

Emotional Intelligence of Employees in a Workstation

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Abstract

In a place of work, success seems to hinge on our intelligence, logical capabilities and job-related skills, rather than on anything we do with our emotions.

Many recent researches have confirmed that there is an emotional brain which is a place called the limbic system where our emotions originate. It is separated from the rational brain but the two are linked and develop together. This means that our power to reason and feelings are intended to be used together because of the brain's design, all informations goes into our emotional center first and then to our thinking center. Emotions come before thought and the behavior. As a result, it's become important to understand what we're feeling, what others are feeling, how to manage our own feelings and how to manage relationships with others. This is the core of Emotional Intelligence, a term used to describe the complex ability to regulate our impulses, empathize with others and be resilient in the face of difficulties. Therefore, emotional intelligence is a product of the amount of communication between the rational and emotional centers of the brain.

Emotional Intelligence is about how one manages one's actions with others and oneself as a result of the emotions one feel. Sometimes the employees overreact on certain actions and later regrets for it. Many personal conflicts and wars have been started because of this type of overreaction, which is basically a lack of management of his emotions.

This study helps to measure the emotional intelligence of the employee and sustain effective human resources to the organization.

EMOTIONAL INTELLIGENCE OF EMPLOYEES IN A WORKSTATION

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I. Introduction

Many recent researches have confirmed that there is an emotional brain which is a place called the limbic system where our emotions originate. It is separated from the rational brain but the two are linked and develop together. This means that our power to reason and feelings are intended to be used together because of the brain's design, all informations goes into our emotional center first and then to our thinking center. Emotions come before thought and the behavior. As a result, it's become important to understand what we're feeling, what others are feeling, how to manage our own feelings and how to manage relationships with others. This is the core of Emotional Intelligence, a term used to describe the complex ability to regulate our impulses, empathize with others and be resilient in the face of difficulties. Therefore, emotional intelligence is a product of the amount of communication between the rational and emotional centers of the brain.

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II. Review of literature

Deepa.R (2009), emotional intelligence which is an ability to manage one's own and others' emotions appropriately, has caught the attention of researchers in recent times. it has a significant impact

on the personal and professional success of individuals. It has been empirically proven that EI impacts the performance and well-being characteristics of individuals consolidates the research activities on EI in four areas namely conceptualization, measurement, impact and development and concludes with directions for future research for adapting this concept to Indian context.

Peter Taylor (2009) emotional intelligence is the ability to perceive one's emotions and to effectively manage one's behaviours in emotionally charged situations. It is also the ability to factor in the emotions of these as one interacts with them. In this article the author has provided tips and techniques have application in negotiations and supplier development. They are also essential in leadership and coaching. People respond such better to those who treat them with honesty, respect and civility.

Krishnaveni.R and Deepa.R (2008), Today's workplace is dynamic in nature and is characterized by time deadlines, cross cultural teams, work pressures and work family conflicts, which in turn result in a highly stressed workforce. These factors have a negative impact on the well-being of employees and the effectiveness of an organization's success. It is in this context that this paper explains how emotional intelligence can be used as a tool, to enhance the competencies of individuals and teams in organisations and help them to gain competitive advantage

Objectives of the study:

This study is an effort to find out the vital role of emotional intelligence in managing stress among employees at work place and the objectives of this study are below:

- To investigate the role of emotional intelligence in managing stress among employees at workplace
- To find out the relationship between emotional intelligence and stress at workplace
- To through light on the impact of emotional intelligence on performance of employees

III. Methodology

The research involves more systematic structure of investigation, which usually results in some formal record of procedures and the report of the results.

Research design:

The study is mainly a descriptive research designed to know the reason for emotional intelligence effects on stress among employees at workplace.

Tools for data collection:

This study relates to the relationship between emotional intelligence and stress at workplace. Primary and Secondary data has been mainly used. There is mixture of both primary and secondary data in this study. The primary data has been collected with the help of structured interview. The basic ideas and relevant concepts of the study were collected from books and websites.

Study location:

This study was conducted with employees of select industries at Karur under various occupations.

Sampling:

Since the universe of the study is infinite, convenient sampling has been used. The sample covered different occupation of employees at workstation. Totally about 40 respondents were selected for the purpose of collection of data.

Scope of the study:

The performance of employees is significant for the growth of an organisation. The scope of this study would be supportive in forthcoming future stating why some employees are lacking and some are outstanding in their performance. On the basis of these results an organisation can make its strategies for improving their employees' performance.

Limitations of the study:

The primary data is subject to personal bias and cannot be relied upon. The sample is taken according to researcher's convenience and hence the sample does not represent the universe. The study is limited to a small area in Karur and does not cover the whole area. Due to want of Time, entire universe of the study was not covered.

Pillars of Emotional Intelligence:

- **Self-Awareness:** People with a healthy sense of self-awareness are "comfortable in their own skin." They understand their strengths, weaknesses, emotions, and impact on others. One of the most powerful signs of self-awareness is how well a person responds to productive criticism.
- **Self-Regulation:** Not only the emotionally intelligent recognizes their emotions, but also they can show the maturity and control when revealing them. They do not squash their feelings, instead expressing them in a manner that shows a high level of judgment and control.
- **Motivation:** Managers generally are determined. However, emotionally intelligent leaders are motivated by a strong inner drive, not simply money or titles. They are resilient and optimistic in the disappointments. It takes a lot to break their spirit or thwart their confidence.
- **Empathy:** Managers with empathy are not necessarily easy on their staffs. They do, however, possess the compassion and understanding of human nature that enables them to connect emotionally with others. Empathy allows them to provide stellar customer service and respond genuinely to an employee's frustration or concern.
- **People Skills:** Emotionally intelligent managers are widely respected by their bosses, peers, and employees. They like people and are savvy enough to know what makes them tick. Their ability to quickly build rapport and trust with those on whom they depend seems almost second nature. Power wars, backbiting, and duplicity are not their style.

A portrayal of the high EI individual and relation to performance:

In normal concept emotional intelligence improves an individual's social effectiveness, which states that if there is higher the emotional intelligence then it has better the social relations. The high emotional intelligence always has a better perceive emotions which will be used in thought, understand their meanings and manage their emotions than others. Solving emotional problems requires less cognitive endeavor for the individual. When the understanding emotions portion of emotional intelligence is higher then the person tends to be somewhat higher in verb, social and other intelligences, which make an individual to be more open and agreeable than others. The high emotional intelligence person in his occupations will be more socially interacted like teaching and counseling more than to occupations involving other tasks such as clerical or administrative.

The high emotional intelligence of an individual, relative to others, which is less apt to engage in problem behaviours and to avoid a self -destructive, negative behaviours such as smoking, excessive drinking, drug abuse or violent episodes with others. Particularly if the individual scored highly on emotional management then that individual will be having high emotional intelligence and will be having high sentimental attachment with the home and positive social interactions. Such individuals may also be more adopt at describing motivational goals, aims and missions.

Emotional Intelligence at Work Place:

Emotional intelligence allows the people to think more creatively and use their emotions to solve the problems. In the success of personal relationship the empathy and communication skills as well as social and leadership skills are considered to be most important factors. Another aspect of emotional intelligence is the ability to manage feelings and handle stress. Empathy is a particularly important aspect of emotional intelligence as emotions are more successful in work as well as in social lives.

A manager is a person who has to manage the mood of their organizations. The most gifted corporate leaders accomplish that by using a mysterious blend of psychological abilities known as *emotional intelligence*. The manager should be self-aware and empathetic. So that he can read and regulate their own emotions white spontaneously grasping how others feel and gauging their organization's emotional state. Emotional intelligence will be different for various types of jobs. For example, success in

sales requires the ability to gauge a customer's mood and the interpersonal skill to decide when to pitch a product and when to keep quiet.

"Don't bring the personal problems to work" is one disparity of the argument that emotions are inappropriate in the workplace. In business decisions, the emotions should be kept at lower level and everything should be based on information, logic and calm cool reason, with emotions kept to a minimum. Some people may assume, for a variety of reasons, that emotional neutrality is an ideal, and try to keep feelings out of sight. Such people work and relate in a certain way: usually they come across as rigid, detached or fearful, and fail to participate fully in the life of the workplace. It is not a good sign for the organisation for such people to move into management roles. The same would be true for people who emote excessively, who tell that how they feel about everything. Simply being around them can be exhausting. Developing emotional intelligence in the workplace acknowledges that emotions are always present and doing something intelligent with them. People differ enormously in their skills with which they use their own emotions and react to the emotions of others and that can make the difference between a good manager and a bad one.

Stress at Workplace:

One of the worldwide challenges to the workers health and the institution's healthiness is *Stress*. It can be brought about by pressures at home and at work which can be a real problem to the organization as well as to the workers. Stress has been divided into two important personal and organizational categories and also in the case of personal factors there is evidence that showed the employees' characteristics which influences their sensitivity against stress.

For the best form of stress prevention in an organisation then there should be a good management and healthy work environment. If the employees are already stressed then their managers should be aware of it and also try to help them to come over it. Employers cannot usually protect workers from stress arising outside of work, but they can protect them from stress that arises through work. Work related stress is the response of the people when they may have at their work and pressures that are not matched to their knowledge and abilities it also challenges their ability to cope. Stress occurs in a wide range of work circumstances but is often made worse when employees feel that they have little support from supervisors and colleagues, where they have little control over work demands and pressures.

Stress results from mismatch between demand and pressure on the person on one hand, and their knowledge and ability on the other. It challenges their ability to cope with the work. It includes not only situations where pressure of work exceed the workers ability to cope but also where the workers knowledge and ability are not sufficiently utilized and that becomes a big problem. The workplace had become a high stress environment in many organizations cutting across industries. Employees were experiencing high level of stress due to various factors such as high workload, tight deadlines, high targets, type of work, lack of job satisfaction, long working hours, pressure to perform, etc. Interpersonal conflicts at the workplace, such as boss-subordinate relationships and relationships with peers, were also a source of stress

Experts believed that the dysfunctional aspects of stress could directly impact an Organization's performance and also affect the well-being of its employees. Stress at the work place a linked towards absenteeism, higher attrition, and decreased productivity.

Stress led to fatigue, irritability, poor communication, and quality problems or errors. High stress levels also affected the morale and motivation of the employees. Prolonged exposure to stress without effective coping mechanisms could lead to a host of physical and mental problems. For instance, stress could lead to stress-induced gastrointestinal problems, irritable bowel syndrome, acidity, acid reflux, insomnia, depression, heart disease, etc. Moreover, stress could push the victim toward high risk behavior such as smoking, drinking, and substance abuse. Stress-related illness led to increase in absenteeism and attrition affecting the profitability of the organizations.

Organizations cutting across industries were gearing up to provide employees with a stress-free healthy environment. The efforts to address this issue were more pronounced in some industries than others. Experts felt that, though stress at the workplace is a global phenomenon, professionals in some industries were more susceptible to stress than others.

In India, organizations had woken up to this menace and were resorting to novel methods including teaching the employees dancing and music, trekking, etc, to reduce stress at the workplace. Tata Consultancy Services Ltd. had started different clubs like Theatre Club, Bibliophile Club, Adventure & Trekking Club, Fitness Club, Sanctuary Club, Music Club and Community Services Club, etc. Infosys

Technologies Ltd. focused on increasing self-awareness and provided the employees with guidance on how to cope with stress through a series of workshops by experts. In addition to conducting stress management workshops, organizations were also conducting off-site picnics, games, and inter-departmental competitions. Some companies were also using a system of mentors and promoted open communication to improve interactions and camaraderie at the workplace.

Employees in most of the established companies had access to in-house counseling centers. Some companies had also employed nutritionists to provide healthy food at the office canteens and counsel the employees on healthy eating habits and lifestyle. Some companies were also considering employing psychologists to counsel their employees. Experts felt that organizations were resorting to creative methods to address the issue of stress at the workplace, but more action was required on this front, both in terms of assessment of the situation and implementation of concrete steps to tackle the problem.

Effects of Stress on Health and Performance:

Emotional Intelligence was poorly correlated with health status. According to the presented model, the relationship between experienced jobs related stress and health outcomes was investigated. The higher the level of stress experienced the worst the health, which means higher, level of somatic complaints, anxiety/insomnia and depression symptoms

Stress does not have the same impact on every one. There are individual differences in coping with stressful situations. Some people go to pieces at the slightest provocation; while others seem unflappable even in extremely stressful conditions; it is here Emotional Intelligence (EQ) come to our rescue and guide us to respond appropriate to different stressors. EQ helps you to cope with stressful situations. Stress Management therefore largely depends upon striking on emotional balance between a potential stress condition and your reaction to it.

Findings of the study:

- There is a positive relation between the emotional intelligence and performance of employees.
- Emotionally intelligent organisation can be made through organisational strategies, self awareness and self management tools, through effective leadership skills, development programmes.
- The main criteria is the age of the employees which has an impact on emotional intelligence, the emotional intelligence is playing a vital role on the younger generation as compare to the other age group of employees(above 40 years).
- The following characteristics of the individuals who are having high emotional intelligence :
 1. Understand diverse worldviews and are sensitive to group differences.
 2. Are attentive to emotional cues and listen well
 3. Detect crucial social networks
 4. Deal with difficult issues straightforwardly
 5. Listen well, seek mutual understanding and welcome sharing of information fully
 6. Foster open communication and stay receptive to bad news as well as good

Hence the emotionally intelligent employees have an impact on their performance and these employees perform well in the organisation. These people are more emotionally stable and they are able to articulate their emotion, these are motivated, they can understand with other and they are having good social skills. As to execute their responsibilities well in the workplace one need to have good social skills, only then he can perform the work well.

IV. Suggestions

In the earlier period the importance was given to the IQ only and emotional intelligence was not given much of magnitude but now the scenario has been changed and now the organisations started giving more importance to emotional intelligence than IQ. So here are some of the recommendations for organisations and individuals about emotional intelligence. As now a day, a person is showing their interest towards many cultures and influenced by many things. Organisations earlier used to give tangible benefits to the internal or external to the customers, but now a days customer are looking for fulfillment of their emotional needs. Organisations in a long run to maintain customer reliability they need to take care of employees emotional needs and behave compassionately. Therefore organisation should pay attention towards emotional intelligence needs of employees.

Organisations should 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 circumstance and they can perform very well in these situations weather it is stress, happiness, anger, love etc.

Organisations should give training to employees to develop their emotional intelligence, because emotional intelligence can be learned at any age and at anytime in life, it is not an inborn characteristic. Emotional intelligence techniques should be used to boost up the reasoning of employees.

Employers should check from time to time the level of emotional intelligence as to provide them feedback and get better performance out of them because when there is a effective communication between the two sides better will be the results for both the parties hence increased productivity and performance.

V. Conclusion

The present study has produced some of important results that have an effect on both the research and practice. This study on employee's emotional intelligence at workstation has identified that if the employee is able to manage his emotional intelligence, which has a direct impact on his job. These skills are to be developed for achieving higher employee productivity and which has it impact on the image of the organisation. One of the finding in this study is that the employees of the organisation had an impact on their level of performance on the job based on their emotional intelligence. A small suggestion for the management, that organisation can be profitable if it identifies the level of emotional intelligence of employees and apply interventions which as focused on the developing emotional intelligence among the employees in the organisation. Emotional intelligence is associated with better performance in the participative management, pulling people at Ease, balance between personal life and work, straight forwardness and composure and confronting problem employees.

Most of the organisations are now days taking those employees who are emotionally intelligent, so that they can face the workplace problems easily and they can become more productive for the organisation. Emotionally intelligent organisation can be made through organisational strategies, self awareness and self management tools, through leadership skills, development programmes.

So what has been concluded from the whole is that now-a -days the emotional intelligence is linked at every point of workplace performance of the employees and most importance should be given but in the early days much more importance was given to IQ than emotional intelligence. In current scenario the organisation started giving more importance to the emotional intelligence than the IQ because they require those employees who can be emotionally stable. Hence, for successful life emotional intelligence plays a vital role.

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