

**WORK PERFORMANCE OF EMPLOYEES UNDER ROLE OF
EMOTIONAL INTELLIGENCE**

REPORT ON PROJECT

SUBMITTED BY

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UNDER THE GUIDANCE OF

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**IN PARTIAL FULFILMENT OF THE REQUIREMENTS FOR THE
AWARD OF THE DEGREE OF**

MASTER OF COMMERCE WITH COMPUTER APPLICATIONS



**DEPARTMENT OF COMMERCE
AVINASHILINGAM INSTITUTE FOR HOME SCIENCE AND HIGHER
EDUCATION FOR WOMEN
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CERTIFICATE

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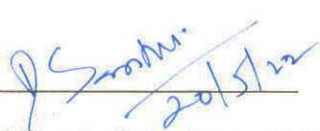
This is to certify that the project entitled "**WORK PERFORMANCE OF EMPLOYEES UNDER ROLE OF EMOTIONAL INTELLIGENCE**" submitted to the Department of Commerce, Avinashilingam Institute for Home Science and Higher Education for Women, Coimbatore, in partial fulfilment of the requirements for the award of the degree of **MASTERS OF COMMERCE WITH COMPUTER APPLICATIONS** is the record of original project work done by **SANGEETHA .P(20PCC017)** during the period of her study, under my supervision and guidance.

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DECLARATION

We hereby declare that this project work entitled “**WORK PERFORMANCE OF EMPLOYEES UNDER ROLE OF EMOTIONAL INTELLIGENCE**” submitted to Department of Commerce, Avinashilingam Institute For Home Science and Higher Education For Women, Coimbatore. in partial fulfillment of the requirements for the award of the **DEGREE OF MASTER OF COMMERCE WITH COMPUTER APPLICATIONS** is the record of the original project work done by us during the period of study, under the supervision and guidance of **Dr.(Mrs)S.Kavitha M.Com(CA),MBA.,M.Phil.,Ph.D., Assistant Professor**, Department of commerce.

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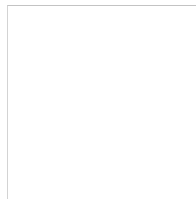
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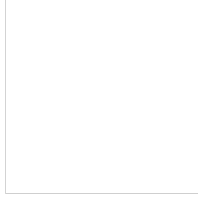
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INTRODUCTION

WORK PERFORMANCE OF EMPLOYEES UNDER ROLE OF EMOTIONAL INTELLIGENCE

CHAPTER I

1. INTRODUCTION

Emotional intelligence refers to the capability of a person to manage and control his or her emotions and possess the ability to control the emotions of others as well. In other words, they can influence the emotions of other people also. Emotional intelligence is a very important skill in leadership. It is said to have five main elements such as - self-awareness, self-regulation, motivation, empathy, and social skills.

Emotional Intelligence (EI) must somehow combine two of the three states of mind cognition and affect, or intelligence and emotion. Emotional intelligence refers to the ability to perceive, control, and evaluate emotions. Some researchers suggest that emotional intelligence can be learned and strengthened, while other claim it is an inborn characteristic. A number of testing instruments have been developed to measure emotional intelligence, although the content and approach of each test varies. If a worker has high emotional intelligence, he or she is more likely to be able to express his or her emotions in a healthy way, and understand the emotions of those he or she works with, thus enhancing work relationships and performance. Emotional Intelligence is not about being soft. It is a different way of being smart - having the skill to use his or her emotions to help them make choices in the moment and have more effective control over themselves and their impact on others.

Emotional Intelligence allows us to think more creatively and to use our emotions to solve problems. Emotional Intelligence probably overlaps to some extent with general intelligence. The emotionally intelligent person is skilled in four areas: Identifying emotions, using emotions, understanding emotions, and regulating emotions.

The term Emotional Intelligence is only a few years old. It originally developed during the 1970s and 80s by the work and writings of psychologists Howard Gardner, Peter Salovey and John Mayer. EI first appeared in 1985 in a doctoral dissertation by Wayne Leon Payne, which he entitled "A Study of Emotion: Developing Emotional Intelligence." His thesis on emotional intelligence included a framework to enable people to develop emotional intelligence. Payne asserted that many of the problems in modern civilization stemmed from

a suppression of emotion and that it was possible to learn to become emotionally intelligent. Later it was coined by Daniel Goleman, who wrote the pioneering book on the subject. He actually co-authored it with his wife, Tara, triggered by sitting through many frustrating business meetings with her. Emotional Intelligence then appeared in a series of academic articles authored by John D. Mayer and Peter Salovey (1990, 1993). These publications generated little attention. Two years later, emotional intelligence entered the mainstream with Daniel Goleman's(1995) best-seller Emotional Intelligence: Why It Can Matter More Than IQ and subsequent articles in USA Weekend and Time Magazine (October 2, 1995). More recently, Goleman's latest book, Working with Emotional Intelligence (1998), has caught the attention of human resource practitioners. Although the term 'emotional intelligence' was not used, it is evident that the groundwork for the research was set in motion long before any official work on emotional intelligence.

1.1 Emotional quotient consists of five important dimensions:

- Knowing one's emotions.
- Controlling one's emotions.
- Recognizing emotions in others (empathy).
- Controlling emotions in others.
- Improvement in emotional control.

1.2 Components of Emotional Intelligence:

Daniel Goleman has identified a set of emotional competencies that differentiate individuals with their emotional intelligence.

➤ Self-awareness:

The capacity for understanding one's emotions, strengths, weaknesses and self-confidence.

➤ **Self-management:**

The capacity for efficiently managing one's motives and regulating one's behaviour, self-control, adaptability, achievement, orientation and initiative.

➤ **Social awareness:**

The capacity for understanding what others are saying and feeling. And why they feel and act as they do.

➤ **Social skills:**

The capacity for acting in such a way that one is able to get the desired results from others and reach personal goals, developing others, leadership, conflict management and teamwork.

1.3 Benefits of Emotional Intelligence:

Judicious applications of emotional intelligence can lead to the following results:

- Understanding and enhancing emotional intelligence enhances management skills.
- It can provide team effectiveness.
- It assists managers to have flexible planning.
- Emotional intelligence assists managers in motivating others.
- Better decision-making comes from a balance between head and heart.
- It can help a person achieve a whole range of career development factors such as leadership, decision-making, open communication, trusting relationship and customer loyalty.

1.4 Emotional intelligence consists of five key skills:

- Emotional intelligence (EQ) skill 1: The ability to quickly reduce stress.
- Emotional intelligence (EQ) skill 2: The ability to recognize and manage your emotions.

- Emotional intelligence (EQ) skill 3: The ability to connect with others using nonverbal communication.
- Emotional intelligence (EQ) skill 4: The ability to use humor and play to deal with challenges.
- Emotional intelligence (EQ) skill 5: The ability to resolve conflicts positively and with confidence.

1.5 Psychological Dimensions of Emotional Intelligence

An emotionally balanced worker is more required for modern industrial organizations to be competitive and target oriented that in par with the requirement of the market economy. Emotionally balanced workers have the attributes of emotional intelligence, that includes self-awareness, self-confidence, transparency, adaptability, optimism, empathy, inspirational leadership and conflict management, mark the employees who excel. This indicates that the emotional intelligence rest on the pillars of Competency, Maturity and Sensitivity.

- **Emotional Competency:** This indicates one's the ability and capacity to effectively respond to emotional stimuli elicited by various situations, having high self-esteem and optimism etc.
- **Emotional Maturity:** This indicates one's the ability and capacity to effectively evaluate emotions of oneself and others, balancing state of heart and mind, adaptability and flexibility etc.
- **Emotional Sensitivity:** This indicates one's the ability and capacity to effectively understanding intensity of emotional arousal, managing the immediate environment etc.

1.6 Importance of emotional intelligence at work place

- Emotional intelligence is a set competency, which direct and control one's feelings towards work and performance at work.
- The set of competencies is the ability of the individual being to control and manage his or her moods and impulses, which contribute to best of situational outcomes.

- Understanding one's own moods and impulses of others or any situation helps one to respond and behave accordance with expectations.
- In a work situation workers effective use of skill and knowledge in time depends on the effective regulation of emotions at work and his readiness to contribute to best in their target accomplishment.
- Knowing one's emotions and feelings as they occur, and tuning one's self to the charged situation, requires the emotional competency, emotional maturity and emotional sensitivity that determine the success of adaptability and adjustment with the change scenario.
- In a work situation, since it involves group of people with different ideas, suggestions, and opinions, effective conglomeration of all these determine the best outcome. Here the emotional intelligence plays a significant role at work.

1.7 Personal Factors Affecting Emotional Intelligences

Nowadays, organizations demand for employees with high leadership skills and it was proven that individuals with high level of EI can become good leaders. Emotionally intelligent person is skilled in four areas: identifying, using, understanding, and regulating emotions (Mayer, &Salovey, 1993). Personal factors such as gender, ethnicity and hometown location may affect the level of EI of an individual and many researchers have found that there is a significant difference in gender where females score high level of EI compared to men. The location of a person lives, grows up and the environment of their living place can be a factor that affects the EI of an individual. Family factors are also one of the demographic backgrounds that affect the EI of an individual. Parents are the persons who directly affect the EI of youths (Kaur &Jaswal, 2005).Educations of a person also affect the emotional intelligences. Higher levels of educated person can have high level of emotional intelligences. Some of the important personal factors affecting emotional intelligences are as follows:

- Gender, ethnicity and hometown
- Location
- Academic performance, type of secondary school and prior education level.
- Good family environment
- Belief and behavior

1.8 Emotional Intelligences: Group and Organizational Effectiveness

Emotional Intelligence is becoming crucial today in the context of individual's role based behavior within group and organizational contexts. As organizations are becoming flatter in structure, flexibility is the key issue. The span of control being larger for a team leader, the relationships between team members and the leader are becoming more challenging. From control based hierarchical relationships, there is a transition towards facilitation-based empowering relationships. Also, the task structure and the reward systems are becoming highly group-oriented requiring more accommodating and emotionally intelligent behavior to be adopted to achieve both personal and organizational goals.

Group Emotional Intelligences (GEI)

To work as an effective group, it is necessary to enhance group consensus and cohesion by minimizing intended conflicting tendencies among individual group members, which are Leadership HR Functions Organizational Climate and Culture Individual Emotional Intelligence Relationships Group Emotional Intelligence Organizational Effectiveness potentially brought into the group as pre-programmed orientations by individual group members. These orientations contain biases, resulting from unique socialization processes and experiences and culture specific normative patterns of individual group members, which have become a part of their personality. However the group members have to gradually learn to suspend their judgment and beliefs and question them adequately to become re-socialized in the new normative structure, as required for effective group functioning. The re-socialization process essentially requires group members to evolve mechanisms for minimizing conflicts to enhance their consensus-building abilities. In this, emotional intelligence can become an effective tool to reduce intra-group conflicts and enhancing effective group norms, commonly shared and cherished by all.

Emotional Intelligence to be an Impeccable Leader

As soon as one becomes a leader, emotional intelligence and soft skills start playing a major role in defining success. Here come the most versatile soft skills, conclusive evidence reveals that soft skills may sound like a quite business but are very much crucial for outstanding leadership and creating the happiest workforce.

Emotional Intelligence is one of the basic qualities required for a person to be a successful leader and ultimately take the organization to the most successful end. A leader has to execute the duty in various dimensions of the work field.

Role of Leader as:

- Influencer
- Collaborator
- Initiator
- Supporter
- Firelighter
- Energizer
- Relationship Builder
- Game Changer

The roles mentioned above to be played by a leader as per the situation demands and to be successful at all these dynamic roles, leaders should have Emotional Intelligence. The maximum extent to which a leader understands the emotions of his team members always decides the growth of an organization. In order to imbibe or develop Emotional Intelligence, one needs to understand the core elements of it. The insight which is provided here hopefully would have made you understand the role played by Emotional Intelligence in crafting out an impeccable leader.

Emotional Intelligence And Role-Based Effectiveness

People working at all levels of organizations require emotional intelligence to excel at their performance. Bhattacharya and Sengupta (2007) have laid down the importance of emotional intelligence for certain professionals at the workplace, the instances of which are given as below:

Top executives

Top executives, who are at the helm of the strategic decision – making responsibilities, must rely on the people belonging to the lower levels of hierarchy to operationalize their decisions. Sometimes, they need to take and / or implement decisions for drastic change, which may lead to organizational restructuring, corporate business ventures

and operational change in international context and so on. They, therefore, have to inspire the followers through their transformational leadership style to achieve organizational goals. The constant pressure of outperforming their own selves, often leads to anxiety, fear, stress and even guilt and depression. As discussed earlier, emotional intelligence makes an individual not only aware of the emotional disturbance but also helps him / her to handle them positively and constructively. Furthermore, it helps the executives to demonstrate empathy and compassion with the help of their social skills, making them more acceptable to the followers.

Middle level managers and supervisors

Middle level managers and supervisors are the line managers, who have direct contact with the people at the operational level. Their interaction pattern, leadership style and communication skills need to be tailored to satisfy individual employees' motivational needs. The effectiveness of their behavior is directly related to the employee's level of satisfaction, motivation and retention. Therefore, they need to balance the management's expectations and those of the lower level employees. They also need to constantly create a harmony between concerns for tasks and people are required to play the dual roles, both as nurturing leaders, as well as task-oriented managers. This definitely demands high emotional intelligence which not only helps the managers to remain cool and calm in trying situations with their subordinates and bosses, but also facilitates to regulate their own emotions as and when required.

Team leaders

Team leaders are held accountable for creating a positive work environment where all the team members work towards achieving the team goals, which ultimately lead to achieving organizational goals. In the process, the negative fall – out effects of task –obsessive behaviors, power relationships and sometimes, non – availability of sufficient resources are required to be minimized. Failure to do so will result in frustration, anxiety, suspicion, and resentment and / or dissention among the team members. Emotional intelligence helps team leaders to maintain a positive and stable attitude and optimism in trying situations. Moreover, by improving their own internal motivation and persistence, they motivate their teams to high levels of sustained performance and achievement.

Self – managed teams

In today's business world with the fast changing technology and innovative organizational structures, self-managed teams are the backbones of an organization. They are constantly under pressure to work smoothly when deadlines are tight, resources are scarce and when team structures are impermanent, tentative and flexible in nature. Often, the team members feel frustrated, annoyed and angry when one or some team members fail to perform up to the mark, affecting the team performance. They feel agitated when they are required to meet the deadline despite a heavy resource crunch and may also feel uncomfortable with the new team members. Emotional intelligence can help in dealing with the emotional turmoil of the team members and help in promoting team cohesion and trust.

Technical staff

Technical staff mostly works with machines for long hours to complete projects within deadlines. These situations may lead to anxiety, frustration and high stress and sometimes agitation with little concern for human relationships. Communication is hampered, reducing their feeling levels and pushing them into an isolated existence. Use of emotional intelligence can prevent eruption of such situations by helping them to be in touch with their own emotions and empathy for others.

1.9 Factors affecting Emotional Intelligence

Intrapersonal ability

Intrapersonal ability as an ability to think about and understand one's self, to be aware of one's strengths and weaknesses and to plan effectively to achieve personal goals, reflecting on and monitoring one's thoughts and feelings and regulating them effectively. It is the ability to monitor one's self in interpersonal relationships, be aware of and understand one's emotions, feelings and ideas and to act with personal efficacy. It consists of related abilities like recognizing and labelling one's feelings. Intrapersonal ability includes emotional awareness and the ability to identify them correctly. Individuals scoring high on intrapersonal ability tend to understand their emotions and are able to express and communicate their feeling and needs.

Interpersonal ability

The ability to recognize the feelings of other people that are facilitated by linguistic skill is interpersonal ability. It is the ability to be aware of and understand others' emotions and feelings. Skill in managing relationships with other people is also a factor in one's overall mood and emotional well-being. It consists of related abilities like identifying emotions in others and having empathy towards others. Interpersonal ability deals with the relationship with peers, subordinates and superiors. High on the interpersonal ability are likely to have satisfying interpersonal relationships, are good listeners and are able to understand and appreciate the feelings of others.

Stress management

It is the ability to be flexible and alter one's feelings with changing situations. It consists of abilities like delaying or resisting an impulse. Those with high stress management are generally calm and work well under pressure; they are rarely impulsive and can usually respond to a stressful event without an emotional outburst.

Adaptability

It is the adaptability as the ability to be flexible and alter one's feelings with changing situations. It consists of abilities like being to adjust one's emotions and behavior to changing situations or conditions. Adaptability involves skills related to management of change. Managing change involves the ability to manage stressful situations in a relatively calm and proactive manner. Individuals who score high on this dimension are impulsive rarely and work well under pressure. Individuals with high adaptability scores are flexible, realistic and effective in managing change; good at finding positive ways of dealing with everyday problems.

General mood

It is the ability to feel and express positive emotions and remain optimistic. It represents the ability to enjoy life and maintain a positive disposition. Higher levels on general mood feel satisfied with their lives and maintain a positive outlook. Happiness and optimism are two aspects of general mood including maintenance of positive aspects and brighter side of life.

1.10 NEED FOR THE STUDY

Emotional Intelligence helps the employees to increase their emotional self-awareness, emotional expression, creativity, increase tolerance, increase trust and integrity, improve relations within and across the organization and thereby increase the performance of each employee and the organization as a whole. Especially for the Information Technology employees it is very important to have human relationship, a steady and stable mind in order to complete the difficult tasks in the organization. The ability to manage feelings and handle stress is another aspect of emotional intelligence that has been found to be important for successful completion of tasks. If there is failure in emotional intelligence, the productivity of the concern also will be the same and the service quality in Information Technology sector will be very difficult. Hence the study of role on emotional intelligence of employees in IT sector is needed in the current scenario.

1.11 STATEMENT OF THE PROBLEM

Every organization aims to reach at the level of optimum productivity. Certainly, skillful and competent human force is one of the most important elements that help organization to achieve their goals, because human force plays a noteworthy role in changing the level of productivity and their work performance. The management of any concern is increasingly interested in ways to attract, retain, and gain commitment from their employees. This interest is created in part because high turnover rates and the lack of commitment negatively affect the provision of care and the bottom line in their organizations. In a quality and cost conscious environment, the management needs to find effective, efficient and sustainable solutions for these difficult issues. Emotional intelligence is a topic of growing interest in organizations and research. Most people in organizations today undergo imbalance in personality and work life balance. So the study is undergoing to study on role of emotional intelligence of employees in IT sector.

1.12 OBJECTIVES OF THE STUDY

- To identify the employees awareness towards emotional intelligence
- To identify the determinants of emotional intelligence
- To analyze the impact of Emotional Intelligence on Work Performance
- To analyze the barriers and factors considered in emotional intelligence
- To provide suggestions to the employees to handle their emotions

1.13 CHAPTER SCHEME

The thesis is structured into five chapters as follows:

Chapter I

Introduction presents the details about Emotional Intelligence, components, Importance, advantages of emotional intelligence, important dimensions factors affecting emotional intelligence, Need for the study, Statement of the Problems, Objectives of the study and the Chapter Scheme.

Chapter II

Review of relevant literature on emotional intelligence, employees awareness, personal factors affecting emotional intelligence, attitude of employees, are presented in this chapter.

Chapter III

This chapter covers the entire Research Methodological part. It consists of Sample for the Study, Research Design, Research Techniques, Survey Method, Period of Study, Statistical Techniques used for the Study, and Analysis of Data.

Chapter IV

The Results of the Analysis of Data are presented and discussed to draw specific interpretations on different aspects of employees towards emotional intelligence.

Chapter V

A summary of the Findings is provided, Suggestions are presented, Conclusions are drawn and implications of the study are listed.

REVIEW OF LITERATURE

CHAPTER II

REVIEW OF LITERATURE

Definition:

A literature review surveys books, scholarly articles, and any other sources relevant to a particular issue, area of research, or theory, and by so doing, provides a description, summary, and critical evaluation of these works in relation to the research problem being investigated. Literature reviews are designed to provide an overview of sources you have explored while researching a particular topic and to demonstrate to your readers how your research fits within a larger field of study.

Dr.P.Vanitha et al. (2021)¹ conducted a study on “Emotional Intelligence and its Impact on Work Performance.” The aim of this study is to investigate the impact of Emotional Intelligence and its Impact on Work Performance. The sample size of the study comprised of 110 employees responses. The study adopted convenience random sampling method. The findings of the study emphasize the understanding of Emotional Intelligence and its influence on employee on his or her performance in the organisation.

Suganthi Supramaniam et al. (2021)² conducted a study on “Impact of Emotional Intelligence on Organisational Performance: An Analysis in the Malaysian Public Administration .” The aim of this study is to analyse the impact of Emotional Intelligence on Organisational Performance in the Malaysian public sector. The sample size of the study consists of 375 responses from public administrators of Malaysian. The study adopted survey method. The findings of the study reveals that emotional intelligence positively and significantly affects the organisational performance.

Shyue Chuan Chong et al. (2020)³ conducted a study on “Emotional Intelligence and Job Performance of Academicians in Malaysia” This study explores the predictive utility of an emotional intelligence measurement that is based on the Role-Based Performance Scale (RBPS) measure of job performance. This inquiry aims to investigate whether the level of emotional intelligence score of each academic staff in the selected private higher educational institutions affects job performance. A targeted sampling was conducted in the Klang Valley (Selangor and Kuala Lumpur), Malaysia, on those private Higher education institution with 1,500 students. This research applied a quantitative method approach to cast the researchers’

net wider to include selected higher educational institutions to obtain as much data as possible. The results demonstrate a significant relationship between emotional intelligence and job performance of academic workers in private higher educational institutions. Therefore, these significant findings shed further light on the theoretical and practical utility of the construct of emotional intelligence and job performance, and have proven the fact that emotional intelligence is accountable for and could predict job performance.

Sugantha Agarwal, Upendra Singh (2020)⁴ conducted a study on “An Association Between Emotional Intelligence and Performance of Workforce.” The aim of this study is to analyse the association and impact of emotional intelligence on workforce performance while taking into account demographic features along with individual clusters of emotional intelligence. The sample size of the study consists of 119 participants accessed through convenience approach from diverse sectors such as banking, education, health, engineering and recruitment of UAE. The findings of the study reveals that all the dimensions of emotional intelligence are not equally significant or even considerate to affect employee performance.

Jahavi Bansal et al. (2020)⁵ conducted a study in “Impact of Emotional Intelligence on Job Performance: A study of sales Executives.” The aim of this study is to trace the evolution of emotional intelligence and its relational assessment with job performance through well-structured questionnaire. The sample size of the study consists of 233 responses of sales executives. The study adopted simple random sampling method. The findings of the study revealed that emotional intelligence significantly and positively impacted the job performance of sales executives.

Zairina Ibrahim et al. (2019)⁶ conducted a study on “A Job Satisfaction of Emotional Intelligence, Leadership, Employee Performance with Information Technology” To the business overall, the discoveries and consequences of the investigation will give an increasingly solid top to bottom comprehension of the elements that influence worker fulfillment and to help shape the future strategy definition of the business, in this way encouraging tremendously the accomplishments of the destinations of the Malaysian government in upgrading the unwavering quality and proficiency of the arrangement of the administrations of information will help observing the association accomplishment towards the thousand years objectives just as vision 2020 targets. Job satisfaction make sure that the right employees are recruited and retained in an organization. It also maintains productivity

by keeping the workforce constantly engaged and motivated. It has also been proven that job satisfaction controls the ill effects of role problems and job induced stress, besides decreases labor turnover for better employees.

Dr. Srinivas Bandi, Ms. Neerupa Chauhan (2019)⁷ conducted a study on “Effect of Emotional Intelligence on Employee Performance.” The aim of the study is to investigate the effect of emotional intelligence on employee performance in an organisation .The study presents the results of various academic papers selected from the pool of database on Emotional Intelligence. The Google Scholar and research gate search engine has also been used to conduct more general searches. The findings of the study concludes that employees with high Emotional Intelligence Competencies have better job performance than employees with low Emotional Intelligence Competencies.

Ahmed Javed (2018)⁸ conducted a study on “Impact of Emotional Intelligence on Employee Performance in Project Management.” The aim of this study is to examine the impact of emotional intelligence on employee performance in project management. The sample size of the study consists of 220 responses in project based organisations. The study method is cross – sectional in nature and collected approximately in two month. The findings of the study reveals that employee performance is directly affected by the emotions and its surroundings , so it conclude that emotionally intelligent employee can lead his task in a better way , which effect his performance in a positive way.

Khalida Naseem (2018)⁹ conducted a study on “Job Stress, Happiness and Life Satisfaction: The Moderating Role of Emotional Intelligence Empirical Study in Telecommunication Sector Pakistan” The aim of this study is, to investigate the impact of job stress on employee’s happiness and life satisfaction by moderating the relationship through emotional intelligence. 350 employees of telecommunication industry participated for this study, 63percent male, Age range was from 23 to 37 and maximum respondents age was 27 Maximum with (Mean=29.21 and S. D=3.36) and Time lagged data through a self-reported questionnaire of emotional intelligence designed by, job stress, happiness and life satisfaction was collected. Employees of telecom filled the trait measure of emotional intelligence questionnaire and after three weeks’ participants completed the perceived stress scale and life satisfaction and happiness scale. Hierarchical regression was applied to test the hypotheses. Three hypotheses were formulated and tested at 0.05 significant level. The results indicates

that stress was significant predictor of happiness but factor other than stress might be involved in life satisfaction. Findings of this study also suggest that employees with higher emotional intelligence will perceive less stress and higher level of happiness and life satisfaction. It was also found that married males were more efficient in controlling stress with emotional intelligence than females. Practical implications show that emotional intelligence test at recruitment time must be implemented.

Vinita Sinha (2018)¹⁰ conducted a study on “Role of Emotional Intelligence in Managing Interpersonal Relations at Workplace in the IT Sector” The purpose of the present article is to investigate the role of emotional intelligence in managing interpersonal relations at workplace in the IT sector of India. Based on the facts obtained from the literature review, the article aims to establish a relationship between the variables of emotional intelligence and their corresponding effect on interpersonal relations which consists of parameters namely the need for inclusion, control and affection. The article initially explores emotional intelligence and interpersonal relations and thereafter specifically finds out the relationship between the variables involved. Fundamental Interpersonal Relations Orientation-Behavior FIRO-B instrument and Self-Report Emotional Intelligence Test have been used to explore the relationship. The article uses the sample of 81 employees that covered most of the major IT companies with the same size, structure, practices and environment in order to get a uniform respondent set. The age of the respondents varied from 21 to 29 years of age and the work experience varied from 6 months to as high as 5 years. From the analysis done in the study it can be suggested that emotional intelligence plays a significant role in managing and maintaining the healthy relations at workplace in the IT sector.

B.Radha, A.Bhavani Shree (2017)¹¹ conducted a study on “Impact of Emotional Intelligence on Performance of Employees and Organizational Commitment in Software Industry” This study targets at measuring the emotional intelligence of employees and investigating the relationship between the 3 variables emotional intelligence (EI) Employee performance(EP) and Organizational Commitment of employees of Software Industry in Hyderabad region, To measure Employee Performance taken Conceptual and Task Performance. This study used questionnaire method to collect the data. The sample includes 100 middle level employees. This study also shows that there is average positive relationship between both the variables which has been proved by correlation tests. Through regression test it is proved that there is dependence of Employee performance on emotional intelligence.

This study concludes that emotional intelligence is a major factor that affects Employee performance of employees.

Gadaf Rexhepi, Besal Berisha (2017)¹² conducted a study on “The effects of emotional intelligence in employees performance.” The aim of this study is to identify the effect of Emotional Intelligence employee’s performance in their working place. The sample size of the study consists of 205 responses in Republic of Macedonia. The study adopted convenience sampling method. The findings of the study reveals that employees who have higher level of Emotional Intelligence are more successful on their Work and have higher working performance index.

Priyam Dhani, Tanu Sharma (2017)¹³ conducted a study on “Effect of Emotional Intelligence on Job Performance of IT employees: A gender study.” The aim of this study is to investigate the nature and extent of the relationship between emotional intelligence and job performance with respect to the gender of the respondents. The sample size of the study consists of 157 middle level IT managers from Delhi-NCR. The study adopted convenient sampling method. The data was collected from August 2015 to July 2016. The findings of the study reveals that the organisations should not differentiate between their employees on the basis of gender as the results of this research demonstrate that women are better performers than men.

Akhtar W et al. (2017)¹⁴ conducted a study on “The Effect of Emotional Intelligence on Employee’s Job Performance: The Moderating Role of Perceived Organisational Support” The aim of this study is to investigate the moderating role of perceived organisational support in the relationship between emotional intelligence and job performance. The sample size of the study consists of 316 responses employee’s working in banks located in Islamabad. The study adopted quantitative method. The findings of the present study reveals that managers should improve their employee’s perception regarding their organisational support by giving them reward and appreciations after doing good job or successful achievement of tasks.

Michalina Hendon et al. (2017)¹⁵ conducted a study on “Emotional intelligence and communication levels in information technology professionals” In today's digital and technical environment, employers are looking for personnel that can contribute to the organization not only with the use of technical skills but can also express their expertise with

the use of positive emotional intelligence and communication effectiveness. As research is lacking in the investigation of soft skills used by information technology professionals, the relationship between emotional intelligence and communication adaptability is the focus of this research. This quantitative non-experimental correlation analyses the emotional intelligence and communication adaptability level of 111 Information Technology professionals that work in the United States. The research found a significant positive relationship between emotional intelligence and the communication adaptability of the information technology professional. The positive outcome of this study suggests that information technology professions that have a strong relationship between emotional intelligence and communication aptitude can have positive implications for organizations for organizational teamwork/relationship building.

Shehu Mustapha Liberty, Mohammed is a Kida (2017)¹⁶ conducted a study on “The Effect of Emotional Intelligence on Employees Performance.” The aim of this study is to understand the influence of emotional intelligence of employee on his or her performance in organization. The sample size of the study consists of 121 responses from employees in Maiduguri Burno State. The study adopted survey method. The findings of the study reveals that managers should shift attention to and be more concerned with employing emotional intelligence as a catalyst to drivers of performance rather than the measure of performance .

Asilaza Noel, Dr. Zachary Mosoti (2016)¹⁷ conducted a study on “The Effect of Emotional Intelligence on Employee Performance in the Private Sector: A Case of kinyara Sugar Limited.” The aim of this study is to analyse the effect of emotional intelligence of employee performance in private sector a case of Kinyara Sugar limited in Uganda. The sample size of the study consists of 208 responses of employee’s in Kinyara Sugar Limited. The study adopted random sampling method. The findings of the study reveals that well developed and management skills of the four domains of Work-Life emotional intelligence self-awareness, self-management, social-awareness and relationship management enables employee’s to understand and manage their abilities and control their short comings.

Ishita Pant, Rakesh Kumar Yadav, (2016)¹⁸conducted a study on “Impact of Emotional Intelligence on the Job Performance of Employee” Emotional intelligence means understanding one’s own feelings and able to handle those feelings without disturbing themselves. In the same way, understanding what others feel and handling relationship

effectively motivates one to complete job creatively and perform among their peers. Stress Management is a system that is aimed to reduce the stress and/or facilitate the person to cope with stress related instances. This study uses both primary and secondary data. The primary data was collected through a questionnaire which is depending on the Liker scale. The study confined to the sample size of 100 employees from five software industries namely HP, LENOVO, DELL, HCL & SONY, etc. A non-probability, convenience sampling technique was used to select the sample population. The collected data were analyzed and interpreted using simple statistical techniques. Finally, the researcher finds the relationship between stress management and emotional intelligence. The study is concluded with the suggestion that the Emotional intelligence has the ability to quickly reduce stress in the various situations, so we can say that higher level of EI is positively correlated with the effectiveness of stress management among software employees.

Hemangi Bhalerao, Satishchandra Kumar (2016)¹⁹ conducted a study on “Role of Emotional Intelligence in Leaders on the Commitment Level of Employees: A Study in Information Technology and Manufacturing Sector in India.” The scope of this study is, to explore the role of emotional intelligence (EI) in leaders on the commitment level of the subordinates. Data was collected from dyadic sources using survey method and convenient sampling. Total 155 professionals forming 89 pairs from information technology (IT) and manufacturing sector in India participated in this study. The data were analyzed by using descriptive method. The results indicate a significant relationship between trait-based EI and affective commitment, when the designations of the leader and the subordinates were controlled. However, no significant results were found between EI and normative and continuance commitments. The result challenges some of the basic assumptions about EI and suggests that the relationship between EI and organizational commitment is complex.

Ra'edMasa'deh (2016)²⁰ conducted a study on “The Role of Emotional Intelligence in Enhancing Organizational Effectiveness: The Case of Information Technology Managers in Jordan” The aim of this research is, to explore the role of emotional intelligence (awareness of one's own emotion, management of one's own emotion, awareness of other's emotion, and management of other's emotion) on organizational effectiveness in Jordanian public shareholding firms. A total of 154 questionnaire containing 29 items was used to collect information from the respondents. Multiple regression analysis was conducted to test the research hypotheses. Results of the current study revealed that there were significant positive

impacts of management of one's own emotion, awareness of other's emotion, and management of other's emotion on organizational effectiveness, whereas awareness of one's own emotion did not have a significant impact on organizational effectiveness. Also, the results revealed that there was no significant difference in the impact of emotional intelligence on organizational effectiveness that could be attributed to gender. On the other hand, results of ANOVA test indicated that there were significant differences in the impact of emotional intelligence on organizational effectiveness in favor of age and experience.

Shubhangini Rathore, Vandana Ahuja (2015)²¹ conducted a study on “A Study of Role Stress among the IT Professionals in India: Examining the Impact of Demographic Factors” The Indian IT industry is a fast paced service industry that is characterized by such stressful work situations and related outcomes. The present study analyses the various factors that contribute to organizational stress and the role of Demographic Factors on Role Stress; among the professionals of the Indian IT industry. A sample of 250 employees has been collected from the Delhi NCR region. The samples are analyzed by descriptive analysis method. Role stress has been measured by using the ORS scale which comprises of ten dimensions of role stress that are measured by 50 items. The results show that there is significant impact of demographic factors on the Role Stress amongst the IT professionals.

Dr.Radha Ganeshkumar, P.Deepa (2015)²² conducted a study on “A study on Emotional Intelligence of Employees in work Place at Jay Ushin Limited”. The aim of this study is to examine how employees manage their emotions and handle pressure at work place. The sample size of the study consists of 200 respondents in Jay Ushin Limited. The study adopted convenience sampling method. The findings of the study reveals that the organisation should give training to employees to improve this emotional intelligence.

Dr.Desti Kannaiah, Dr.R.Shanthi (2015)²³ conducted a study on “A study on Emotional Intelligence at Work Place.” The aim of this study is to increase the employee's emotional intelligence at workplace and to help in future performance. The sample size of the study consists of 150 respondents in the organisation. The study adopted random sampling method. The data for this study has been collected from both primary and secondary source of information. The findings of the study reveals that emotional intelligence is linked at every point of utmost importance nowadays.

Najib Ahmad Marzuki et al. (2015)²⁴ conducted a study on “Emotional Intelligence: Its Relationship with Communication and Information Technology Skills” Emotional intelligence comprises of several important elements which enhance the ability of several key competencies. This study attempts to, examine the relationship between emotional intelligence, communication skills and information technology skills among university students in Malaysia. Three thousand one hundred and one final year students from 10 public universities in Malaysia were randomly chosen as samples for this study. A quantitative and cross sectional design study was employed. Stratified random sampling technique was used in this study. The Bar-On Emotional Quotient: Short (EQ-i:S) by Bar-On has been utilized for the purpose of measuring emotional intelligence. An inventory by Moreale, Spitzberg and Barga was used to measure communication skills while the Computer Efficacy Scale by Murphy, Cover and Owen was utilized to measure skills in information technology. Results showed that there were positive significant relationship between emotional intelligence and both communication and information technology skills. This study implicates that students with high emotional intelligence will have better command in communication skills and information technology skills.

Suganthi.M, Dr.K.Muralidaran (2015)²⁵ conducted a study on “emotional intelligence and decision making skills of employees working in information technology sector.” The researcher has attempted, to study the emotional intelligence and decision making skills of employees working in information technology sector. The study is descriptive in nature. About 80 employees working in IT sector in Chennai district were administered with a questionnaire using snowball sampling technique. The tool used for the study is “EMOTIONAL INTELLIGENCE” framed by Dr. Nicholas and “DECISION MAKING SKILL” has been taken from the book “The basis of competence,1998” developed by Evers, Rush & Berdrow , Jossey-Bass Publishers, San Francisco, CA. From the findings is about 55percent (44) of respondents are having high level of emotional intelligence and 51.25 percent (41) of respondents are having moderate level of decision making skill.

Dr.R.Rangarajan, C.Jayamala (2014)²⁶ conducted a study on “Impact of Emotional Intelligence on Employee Performance An Epigrammatic Survey.” The sample size of the study includes 120 responses of employees working in Chennai city. The study adopted convenient sampling method. The findings of the study reveals that high Emotional Intelligence individual most centrally can better perceive emotions.

Mohamad Noorman Masrek et al. (2014)²⁷ conducted a study on “The Relationship Between Emotional Intelligence and Job Satisfaction: The Case of Malaysian Information Technology Professionals” The main objective of this study has been, to measure the level of EQ of the information technology professionals. A systematic random sampling technique was used to determine the sample from the population. Employing a survey research methodology involving 115 Information Technology Professionals working in Malaysian Administration Modernisation and Management Planning Unit (MAMPU), By using descriptive analysis the results of the study suggest that out of the four clusters of emotional intelligence which are self awareness, self management, social awareness and relationship management, only three turns out to be the significant predictors of job satisfaction. The self awareness cluster was not found to have any effect on job satisfaction. The findings further signify the importance of emotional intelligence in ensuring job satisfaction in the context of information technology professionals.

Dr. J.S. Gunavathy, Ms. R. Ayswarya (2011)²⁸ conducted a study on “Emotional Intelligence And Job Satisfaction As Correlates Of Job Performance - A Study Among Women Employed In The Indian Software Industry” The purpose of this paper is, to trace the relationship between emotional intelligence, job satisfaction and job performance based on data collected from women employed in the Information Technology (IT) sector in India. This study adopted the survey research methodology and data were collected using questionnaires comprising of standardized tools with simple random sampling technique. Randomly identified women employed in the IT sector (N = 150) constituted the sample. The descriptive data analysis revealed that there was a statistically significant positive relationship between emotional intelligence, job satisfaction and job performance and that emotional intelligence and job satisfaction significantly served to predict the variance in job performance.

Moghadam, S. K. et al. (2010)²⁹ conducted a study on “Impact of Emotional Intelligence on Performance of Employees.” This study is undertaken, to understand the performance level of managers and employees in educational administrations of Iran, the study focuses on understanding the emotional intelligence of the managers and employees and its link to their performance level on the job. Little research to date has examined how emotional intelligence influence manager-employee performance in organizations settings. Data (N=155) for this study were collected through questionnaires that participants were managers and employees of

educational administrations of Iran Building on top of emotional intelligence theory, this paper explores how emotional intelligence manager and employee are influenced by performance by using descriptive statistics method. Emotional intelligence is crucial factor for organization's performance and growth and plays an important role in performance of today's competitive organizations. The findings of the study indicate that emotional intelligence has a positive impact on the performance level of the managers and employees in educational administrations of Iran.

Nikolaou, I. and Tsaousis, I. (2002)³⁰ conducted a study on "Emotional Intelligence In The Workplace: Exploring Its Effects On Occupational Stress And Organizational Commitment" The purpose of the present study is, to explore the relationship between emotional intelligence and sources of occupational stress and outcomes on a sample of professionals in mental health institutions. A total of 212 participants were administered the Emotional Intelligence Questionnaire as well as the Organizational Stress Screening Tool (ASSET), a new organizational screening tool, which measures workplace stress. By using descriptive method, the results were in the expected direction showing a negative correlation between emotional intelligence and stress at work, indicating that high scorers in overall EI suffered less stress related to occupational environment. A positive correlation was also found between emotional intelligence and organizational commitment, which according to the ASSET model is considered as a consequence of stress, suggesting a new role for EI as a determinant of employee loyalty to organizations. Finally, the relationship between EI, job stress, and various demographic variables such as gender, age, and education was investigated and results are discussed in the light of the organizational framework.

RESEARCH METHODOLOGY

CHAPTER-III

RESEARCH METHODOLOGY

Research is the pursuit of truth with the help of study, observation, comparison and experiment. Research helps to gain knowledge through objective and systematic method of finding solution to a problem. The main aim of research is to find out the truth which is hidden and which has not been discovered yet. The main purpose of the research is to examine the awareness of employees towards emotional intelligence. The study is aimed to cover the significant relationship between emotional intelligence factors and work performance. Data were collected and analysed accordingly.

3.1 Area of study

Coimbatore has witnessed immense growth in its Information Technology Sector. Some of the biggest Information Technology Companies & Software companies are available in Coimbatore, Tamil Nadu. Coimbatore comes in the Tier II cities list of India. With many big Information Technology park IT parks like SEZ-ELCOT, Tidel IT Park, KCT IT Park, there are above 25 Information Technology companies. The researchers were collected the primary data in the following leading (based on turnover) Information Technology company companies

S.No	Company Name	Area of Selection
1	Tata consultancy services	Near Red fields, Puliakulam
2	Wipro(Western India Products)	Near Saravanampatti
3	Cognizant Technology Solutions	Thudiyalur Road
4	Robert Bosch	SEZ – Keeranatham Road
5	NOUS Infosystems	Pollachi Main Road
6	ABT Info.Net	Race Course Road Coimbatore
7	Payoda	Coimbatore IT Park Road
8	Nexus Global Solutions	Saibaba Colony Coimbatore
9	BeeInfotech	Near Gopalnaidu School Peelamedu
10	Aeon Systems India Pvt Ltd	Nava India Road Peelamedu

3.2 Sample selection

For the purpose, 198 respondents have been selected as a sample and a detailed and micro level study has been carried out on the awareness of the employees towards Emotional Intelligence.

3.3 Design Strategy:

The study undertaken is descriptive in nature and it adopted convenient sampling method. It attempts to describe the level of awareness of employees towards emotional intelligence. This method includes fact finding enquires and describes the characteristics of the respondents and the relationship between Emotional Intelligence factors and work performance.

3.4 Period of Study

The data were collected from the Information Technology Sector Employees respondents through questionnaire during the month of December 2021-February 2022.

3.5 Sources of Data

The required primary data for present study was collected through a questionnaire schedule.

3.6 List of Variables

Dependent Variables:

- Self Awareness
- Self Regulation
- Self Motivation
- Social Awareness
- Social Skills
- Educational Qualification

Independent Variables:

- Task Performance
- Contextual Performance
- Counter Performance
- Adaptive Performance

3.6 Statistical Tools

For data analysis and interpretation purpose. SPSS software and the following tools were used.

1. ANOVA

Analysis of variance (ANOVA) is a collection of statistical models and their associated estimation procedures used to analyse the differences among means. ANOVA is used in the analysis of comparative experiments, those in which only the difference in outcomes is of interest. The statistical significance of the experiment is determined by a ratio of two variances. This ratio is independent of several possible alterations to the experimental observations: Adding a constant to all observations does not alter significance. Multiplying all observations by a constant does not alter significance.

So ANOVA statistical significance result is independent of constant bias and scaling errors as well as the units used in expressing observations. In its simplest form, ANOVA provides a statistical test of whether two or more population means are equal, and therefore generalizes the t-test beyond two means.

2. Correlation

Correlation is a statistical measure that expresses the extent to which two variables are linearly related (meaning they change together at a constant rate). It's a common tool for describing simple relationships without making a statement about cause and effect. We describe correlations with a unit-free measure called the correlation coefficient which ranges from -1 to +1 and is denoted by r . Statistical significance is indicated with a p-value. Therefore, correlations are typically written with two key numbers: $r =$ and $p =$.

- The closer r is to zero, the weaker the linear relationship.
- Positive r values indicate a positive correlation, where the values of both variables tend to increase together.
- Negative r values indicate a negative correlation, where the values of one variable tend to increase when the values of the other variable decrease.
- The p-value gives us evidence that we can meaningfully conclude that the population correlation coefficient is likely different from zero, based on what we observe from the sample.
- "Unit-free measure" means that correlations exist on their own scale: in our example, the number given for r is not on the same scale as either elevation or temperature.

3. Multiple Regression

Multiple Regressions is a statistical technique that can be used to analyze the relationship between a single dependent variable and several independent variables. The objective of Multiple Regression analysis is to use the independent variables whose values are known to predict the value of the single dependent value. Each predictor value is weighed, the weights denoting their relative contribution to the overall prediction.

$$Y=a+b_1X_1+b_2X_2+\dots+b_nX_n$$

4. Garrett's ranking technique

Garrett's ranking technique was used to rank the preference indicated by the respondents on different factors. As per this method, respondents have been asked to assign the rank for all factors and the outcomes of such ranking have been converted into score value with the help of the following formula:

$$\text{Percent position} = 100 (R_{ij} - 0.5) / N_j$$

Where, R_{ij} = Rank given for the i^{th} factor by the j^{th} respondents

N_j = Number of factors ranked by j^{th} respondents

With the help of Garrett's Table, the percent position estimated is converted into scores. Then for each factor, the scores of each individual are added and then total value of scores and mean values of score is calculated. The factors having highest mean value is considered to be the most important factor.

5. Goleman Theory

Scientific journalist, author and psychologist, Daniel Goleman, popularised the concept of Emotional Intelligence (EI) in 1995, in his book "Emotional Intelligence: Why It Can Matter More Than IQ". He developed a framework of five key components that make up emotional intelligence, plus a range of skills that can be developed and improved, so it's possible for anyone to become more emotionally intelligence. Emotional intelligence is the ability to understand and manage your own emotions and feelings, as well those of others.

Goleman breaks down Emotional Intelligence into five components:

- Self- Awareness
- Self -Regulation
- Self -Motivation
- Social Awareness
- Social Skill

ANALYSIS AND INTERPRETATION

CHAPTER – IV

DATA ANALYSIS AND INTERPRETATION

4.1. Socio-Economic Factors:

A socio-economic factor is a group of people with similar characteristics. These characteristics can include age, gender, education, designation, work experience, marital status, having children, having elder care responsibilities and family annual income. It is measure of the social standing of the individual or a family.

Socio-economic factors of the respondents

Table4.1

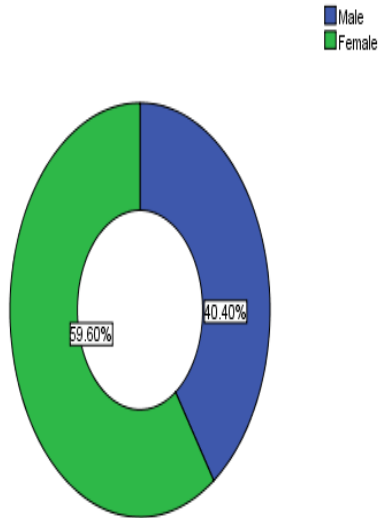
	Factors/Variables	Frequency	Percent
Gender	Female	80	40.4
	Male	118	59.6
	Total	198	100
Age	25 to 35 years	104	52.5
	36 to 45 years	81	40.9
	46 to 55 years	12	6.1
	Above 56 years	1	0.5
	Total	198	100
Qualification	BE/ME	31	15.7
	MCA	79	39.9
	BSC IT	45	22.7
	BCA	28	14.1
	Others	15	7.6
	Total	198	100
Designation	Team Member/Staff	27	13.6
	Team Leader	76	38.4
	Project Leader	55	27.8
	HR	21	10.6
	Manager	17	8.6

	Others	2	1.0
	Total	198	100
Working experience	0-2 years	63	31.8
	2-5 years	104	52.5
	5-10 years	25	12.6
	More than 10 years	6	3.0
	Total	198	100
Marital status	Married	124	62.6
	Unmarried	74	37.4
	Total	198	100
Having children	Yes	100	50.5
	No	98	49.5
	Total	198	100
Having elder care responsibilities	Yes	107	54.0
	No	91	46.0
	Total	198	100
Annual income of the family	Less than 2.4 L	31	15.7
	2.4 L – 6.6 L	90	45.5
	6.6L – 12 L	69	34.8
	12L and above	8	4.0
	Total	198	100

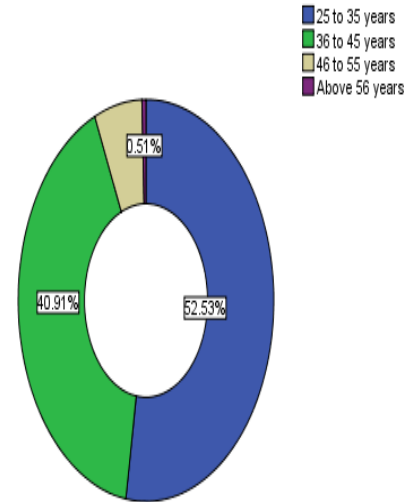
Source: Primary data

Chart 4.1

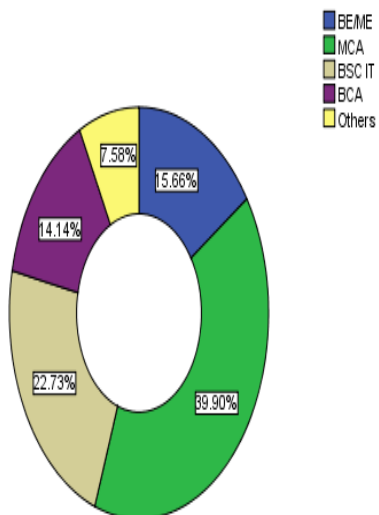
Gender



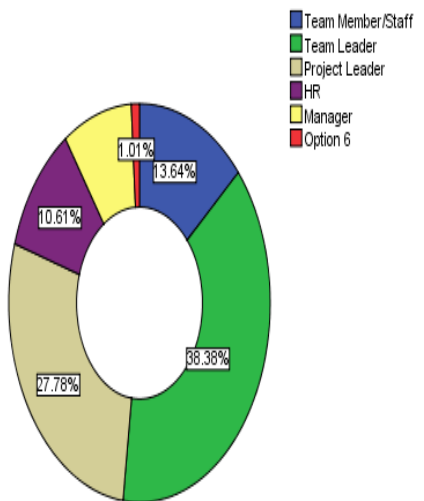
Age



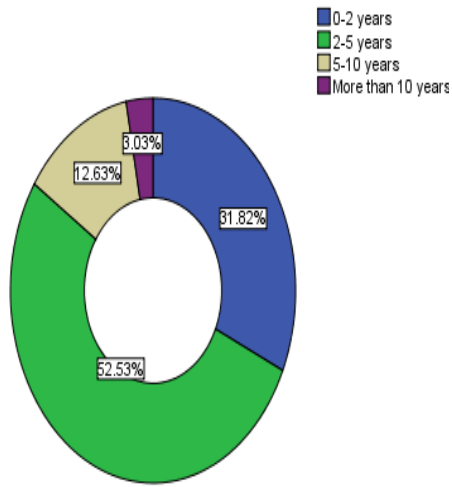
Qualification



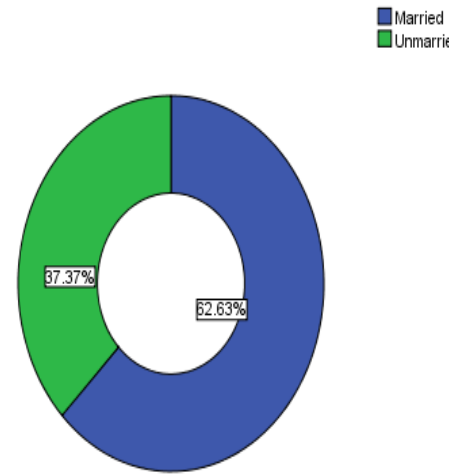
Designation



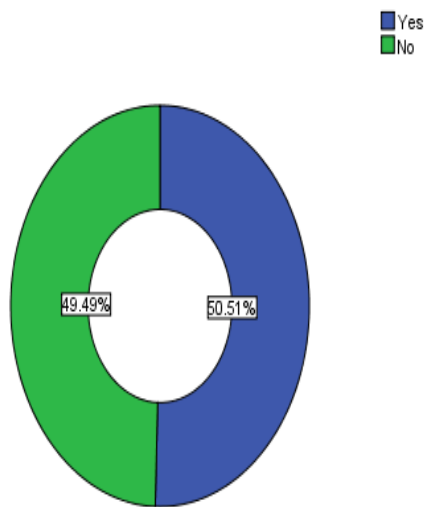
Working Experience



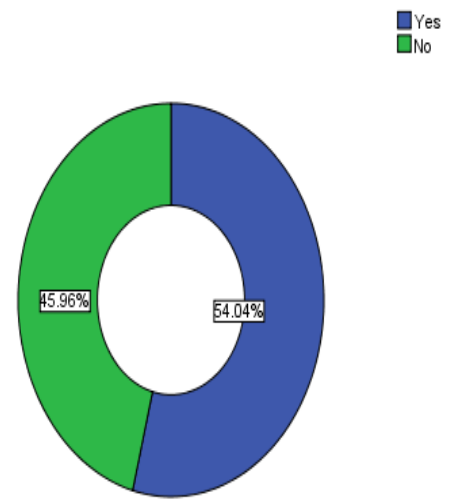
Marital Status



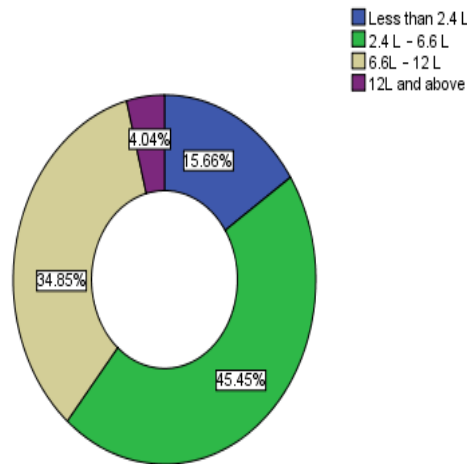
Having Children



Having elder care responsibilities



Annual income of the family



Interpretation:

From the above table, Gender category out of 198 respondents, 59.60 percent of respondents are female and 40.40 percent of respondents are male.

It is revealed from the table shows majority of the respondents belongs to the age group of 25 to 35 years, 40.91 percent of respondents belongs to the age group of 36 to 45 years, 6.1 percent of respondents belongs to the age group of 46 to 55 years and 0.5percent of respondents belongs to the age group of above 56 years. Majority of the respondents belongs to the age group of 25 to 35 years.

It is revealed from the table under educational qualification category 15.7 percent of the respondents are BE/ME whereas 39.9 percent of the respondents are MCA, 22.7 percent of the respondents are BSC IT, 14.1 percent of the respondents are BCA and 7.6 percent of the respondents are others. The majority of the respondents are having MCA as educational qualification.

Under designation category 13.6 percent of the respondents are team member/staff, 38.4 percent of the respondents are Team leader, 27.8 percent of the respondents are project leader, 27.8 percent of the respondents are HR, 8.6 percent of the respondents are managers and 1.0 percent of the respondents are others. The majority of the respondents are team leader as their designation.

Under experience category the table reveals that 31.8 percent of respondents have 0-2 years, 52.5 percent of the respondents have 2-5 years, 12.6 percent of the respondents have

5-10 years and 3.0 percent of the respondents have above more than 10 years of experience. The majority of the respondents are having 2-5 years' experience.

Under marital status category the table shows that 62.6 percent of respondents are married and 37.4 percent of the respondents are unmarried. Thus the majority of the respondents are married.

Under number of children category the above table shows that 50.5 percent of respondents are having children and 49.5 percent of the respondents are not having children. Thus the majority of the respondents are having children.

4.2. Employees level of awareness towards Emotional Intelligence

Emotional intelligence is the proficiency through which one learns about the emotions and to understand others, means to interact with others that help boost productivity, improve relationship, and increase our general quality of life.

Null Hypothesis (H_0): There is no significant difference between awareness of emotional intelligence and the educational qualification of employees.

Awareness of Employees towards emotional intelligence

Table 4.2

Variables		Sum of Squares	Df	Mean Square	F	Sig.
Positive emotions make life worth living	Between Groups	1.410	4	.353	1.133	.342
	Within Groups	60.044	193	.311		
	Total	61.455	197			
Aware of gesture that other people send	Between Groups	10.342	4	2.585	4.820	.001
	Within Groups	103.522	193	.536		
	Total	113.864	197			
Aware of gesture that send to others	Between Groups	2.656	4	.664	1.097	.360
	Within Groups	116.839	193	.605		
	Total	119.495	197			
Presenting myself in a way that makes good impression	Between Groups	7.745	4	1.936	2.872	.024
	Within Groups	130.099	193	.674		
	Total	137.843	197			

Motivating myself to imagine a good outcome	Between Groups	12.858	4	3.214	5.541	.000
	Within Groups	111.955	193	.580		
	Total	124.813	197			
Feels a change in emotion that tend to came up with new idea	Between Groups	6.159	4	1.540	2.760	.029
	Within Groups	107.684	193	.558		
	Total	113.843	197			
Having control over emotion	Between Groups	4.118	4	1.029	1.952	.104
	Within Groups	101.802	193	.527		
	Total	105.919	197			

Source: Primary Data

*

Significant at 0.05 levels

[Significant (P values <0.05); Non Significant (P values >0.05)]

Interpretation:

From the above table 4.1 under the “Positive emotions make life worthy living” the calculated ‘F’ value is (1.133) not significant at 5 percent level is significant. Hence the null hypothesis is accepted. Therefore it shows that the factors “Positive emotions make my life worth living” does not significantly with respect to the Education Qualification of the employees.

From the table could be seen that the calculated ‘F’ value for the factor “Aware of gesture that other people send” is (4.820) significant at 5 percent level is significant. Hence the null hypothesis is rejected. Therefore it shows that the factors “Aware of gesture that other people send” vary significantly with respect to the Educational Qualification of the employees.

The analysis table shows that the independent variable are “Aware of gesture that send to others” makes it clear that the calculated value (1.097) at 5 percent level is significant. Hence the null hypothesis is accepted. Therefore the independent factor “Aware of gesture that send to others” does not significantly with respect to the dependent variable of Educational Qualification of the employees.

From the above table 4.1, it could be seen that the calculated ‘F’ value for the factor “Presenting myself in a way that makes good impression” is (2.872) at 5 percent level. Hence the null hypothesis is rejected. It implies that the independent variables of “Presenting myself in a way that makes good impression” vary significantly with the dependent variable of Educational Qualification.

The analysis table on “Motivating myself to imagine a good outcome” makes it clear that the calculated value (5.541) at 5 percent level is significant. Hence the null hypothesis is not accepted. It implies that the independent variable “Motivating myself to imagine a good outcome” vary significantly with the dependent variable of Educational Qualification.

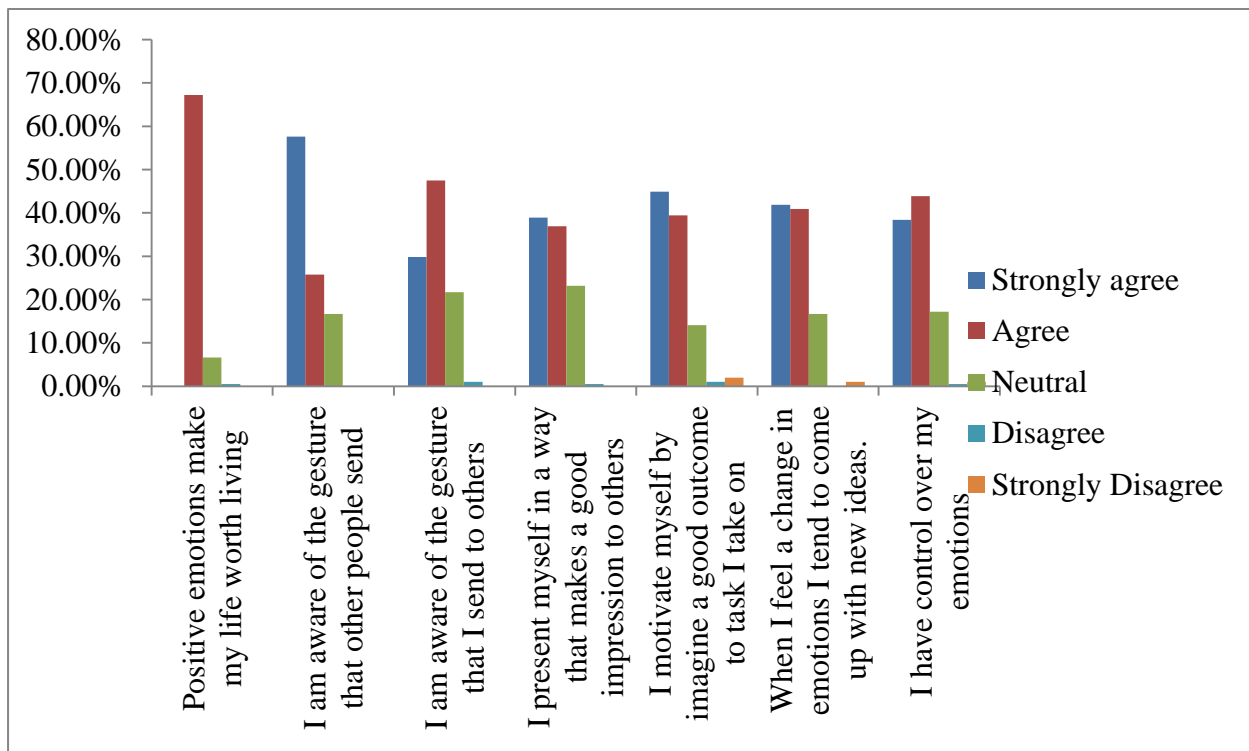
The above table makes it clear that the calculated ‘F’ value for the factor of “Feels a change in emotion that tend to came up with new idea” is(2.760) at 5 percent level is significant. Hence the null hypothesis is not accepted. It implies that independent variable “Feels a change in emotion that tend to came up with new idea” vary significantly with the dependent variable of Educational Qualification.

The above table makes it clear that the calculated ‘F’ value for the factor of “Having control over emotion” is(1.952) at 5 percent level is significant. Hence the null hypothesis is accepted.

It implies that independent variable “Having control over emotion” does not vary significantly with the dependent variable of Educational Qualification.

Chart 4.2

Awareness of employees towards Emotional Intelligence



4.3 Determinants of Emotional Intelligence

Emotional intelligence is hugely important in the workplace. In fact, many people consider emotional intelligence to be more important for success in the workplace than either pure intelligence or underlying technical skills. This is particularly true in office based jobs where working well with others is important to success.

4.3.1 Relationship Factor

Relationships are associated with a number of positive outcomes (e.g., happiness, less stress) and are actively pursued for those individuals desiring them. Little attention has to be devoted for finding ways to preserve and pass on social relationships that are so important to business continuity. There are numerous opportunities to form social relationships with their co-workers which brings the team spirit among employees. Mentoring is necessary to pass on social relationships and also social relationships are important for defending relationships between an organization and its customers, suppliers, distributors, and other relevant groups on which the organization depends for success. Without making the effort to pass on these relationships, business can be lost and productivity can suffer.

Relationship Factor

Table 4.3

Factors	Working under pressure	Building rapport and keeps in loop	Maintaining personal friendship among work associates	Remains undisturbed during the critical	Appealing to the core to clarify alternatives and make right decisions
Working under pressure	1				
Building rapport and keeps in loop	.143*	1			
Maintaining personal friendship among work associates	.228**	.316**	1		
Remains undisturbed during the critical	.442**	.292**	.270**	1	
Appealing to the core to clarify alternatives and make right decisions	.461**	.281**	.326**	.398**	1

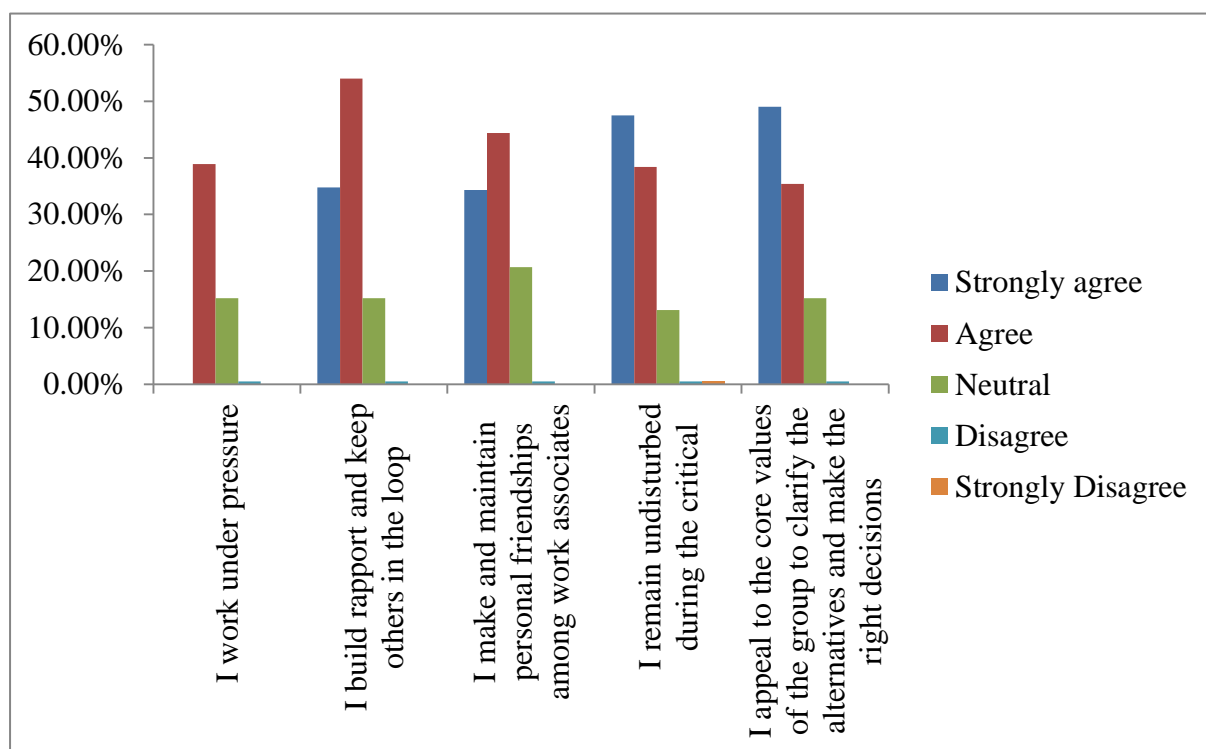
Source: Primary Data

** . Correlation is significant at the 0.01 level(2-tailed)

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

Interpretation :

It is found in table there 4.3. that there exists a significant positive correlation between most of the factors. The correlation between "Remains undisturbed during critical situations with "working under pressure" ($r=.442$) followed by the factors "Appealing to the core to clarify alternatives and make right decisions" with "Working under pressure" ($r=.461$).The factor "Maintaining personal friendship among work associates" with "Building rapports and keeps in loop"(316). The above mentioned factors have recorded positive relationship with 0.4 correlations. The other factors have recorded positive relationship with less than 0.4 correlation.



Relationship Factor

Chart 4.3

Adaptability Factor

In today's dynamic workforce change is no longer the exception it is the rule. Adaptability is the Flexibility in adapting to changing situations or overcoming obstacles. Adaptors manage to stay flexible and productive when the demands of the job are pulling them in many different directions at the same time. Employees with high adaptability respond well to unforeseen changes by taking apt decisions. In fact, many of them thrive on change.

Adaptable managers often are excellent mentors for new employees because they can easily accommodate the schedule changes necessary to guide or help orient another into a new position. The adaptive employee understands the work and finds creative ways to get the job done with little cost to the bottom line. When a new process or procedure is implemented the adaptable employees are great at encouraging at others. Employees who can adapt quickly find opportunities to improve service and will have a better chance at survival.

Adaptability Factor

Table 4.4

Factors	Taking decisions independently with passion in the institutions	Consistently challenging bias and intolerance	Decisive and able to make sound decisions	Relationships are mutually beneficial
Taking decisions independently with passion in the institutions	1			
Consistently challenging bias and intolerance	.036	1		
Decisive and able to make sound decisions	.291**	.218**	1	
Relationships are mutually beneficial	.181*	.383**	.489**	1

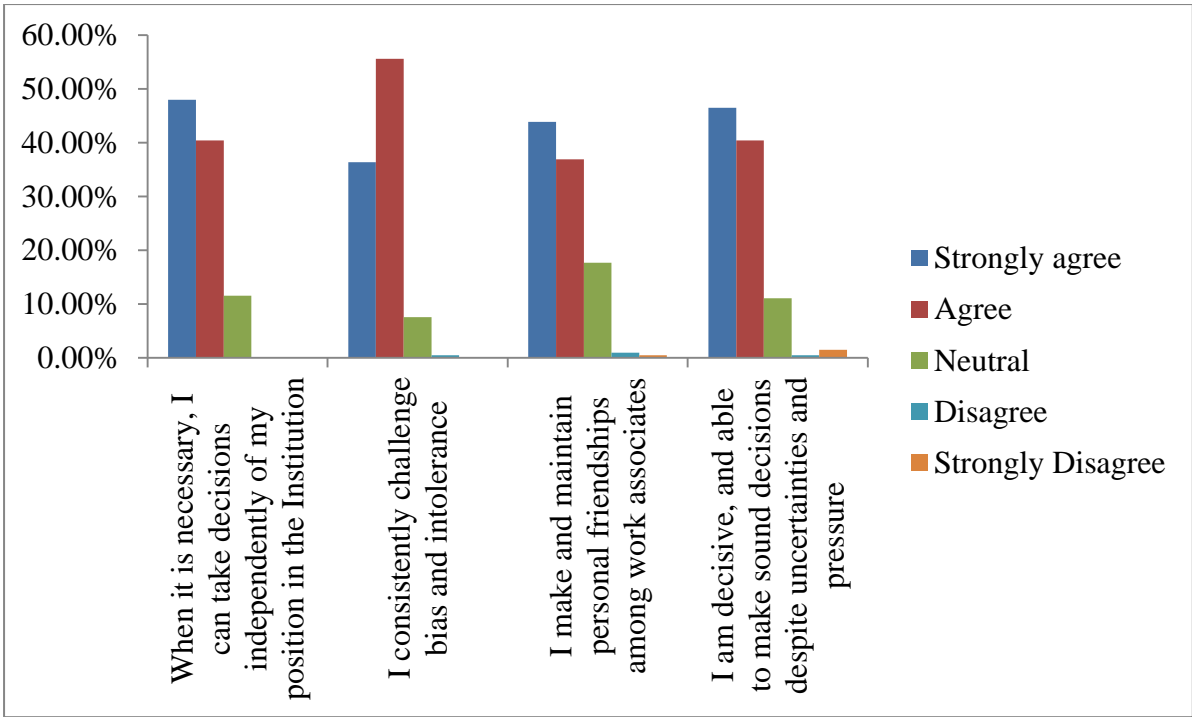
Source: Primary Data

*. Correlation is significant at the 0.01 level(2-tailed)

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

Interpretation :

From the above table 4.4 it is found that there is a significant positive colleration between the factors of " Decisive and able to make sound decision" with" Relationships are mutually beneficial" (r=.489) followed by " Relationships are mutually beneficial" with "Consistently challenging bias and intolerance" (r=.383) followed by "Relationships are mutually beneficial" with " Decisive and able to make sound decisions" (r=.489). The above mentioned factors have recorded almost positive relationship with 0.4 correlations.The other factors have recorded positive relationship with less than 0.4 correlations.



Adaptability Factor

Chart 4.4

Initiative of the Employee

The American Heritage Dictionary defines initiative as "the power, ability, or instinct to begin or to follow through energetically with a plan or task; enterprise and determination". Initiative is the readiness to act and various opportunities. Many employers look for initiative as a "must have" trait for every position they are attempting to staff. In addition, it is critical to demonstrate initiative to be promoted in an organization. Demonstrating initiative proved to be the most powerful work skills tool for bridging the chasm between the intelligent, average worker and the super productive, star worker. If a employee is starting out in a new workplace, they will quickly be judged on whether they will go beyond their specific responsibilities and take initiative to face the challenges.

Initiative of the Employee

Table 4.5

Factors	Considering effective person and capable of taking challenges	Operating more from the expectation of success	Actively seeking opportunities to meet the mission	Insist on getting my goals despite obstacles and setbacks
Considering effective person and capable of taking challenges	1			
Operating more from the expectation of success	.039	1		
Actively seeking opportunities to meet the mission	.421**	.104	1	
Insist on getting my goals despite obstacles and setbacks	.251**	.286**	.274**	1

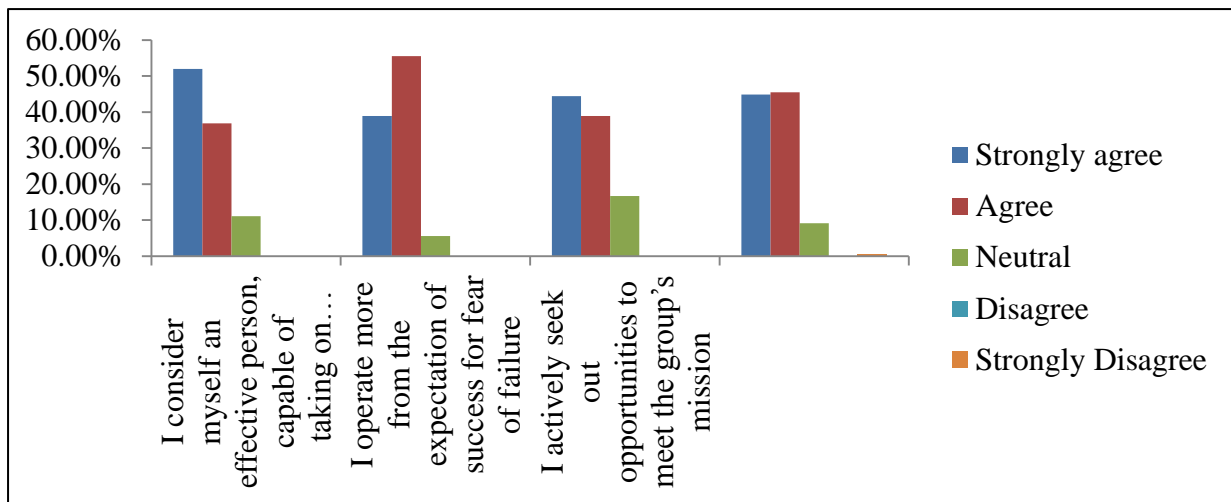
Source :Primary Data

*. Correlation is significant at the 0.01 level(2-tailed)

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

Interpretation:

From the above table 4.5 it reveals that there exist a significant positive correlation between the factors of "Considering effective person and capable of taking challenges" with " Actively seeking opportunities to meet the mission " ($r=.421$) followed by " Operating more from the expectation of Success" with " Considering effective person and capable of taking challenges " ($r= .039$). The factors of “Insist on getting my goals despite obstacles and setbacks” with “Operating more from the expectation of success”(0.286).The other factors have recorded positive relationship with less than 0.4 correlation.



Initiative of the Employee

Chart 4.5

Responsibility Factor

When employees become an integral part of the organization they develop a sense of responsibility and pride in the success of the overall program. It is not only responsibility of management but also co-workers to achieve the goal of the organization and enables them to participate in hazard identification and problem-solving efforts. Employees involvement is the key to making it work. Employees have a responsibility to help employers create a workplace free of discrimination, and to cooperate with and participate in the employer's attempts to accommodate the employee's needs that are to be protected.

Responsibility Factor

Table 4.6

Factors	Provide original solutions to problems	Do not hesitate to deal with challenging goals	Taking responsibility for actions
Provide original solutions to problems	1		
Do not hesitate to deal with challenging goals	.034	1	
Taking responsibility for actions	.326**	.293**	1

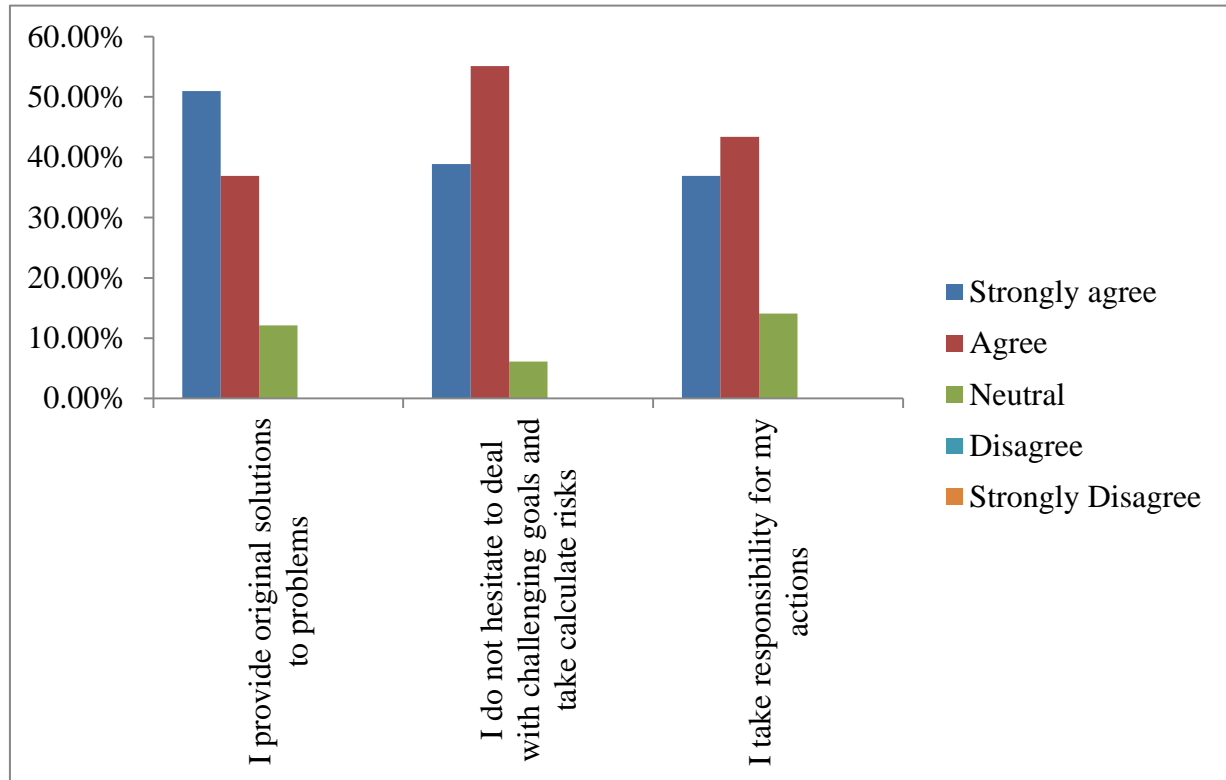
Source :Primary Data

*. Correlation is significant at the 0.01 level(2-tailed)

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

Interpretation :

The table 4.6 reveals that there exists a significant positive correlation between the factors of " Do not hesitate to deal with challenging goals " with "Provide original solutions to problems" (r=.635). The other factors have recorded positive relationship with less than 0.4 correlations.



Responsibility Factor

Chart 4.6

Optimism

Optimism is seeing the upside in events and it is the tendency to look at the bright side of any situation and expect the best possible outcome from any series of events. People who feel optimism live their lives expecting positive outcomes and events. Optimism is powerfully motivational and it is one of the cornerstones of success. Optimism is on the increase among employees working in the creative business. Optimistic employees work harder, longer and with a more innovative spirit. Optimism must be infused in the workplace through the company’s values. Focusing on the simple principle unleashed the optimism of both

employees and consumers alike, making them proud to be part of organization. Workplace optimism is a culture attribute nurtured by managers and which is sustained by everyone.

Optimism

Table 4.7

Factors	Help out on understanding peoples need	Having confidence in myself	Having awareness of my values and goals	Organized and careful with the work
Help out on understanding peoples need	1			
Having confidence in myself	.054	1		
Having awareness of my values and goals	.326**	.382**	1	
Organized and careful with the work	.331**	.307**	.332**	1

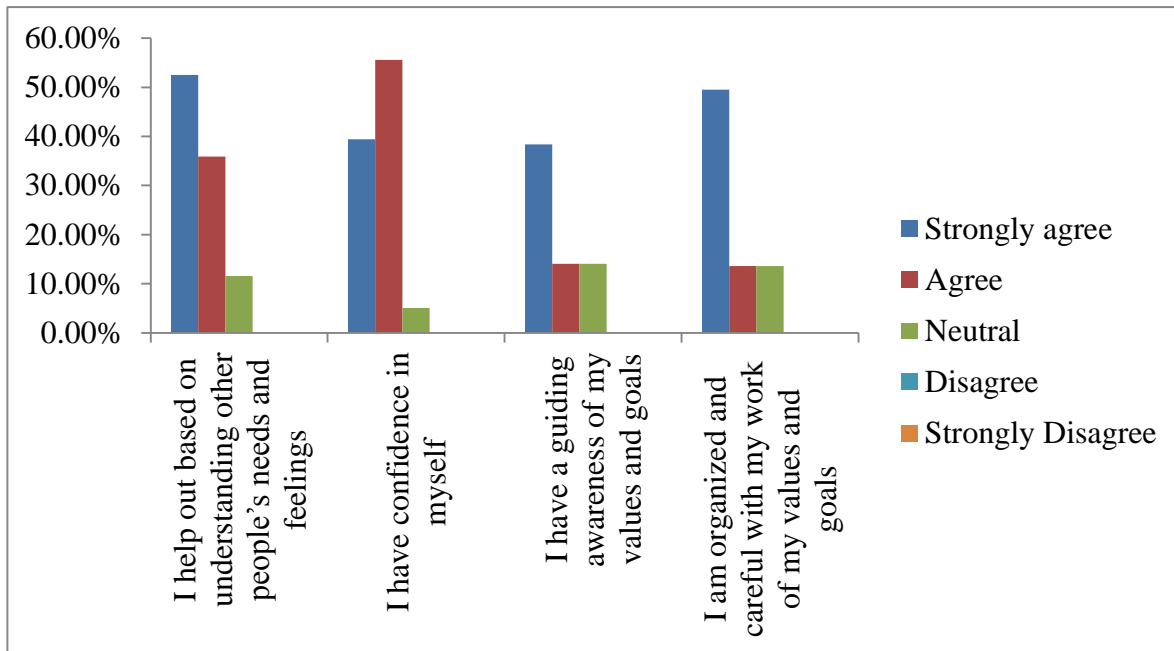
Source: Primary Data

*. Correlation is significant at the 0.01 level(2-tailed)

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

Interpretation :

The table 4.7 Reveals that there exists a significant positive correlation between the factor of "Having confidence in myself " with "Help out on understanding people's need" (r=.054). The above mentioned factors have positive relationship with 0.4 correlations. The factors of “Having awareness of my values and goals” exists a significant positive relationship with “Help out on understanding peoples need”(r=.326). The other factors have recorded positive relationship with less than 0.4 correlations.



Optimism

Chart 4.7

Leadership Factor

Inspirational leadership is guiding and motivating with a compelling vision. Good leaders are made not born. If one has the desire and willpower, they can become an effective leader. Outstanding leaders develop through a never ending process of self-study, education, training, and experience (Jago, 1982). Leaders bring more to their jobs than the ability to get the work done from co-workers. Leadership is a process whereby an individual influences a group of individuals to achieve a common goal and is a process by which a person influences others to accomplish an objective and directs the organization in a way that makes it more cohesive and coherent. To inspire the workers into higher levels of teamwork, there are certain things one must know and do. These do not come naturally, but are acquired through continual work and study. Good leaders are continually working and studying to improve their leadership skills, they do not rest on their laurels. It is about enabling an individual to work as a team, understand and complement one another and find innovative solutions to organizational problems.

Leadership Factor

Table 4.8

Factors	Respect and relate well to people from backgrounds	Mentoring and giving timely coaching and offer assignments
Respect and relate well to people from backgrounds	1	
Mentoring and giving timely coaching and offer assignments	.026	1

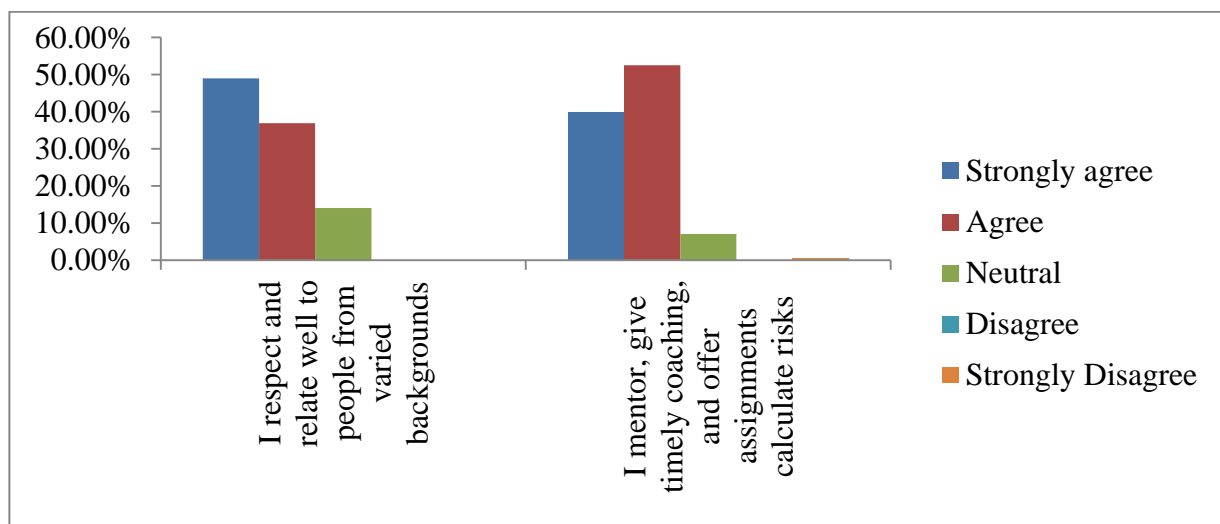
Source :Primary Data

*. Correlation is significant at the 0.01 level(2-tailed)

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

Interpretation:

It is found in table 4.8 that there exists a significant positive correlation with the factors of "Mentoring and giving timely coaching and offer assignments" with "Respect and relate well to people from backgrounds" ($r=.714$). The above mentioned factor have a positive relationship with the other factor with 0.4 correlation. The other factor have recorded positive relationship with less than 0.4 correlations.



Leadership Factor

Chart 4.8

4.4. Work performance based on emotional intelligence

Employees with higher Emotional Intelligence can effectively recognize frustration and stress – related emotions and hence control them in order to reduce stress.

Impact of Emotional Intelligence on work performance

Table 4. 5

Self-Awareness

Variables	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	Beta	Std. Error	Beta		
Type of Factors	-.170	.123	-.098	-1.375	.171
F	1.891				.171
‘R’	0.098				
‘R ² ’	0.010				
Adjusted R ²	0.005				

Source :Primary Data

Interpretation:

It could be observed that the estimate co-efficient of variances of “Work Performance” shows a negative effect to the factor “Self-Awareness” and there are not statistically significant. Moreover the co-efficient of Multiple Regression R² 0.010 is showing 1 percent of variances explained the above independent variable. The ‘F’ value was 1.891 (sig=0.171) and it was not statistically significant at 1 percent level. This explains that there exists a negative relationship between the variables Dependent Variable “Work Performance” variable is not influenced by the “Self-Awareness” variable.

Table 4. 6
Self-Regulation

Variables	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	Beta	Std. Error	Beta		
Type of Factors	-.111	.105	-.076	-1.061	.290
F	1.125				.290
‘R’	0.076				
‘R ² ’	0.006				
Adjusted R ²	0.001				

Source :Primary Data

Interpretation:

It could be observed that the estimate co-efficient of variances of “Work Performance” shows a negative effect to the factor “Self-Regulation” and there are not statistically significant. Moreover the co-efficient of Multiple Regression R² 0.006 is showing below 1 percent i.e(0.6) of variances explained the above independent variable. The ‘F’ value was 1.125 (sig=0.290) and it was not statistically significant at 1 percent level. This explains that there exists a negative relationship between the variables Dependent Variable “Work Performance” variable is not influenced by the “Self-Regulation” variable.

Table 4. 7
Self-Motivation

Variables	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	Beta	Std. Error	Beta		
Type of Factors	.002	.118	0.001	0.013	.990
F	0.000				.990
‘R’	0.001				
‘R ² ’	0.000				
Adjusted R ²	-0.005				

Source :Primary Data

Interpretation:

It could be observed that the estimate co-efficient of variances of “Work Performance” shows a negative effect to the factor “Self-Motivation” and there are not statistically significant. Moreover the co-efficient of Multiple Regression R^2 0.000 is showing below 1 percent of variances explained the above independent variable. The ‘F’ value was 0.000 (sig=0.990) and it was not statistically significant at 1 percent level. This explains that there exists a negative relationship between the variables Dependent Variable “Work Performance” variable is not influenced by the “Self-Motivation” variable.

Table 4. 8
Social Awareness

Variables	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	Beta	Std. Error	Beta		
Type of Factors	-.201	.096	-.148	-2.098	.037
F	4.404				.037
‘R’	0.148				
‘R ² ’	0.022				
Adjusted R ²	0.017				

Source :Primary Data

Interpretation:

It could be observed that the estimate co-efficient of variances of “Work Performance” shows a negative effect to the factor “Social Awareness” and there are not statistically significant. Moreover the co-efficient of Multiple Regression R^2 0.022 is showing above 1 percent i.e(2.2) of variances explained the above independent variable. The ‘F’ value was 4.404 (sig=0.037) and it was not statistically significant at 1 percent level. This explains that there exists a negative relationship between the variables Dependent Variable “Work Performance” variable is not influenced by the “Social Awareness” variable.

Table 4. 9
Social Skilling

Variables	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	Beta	Std. Error	Beta		
Type of Factors	-.082	.111	-.052	-.735	.463
F	.540				.463
‘R’	0.052				
‘R ² ’	0.003				
Adjusted R ²	-0.002				

Source :Primary Data

Interpretation:

It could be observed that the estimate co-efficient of variances of “Work Performance” shows a negative effect to the factor “Social Skilling” and there are not statistically significant. Moreover the co-efficient of Multiple Regression R² 0.003 is showing below 1 percent i.e(0.3) of variances explained the above independent variable. The ‘F’ value was .540 (sig=0.463) and it was not statistically significant at 1 percent level. This explains that there exists a negative relationship between the variables Dependent Variable “Work Performance” variable is not influenced by the “Social Skilling” variable.

4.5 Emotional intelligence factors of employees

According to Daniel Goleman, American psychologist and renowned author, emotional intelligence can be broken down into the following five categories i.e., self awareness, social awareness, self-motivation, social skills, self-regulation. The five categories includes Self - Awareness - internal state of mind, own emotions, feelings, Social Awareness -self -control, adaptability, achievement, orientation and initiative, Self-Motivation -self-confidence and self esteem,Social Skills -empathy, organizational awareness, Self-Regulation -developing others, leadership, personal goals

Factors of emotional intelligence

Table 4.10

Rank Weighted Average Score

Emotional Intelligence Factors	Weighted Average	Rank
Self -Awareness	4.49	I
Social-Awareness	4.42	II
Self -Motivation	4.40	III
Social -Skills	4.39	IV
Self – Regulation	4.26	V

Interpretation :

The five categories includes Self -Awareness - internal state of mind, own emotions, feelings, Social Awareness-self -control, adaptability, achievement, orientation and initiative, Self-Motivation -self-confidence and self esteem, Social Skills -empathy, organizational awareness, Self-Regulation -developing others, leadership, personal goals.

From the above table it is found that First rank goes to Self-Awareness(4.49), Second rank to for Social Awareness(4.42), Third rank to Self-Motivation(4.40), Fourth rank to for Social Skills(4.39) and Fifth rank to for Self-Regulation(4.26).

4.6 Barriers to Emotional Intelligence

Emotional intelligence is one of the few key characteristics that give rise to strategic leaders in organizations. When it comes to happiness and success in life, Emotional Intelligence (EI) matters just as much as intellectual ability (IQ). Emotional intelligence helps to build stronger relationships, succeed at work, and achieve career and personal goals.

Barriers to emotional intelligence

Table 4.11

S.NO	100(Rij-0.5)/Nj	Calculated Value	Garrett Value
1.	$100(1-0.5)/3$	16.67	69
2.	$100(2-0.5)/3$	50	50
3.	$100(3-0.5)/3$	83.3	31

Table 4.11(a)

S.No	Factors	Rank Scale Value	I	II	III	Total Score	Garrett	Mean Rank
		X	69	50	31		Mean Score	
1	Stress	F	95	79	24	198	56.81313	I
		Fx	6555	3950	744	11249		
2	Fear	F	64	114	20	198	54.2222	II
		Fx	4416	5700	620	10736		
3	Lack of Awareness	F	60	102	36	198	52.30303	III
		Fx	4140	5100	1116	10356		

Interpretation:

In order to measure the barriers to emotional intelligence Garrett Ranking Method is used. In the above table Garrett value is obtained by using the formula

$$\text{Percent Position} = 100(R_{ij} - 0.5) / N_j$$

Here 100 is a value which is given in the formula, the value 1,2,3 are ranks, 0.5 is the value which is given in the formula, and the final value 3 represents number of ranks considered.

Scale values as per techniques of Garrett's ranking from first, second and third.

Based on the Garrett ranking analysis Stress has ranked first, Fear have ranked second and Lack of Awareness has ranked third.

FINDINGS, SUGGESTIONS AND CONCLUSION

CHAPTER V

FINDINGS, SUGGESTIONS AND CONCLUSION

4.1 FINDINGS

Socio economic factor

- Majority of the respondents belongs to the age group of 25 to 35 years.
- The majority of the respondents are having MCA as educational qualification.
- Thus the majority of the respondents are married.

Employees awareness towards emotional intelligence

- The educational qualification of the respondents and reactions to the statements has a chart on 2.557 values and significance around .001 level than the sum of squares within group between groups values have 47.229 and 208.978 respectively. There is significant relationship between that educational qualification of the respondents and reactions to the statements.

Determinants of emotional intelligence

- The most significant factors which will be the most influence are responsibility factor, initiative of the employee and adaptability factor.

Impact of emotional intelligence on work performance

- The independent variables include Self-Awareness, Self-Regulation, Self-Motivation, Social Awareness, Social Skilling has not influenced the dependent variable work performance.

Factors considered in emotional intelligence

- It is found that First rank goes to Self- Awareness, Second rank to for Social-Awareness, Third rank to Self -Motivation, Fourth rank to for Social Skills and Fifth rank to for Self-Regulation.

Barriers to Emotional Intelligence

- Based on the Garrett ranking analysis Stress has ranked First, Fear have ranked Second and Lack of Awareness has ranked Third.

5.2 SUGGESTIONS

- Emotional intelligence has gained good recognition among the individuals, but still the awareness level among all the employees should be increased. They should have self awareness and self regulations in the working organization in order to align their objectives to organizational objectives.
- The organization must ensure the peaceful work environment and it leads to their sound mental health. It leads the organization towards productivity. The employees must recognize everyone's emotions and balance it.
- The management should ensure effective utilization of manpower. There should not be any bias. It should provide free mental health and avoid stress to the employees.
- The employees in the organization must have the mutual relationship and harmony in the organization. They should have the capability to face challenges and to achieve goals. They should take responsibilities for their actions.

5.3 CONCLUSION

Emotional intelligence plays an important role for employees in the organization. Handling emotions is an important requirement for a Human Resource for himself and among the employees as well. This will help to increase organizational commitment, improve productivity, efficiency, retain best talent and motivate the employees to give their best. This study on IT sector confirms that both Emotional Intelligence and Work Performance together create organizational success and develop competitive advantage for organizations. Understanding the potential and the talent that the employees and ensure the difference that employees bring to the work place and value them to make it a part of the organizational success. Emotional Intelligence empowers individuals to motivate themselves, boost their persistent levels, control their impulses and regulate their moods, thus it manages one's ability to think, empathize and hope. Hence it has a great impact on an individual's performance in an organization as well as in society.

The Researchers confirmed that the Emotional Intelligence to be an important personality traits for the working affectivity, enhancing job satisfaction, attaining organizational commitment and reduced turnover intention. Hence the efficient manager will take EI of the employees as a consideration before taking an important decision in an organization which in turn set the employee to put more effort for the productivity of the company The researcher from the study concludes that emotional intelligence is linked at every point of workplace performance and it is of utmost importance nowadays. Hence, to be successful in life Emotional intelligence plays a vital role.

In the earlier era there was a much emphasis on Intelligent Quotient only and Emotional Intelligence was not given much importance but now the scenario has been changed from Intelligent Quotient to Emotional Intelligence, as now-a-days, a person is exposed to many cultures and influenced by many things. Organizations earlier used to give tangible benefits to the employees. These days they are looking for fulfillment of their emotional needs and expect the Organizations to take care of their emotional needs and behave empathetically, by paying attention towards their Emotional Intelligence. The Organizations tend to choose those employees who are having a high level of emotional intelligence. Because these people are more emotionally balanced and they have a better understanding of every situation and they can perform very well in these situations weather it is stress, happiness, anger etc.

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ANNEXURE

ANNEXURE

WORK PERFORMANCE OF EMPLOYEES UNDER ROLE OF EMOTIONAL INTELLIGENCE

1. Name :
2. Gender :
 - a)Male
 - b)Female
3. Company Name :
4. Age :
 - a) 25 to 35 years
 - b)36 to 45 years
 - c)46 to 55 years
 - d)Above 56 years
5. Qualification :
 - a)BE/ME
 - b)MCA
 - c)BSC IT
 - d)BCA
 - e)Others
6. Designation :
 - a)Team Member/Staff
 - b)Team Leader
 - c)Project Leader
 - d)HR
 - e)Manager
7. Working experience :
 - a)0-2 years
 - b)2-5 years
 - c)5-10 years
 - d)More than 10 years
8. Marital status :
 - a)Married
 - b)Unmarried

9. Do you have children?

a)Yes

b)No

10. Do you have elder care responsibilities at home?

a)Yes

b)No

11. Which of the following income bands best describes the Total Annual Income for your family?

Less than 2.4L

2.4L-6.6L

6.6L-12L

12L and above

12. Please indicate your reactions to the following statements by using the scale below:

Statements	Strongly Agree	Agree	Neutral	Disagree	Strongly Agree
Positive emotions make my life worth living					
I am aware of the gesture that other people send					
I am aware of the gesture that I send to others					
I present myself in a way that makes a good impression to others					
I motivate myself by imagine a good outcome to task I take on					
When I feel a change in emotions I tend to come up with new ideas.					
I have control over my emotions					

13. Please indicate your reactions to the following statements by using the scale below:

Statements	Strongly Agree	Agree	Neutral	Disagree	Strongly Agree
I work under pressure					
I build rapport and keep others in the loop					
I make and maintain personal friendships among work associates					
I remain undisturbed during the critical					
I appeal to the core values of the group to clarify the alternatives and make the right decisions					

14. Please indicate your reactions to the following statements by using the scale below:

Statements	Strongly Agree	Agree	Neutral	Disagree	Strongly Agree
When it is necessary, I can take decisions independently of my position in the Institution					
I consistently challenge bias and intolerance					
I am decisive, and able to make sound decisions despite uncertainties and pressure					
I seek out relationships that are mutually beneficial					

15. Please indicate your reactions to the following statements by using the scale below:

Statements	Strongly Agree	Agree	Neutral	Disagree	Strongly Agree
I consider myself an effective person, capable of taking on challenges and master new tasks					
I operate more from the expectation of success for fear of failure					
I actively seek out opportunities to meet the group's mission					
I insist on getting my goals despite obstacles and setbacks that occur					

16. Please indicate your reactions to the following statements by using the scale below:

Statements	Strongly Agree	Agree	Neutral	Disagree	Strongly Agree
I provide original solutions to problems					
I do not hesitate to deal with challenging goals and take calculate risks					
I take responsibility for my actions					

17. Please indicate your reactions to the following statements by using the scale below:

Statements	Strongly Agree	Agree	Neutral	Disagree	Strongly Agree
I help out based on understanding other people's needs and feelings					
I have confidence in myself					
I have a guiding awareness of my values and goals					
I am organized and careful with my work					

18. Please indicate your reactions to the following statements by using the scale below:

Statements	Strongly Agree	Agree	Neutral	Disagree	Strongly Agree
I respect and relate well to people from varied backgrounds					
I mentor, give timely coaching, and offer assignments that challenge and grow a person's skill					

19. Which of the following do you consider as Barriers to emotional intelligence? (Rank your preferences in the range 1 to 3):

Statements	Rank 1	Rank 2	Rank 3
Stress			
Fear			
Lack of Awareness			

20. Please indicate your reactions to the following statements by using the scale below:

Statements	Strongly Agree	Agree	Neutral	Disagree	Strongly Agree
Self Awareness					
Self-Regulation					
Self-Motivation					
Social-Awareness					
Social Skills					

21. Please indicate your reactions to the following statements by using the scale below:

Statements	Strongly Agree	Agree	Neutral	Disagree	Strongly Agree
Task performance					
Contextual Performance					
Counter Performance					
Adaptive Performance					