours to do the work for organizational success and easily perceive emotions of themselves and other employees.

Majority of the respondents (69.2%) are skilled and remaining 31% of the respondents are semi-skilled employees. As most of the workers in the study area are skilled labourers, as it plays a significant role in terms of EI of employees Harihar Alloys Private Limited. There is significance among the seniority of employees in terms of self awareness, motivation, self management and total EI. Due to low percent of senior employees working in Harihar Alloys industries, these types of employees are playing an important role in the industry. About 33% of the respondents are getting their income upto Rs. 20000/-, 31% of the respondents are getting their income ranges between Rs.20001/- to 40000/-, 21.2% of the respondents are getting their income ranges between Rs.40001/- to Rs.60000/- and the remaining 15.3% of the respondents getting their income Rs.60001/- and above respectively. Here monthly income is based on the experience, so less experienced get less income when compared to that of the more experienced employees. This is also plays a significant role in the terms of EI of employees of Harihar Alloys Private Limited, Tiruchirappalli District in Tamil Nadu, India

There is no significant difference between sexes of the respondents, and there is a significant difference between nature of labour of the respondents and their emotional intelligence. There are significant difference between age group, level of experience, income and educational background and emotional intelligence of the respondents. Finally, there are significant inter- relationships among the sub- dimensions of emotional intelligence like self awareness, self motivation, self management, empathy, social skills and the overall emotional intelligence of the respondents.

The present study has produced some important results that have implications for both research and practice. The study on EI of top level and middle level employees, the top level executives having the ability to perform effectively on the job is identified, as they are able to manage their emotional intelligence easily, which has a direct impact on their job. Further, the level of emotional intelligence and performance level of the middle level employees is moderate to slightly low; these skills are to be developed for achieving higher employee productivity and to enhance the image of the organization. A particularly interesting finding of the present study was that high emotional intelligence of employees had an impact on their job. It is recommended that there is an urgent need for the EI researchers to study the EI of employees in Indian Organizations, institutions and other Industries (including Government sectors, factories like metallurgies and other heavy industries, service institutions like schools, colleges, hospitals, defense department, etc.,)

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