

IMPACT OF EMOTIONAL INTELLIGENCE ON JOB PERFORMANCE IN IT INDUSTRY

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ABSTRACT

In Information technology Industry, most key factor for success is customer (client) satisfaction. In IT industries, organization put constant pressure on their employees to achieve the given assignment within the targeted time; hence employees need to be dynamic, careful, and analytical. Several observations revealed that service IT employee have strict time pressure of completion of task. Fear of termination of job contract is very common problems among IT industry. As a result; employees suffer from particularly high level of stress and emotional disturbance, which directly or indirectly effect on performance. Employers or managers always expects to give outstanding performance from employees .To deliver these outstanding performance employees have to be busy in their work more than which results in high stress which lead to emotional disturbance (Byron Stock & Associates LLC., 2010). This pressure is clearly evident within the IT industry where the need for delivery and speed. In view of this the present research paper discuss the various dimensions of emotional intelligence. According to Joic swarnalatha, R krishnaveni, V.Murali (2018) there is positive significant impact of emotional intelligence levels of the employees on their organisation performance. In this paper we investigated association between select dimensions of emotional intelligence and job performance of IT employees which has impact on job performance.

KEYWORDS

Emotional Intelligence, Job Performance, IT industry.

INTRODUCTION

Since a long time, researchers and behaviourists have been trying to identify the factors that are important for success in life. Even a decade before the concept of traditional intelligence which is measured through intelligence quotient (IQ) was responsible for success in life but researchers revealed that factors like adaptability, leadership, self-confidence and interpersonal skills are some of the most important factors that distinguish the top performers from the poor performers or average ones and observed that they have no direct relationship with the so called traditional intelligence (IQ) and they are related to the effective and intelligent management of emotions. Mayer (2006), states that the concept of EI has its roots in psychology but now it has become an important topic to be studied in social psychology, education, human resources, psychiatry and many other fields.

The current business environment is 'hyper turbulent', and resource constrained. Changes are an ongoing challenge faced by organizations to go ahead of the competitors, and simultaneously to ensure that companies gain competitive advantages. It is common for the companies to face both internal and external changes as well as to adapt to these changes. Organizations need to improve their competitive advantages as well as maximize the achievement to cope with their competitors. Employees in organizations should pay attention to changes, and should seriously consider the changes taking place during the transformation process (Pritchett, 2004). Reaching optimum productivity is the other most considerable aim of each organization and for that efficient, proficient and skillful human force is one of the most important elements that help organizations to achieve their goals. Human beings are the most valuable assets of any organizations without which the survival of the organization is difficult.

Especially after globalization, the organizations are trying to increase their performance through increase in the productivity of their employees. In the case of information technology field, it is highly inevitable to increase the employees' productivity, since the competition is cut-throat. Hence, the IT companies have implemented various programmes and techniques to increase their employees' productivity. One of the programmes is related to emotional intelligence. In order to analyse the worthwhile of such programmes at the IT field, it is imperative to examine the causes and effects of emotional intelligence among the software professionals on a continuous basis for

EMOTIONAL INTELLIGENCE:

MEANING: Emotional intelligence refers to the ability to identify and manage one's own emotions, as well as the emotions of others "Emotional intelligence is the key to both personal and professional (job) success" Various definitions given by famous management psychologists are follows

DEFINATIONS OF EMOTIONAL INTELLIGENCE

Emotional intelligence (EI) can be defined as:

1. According to **Salovey and Mayer (1989-1990)** definition, emotional intelligence is "the subset of social intelligence that involves the ability to monitor one's own and others feelings and emotions, to discriminate among them and to use this information to guide one's thinking and actions".

2 **Mayer & Salovey (1993)**, "The ability to monitor one's own and others' feelings and emotions, to discriminate among them, and to use the information to guide one's thinking and action".

3 **Mayer and Salovey (1997)**, "Emotional Intelligence is defined as "the ability to perceive emotions, to access and generate emotions so as to assist thoughts, to understand emotions and emotional knowledge, and to reflectively regulate emotions so as to promote emotional and intellectual growth".

4 According to **Mayer, Salovey and Caruso (2000)** emotional intelligence includes "the ability to perceive, appraise and express emotion accurately and adaptively; the ability to understand emotion and emotional knowledge; the ability to access and generate feelings where they facilitate cognitive activities and adaptive action; and the ability to regulate emotions in one self and others".

5 **Mayer and Salovey (2004)**, define EI as follow "Emotional intelligence involves the ability to perceive accurately, appraise, and express emotion; the ability to access and/or generate feelings when they facilitate thought; the ability to understand emotion and emotional knowledge; and the ability to regulate emotions to promote emotional and intellectual growth"

6 Emotional Intelligence (EI) refers to "the abilities concerning recognition and regulation of emotions in self and others, and to use this information to guide one's thinking and actions" (**Giardini and Frese, 2008; Mayer, Salovey and Caruso, 2008**).

7 **Goleman (1995)**, defined EI "as the capacity to recognize feelings and handle emotions, to motivate one selves and to manage relationships". He described EI as having five elements: knowing emotions, managing emotions, motivating oneself, recognizing emotions in others, and handling relationships.

DIMENSIONS OF EMOTIONAL INTELLIGENCE

- **Self-Awareness:** the ability to recognize our emotions and knowing our strengths and limits. Competencies to be developed under self-awareness
 - **Emotional Awareness:** Recognizing ones' emotions and their effects.
 - **Accurate Self-Assessment:** Knowing one's strengths and limits.
 - **Self-Confidence:** A strong sense of one's self-worth and capabilities.
- 2) **Self -Management:** Self-management is concerned how you control and manage yourself and your emotions. Competencies to be developed under self -management
- **Self-Control: Keeping disruptive emotions and impulses in check**
 - **Transparency:** Maintaining integrity, acting congruently with one's values.
 - **Adaptability:** Flexibility in handling change.
 - **Achievement:** Striving to improve or meeting a standard of excellence.

- **Initiative:** Readiness to act on opportunities.
 - **Optimism:** Persistence in pursuing goals despite obstacles and setbacks.
- 3) **Social-Awareness:** Refers to how people handle relationships and awareness of others' feelings, needs, and concerns. Competencies to be developed under social awareness
- **Empathy:** Sensing others' feelings and perspectives, and taking an active interest in their concerns.
 - **Organizational Awareness:** Reading a group's emotional currents and power relationships.
 - **Service Orientation:** Anticipating, recognizing, and meeting customers' needs.
- 4) **Relationship management:** concerns the skill or adeptness at inducing desirable responses in others. Competencies to be developed under Relationship management
- **Developing Others:** Sensing others' development needs and bolstering their abilities.
 - **Inspirational Leadership:** Inspiring and guiding individuals and groups.
 - **Change Catalyst:** Initiating or managing change.
 - **Influence:** Wielding effective tactics for persuasion.
 - **Conflict Management:** Negotiating and resolving disagreements.
 - **Teamwork & Collaboration:** Working with others toward shared goals. Creating group synergy in pursuing collective goals.

PROBLEM STATEMENT

In the present dynamic business environment, there is a corresponding rapid change in human life styles as it not only counts on the physical dimension but also connects to emotional aspects as well. It has also become important to achieve corporate excellence as the future hinges on learning and performance of organization. So, with the compelling changes in the business environment following the economic crisis, both social and personal competencies are extremely important for health and productive life at work and in other aspects of life too. There are incidents of growing emotional difficulties like anxiety regarding jobs, fear about something unknown, pervasive obsessions, obsessive disorder and rage, etc. With the right emotional intelligence skills, one can have control over these emotions and can be successful at workplaces. Life at workplace can be so much more enjoyable with this emotional intelligence. Emotional intelligence helps people get more personal and professional relationships and progress further at work place. Apart from the above, the emotional intelligence is the ability to identify oneself and analyse and solve one's problems and enables one's own development. Usually, this ability is underutilized making people think less about them and start imagining problems mostly of one's own make. When people lack the outward focus, satisfaction of achieving the goals, they are prone to mental illness. Due to modernization and automation, jobs are becoming highly intellectual. Highly skilled jobs have increased the importance of humans, and to deal with them high EI is required.

REVIEW OF LITERATURE

It all began 2,000 years ago when Plato wrote "All learning has an emotional base. Since then, scientists, educators and philosophers have worked to prove or disprove the importance of feelings.

"Rule Emotions, not let your Emotions Rule you."

Edward Thorndike (1920) In his book "Intelligence theory he assumed that intelligence involves three mutually independent abilities i.e.,

- 1) **Abstract Intelligence** - The ability to verbal & symbolic thinking
- 2) **Mechanical Intelligence** - The ability to effectively control your body and manipulate objects.
- 3) **Social Intelligence** – The ability to communicate with people, understand and perform in social relations.

In this third ability of his model focussed on how social intelligence helps for employer to better communicate with in the organisation. The main element in this model is how employees understand each other and shows empathy in job life as well as social relationship. **David Wechsler (1939)** Measurement of adult Intelligence. To measure intelligence for adults, David Wechsler designed a scale to measure intelligence i.e., Wechsler Adult Intelligence scale (WAIS) in the year 1939. He believed that intelligence was made up a number of different mental abilities rather than a single general intelligence factor.

Abraham Maslow (1950) in his theory “Need Hierarchical theory”. He focused greater attention on the different ways that people could build emotional strength which was covered in social needs of his theory.

Howard Gardner (1983) Developed and first published in his book ‘Frames of Mind’ the theory of multiple Intelligence, while developing this theory he drew an evidence from a variety of sources, disciplines and research traditions. He claimed that human beings have a number of relatively discrete intellectual capacities. Gardner finally says that everybody’s mind is different and no two people’s intelligence are the same.

According to Gardner 7 types of Intelligence

<u>Intelligence type</u>	<u>Capability and perception</u>
Linguistic	Words and Language
Logical-Mathematical	Logic and numbers
Musical	Music, sound, rhythm
Bodily-kinesthetic	Body movement control
Spatial-Visual	images and space
Interpersonal	Other people’ feelings
Intrapersonal	Self-Awareness

Wayne Payne (1985) In his dissertation entitled “A study of Emotion: Developing Emotional Intelligence, self-integration, relating to fear, pain and Desire” focused on three ways by raising important issues and questions raised by providing concepts, methods, and tools for developing emotional intelligence. Being emotional intelligence involves relating creatively to fear, pain and desire, these states are explored in detail and guidance is offered on how to relate to them in emotionally intelligent ways.

Keith Beasley (1987) in his article “Transcending the thoughts”, believed that Emotional quotient is more important than intelligent quotient.

He considered emotional quotient or sensitivity as the vital parameter against which to judge a person emotional quotient probably best defined as one’s ability to feel, Intelligence quotient being one’s ability to think or emotional quotient is to the heart what intelligent quotient is the brain.

Salovey and Mayer (1990) in their research article published , coined the term “Emotional Intelligence” in 1990 describing it as “a form of social intelligence that involves the ability to monitor one’s own and other’s feelings and emotions to discriminate among them, and to use their information to guide one’s thinking and action.

Empathetic ability helps in understanding and solves the problems between the people within the same organisation.

Barrack and Mount (1991) stated that, individuals who are conscious are more self-disciplined in attending various responsibilities which creates out standing performance from the bottom to top.

Blau (1985) in his entitled article ‘The measurement and prediction of career commitment’ observed that employees face many difficulties in pursuing a career. High Emotionally Intelligent individuals are expected to recognise, manage and use their emotions to eliminate these hurdles or difficulties and advance their career better than people with low emotional intelligence. He defines career commitment as “one’s attitude towards one’s profession.” **Hendrie Weisinger (1988)** in his book entitled ‘Emotional intelligence at work’ directed that the working world that acknowledges and demonstrates how managing our emotions and dealing with the feelings of others increases the bottom line.

Brad Berry abd Greaves (1989) in a study ‘The emotional intelligence have shown how understanding and utilizing emotional intelligence can be key to achieving goals and one’s full potential.

Bycio et.al (1990) in their research observed that emotions may be used to predict job performance at workplace because emotions and moods can better predict specific behaviour of an individual at least in the short run.

Ted Shore (1992) in his investigation found that women were rated higher than men on the performance style, skills and also noticed there were no differences in overall management potential ratings or in actual long-term job advancement.

Kelly and Caplan (1993) conducted a study on employees of bell laboratories to find out star performers of research groups linked to emotional intelligence. The study was aimed at finding out the incremental effect of emotional intelligence over intelligent quotient in organisation. They observed that emotional intelligence differentiates the high performers from average performers. Some of the employees were rated by others as 'stars', though all of them had high intelligent quotient scores. This research showed that neither intelligent quotient nor the past academic performance was a good predictor of stars. Instead emotional intelligence seemingly differentiates and predicts the performance and star ratings of the individuals.

Daniel Goleman (1995) entitled 'Emotional Intelligence' why it matters more than IQ indicates that emotional intelligence account for the major part of an individuals' success in life, whereas IQ contributes only a minor part to the individuals' career success. The reason behind this is E.I enables to manage distressing moods well and controlling impulses. It makes hopeful, empathetic and develop social skills.

Mayer and Geher (1996) in this article individual differences is the ability to connect thoughts to emotions. People who are good at connecting thoughts to feelings may better hear the emotional implications their own thoughts as well as understand the feelings of others from what they say.

Mayer , Casuso and Salovey (1999) conducted study and revealed that female participants have higher emotional intelligence than their male counterparts both in the professional and personal.

Daniel Goleman (2000) in the study 'Leadership that gets results' observes that leaders high in emotional intelligence are key to organisational success. Leaders must have the capacity to sense employee's feelings about their work environment to intervene when problems arise, to manage their own emotions in order to gain the trust of the employees and to understand the political and social conventions within an organization.

Abraham R (2005) in his work "Emotional intelligence in the workplace: A review and synthesis" said that emotional intelligence is an important factor in workplace performance at the individual and as well as group level.

Osman yildirium (2007) conducted a study titled with "Discriminating emotional intelligence based companies of IT employees and sales people" to investigate into the "Emotional Intelligence" based on competencies for sales and IT employees. The Emotional competency Inventory (ECT2.O) was used in the study to measure the participant's emotional competencies. The t-test results obtained in the study indicated that sales and IT employees are significantly different from each other in all main parameters of ECT except self-management.

Nisha nair (2008) in the work towards understanding the role of emotion in conflict: A review and future decisions has observed that emotional intelligence can be used for effective conflict management.

Priti Suman Mishra and A.K Das Mohapatra (2010) conducted a study 'Relevance of Emotional intelligence for Effective job performance: An empirical study' on a sample of 245 executives working in various organisations in Delhi NCR to examine is there any interrelationship between emotional intelligence and executive performance. The study showed the ability to regulate emotions is a positive trait that results in positive workplace performance. In this study, the demographic variables like gender, academic qualification and work experience on emotional intelligence have also been examined.

The conclusion of the study is experienced executives scored significantly higher on emotional intelligence scale compared to less experienced executives.

Noorazzila Shamsuddin and Ramlee Abdul Rahman (2014) conducted a study "The relationship between emotional intelligence and job performance of call centre agents" to investigate the co-relational analysis was carried out and the result indicated there was a relationship between emotional intelligence and job performance. Two emotional intelligence dimensions contributed to job performance namely regulation appraisal emotion and use of emotion. Analysis of the moderator variable indicated gender did not affect the relationship

between the independent gender did not affect the relationship between the independent variable (EI) and dependent variable job performance.

Shiva prasad H.C, Damodar suar, Roman Taraloan (2014) published an article “Antecedents and moderators of software professional’s performance “. This study approaches performance from a broader perspective and examines whether the emotional intelligence competencies of software professionals, the leadership style of team leader will affect performance of software professionals, the leadership style of team leaders will affect performance of software professionals. Results revealed that EIC’s positively affect performance of workplace.

Lee Bee yoke and Siti Aisyah Panatik (2015) published an article titled with “Emotional intelligence and job performance among school teachers”. The findings of this empirical study found that all the four dimensions of emotional intelligence (self-emotional, appraisal, use of emotion and regulation of emotion were positively significant associated with job performance.

Priyam Dhani, Anil sherawat, Tanu Sharma (2016) conducted a study with title “Relationship between Emotional intelligence and job performance: A study is Indian context”. With a objective to examine the relationship between emotional intelligence and job performance among Middle-level management in Indian organisations. The sample study includes 685 managers from five different sectors (banking, power, healthcare, IT, and advertising) DKEIT used to measure emotional intelligence and job performance of employees, correlation and regression analysis was performed to find the relationship between dependent and independent variables.

Findings of this study indicate that the employees with high emotional intelligence are said to have better working relationship with other employees which can foster better and positive interactions which leads to better performance.

Raid Masa deh (2016) in his article “The role of emotional intelligence in enhancing organisational effectiveness: The case of IT Managers in Jordan”, explored the role of emotional intelligence on organisational effectiveness with a sample of 154 questionnaire containing 29 items was used to collect information from the respondents. Multiple regression analysis was conducted to test the research hypothesis. The results showed that there were significant positive impacts of emotional intelligence and organisational effectiveness. It is also indicated that there were significant differences in the impact of emotional intelligence ion organisational effectiveness in favour of age and experience.

Priyam Dhani, Tanu Sharma (2017) conducted a study on “Effect of emotional intelligence on job performance of IT employees: A gender study” investigated the nature and extent of the relationship between emotional intelligence and job performance with respect to the gender of the respondents. The study revealed that gender differences in emotional intelligence and job performance. Females score high emotional intelligence and better performance than males.

Lakshmi, K.N.Rao, K.S.Sekhara (2018) in their published article “Emotional intelligence in IT sector Employees: A theoretical survey” proved that Emotional intelligence impacts on the work performance and overall performance of the organisation also.

Joic Swarnalatha, R Krishnaveni, V. Murali (2018) studied on emotional intelligence and its impact on the organisational performance using SEM” with a sample size 463 IT employees in Hyderabad. They found that there is positive significant impact of emotional intelligence levels of the employees on their organisation performance.

The critical analysis and reviews of existing literature mentioned above indicate that most of them concentrated on employee performance focusing on self awareness. It is also found that a research gap is existed in literature on EI that is very few studies touched upon other dimensions of EI such as self management, social awareness and relationship management which are also very important to understand and manage EI. Hence there is every logical need to focus research on this dimension.

Objectives:

1. To understand the concept of emotional intelligence
2. To know the association between emotional intelligence dimensions and job performance

Hypothesis:

- Ho1: There is no association between self-awareness and job performance
- Ho2: There is no association between self-management and job performance
- Ho3: There is no association between social-awareness and job performance
- Ho4: There is no association between relationship management and job performance

Research methodology:

The universe of the study includes IT sector industries operating in India. The survey population is confined to two organizations TATA Consultancy services and Infosys organizations located in Bengaluru which are top performing organizations (NASSCOM Report annual report 2018) both in terms of business turnover and employee strength. Stratified random sampling technique was used to draw the sample.

TABLE 1: SAMPLE OF RESPONDENTS FROM SELECTED ORGANIZATIONS

Employee size in selected organizations in Bengaluru as on 31.03.2018

Level of Employee	Designation	TCS	INFO SYS	Respondent Sample size (1.5% of total size) of TCS	Respondent Sample size (1.5% of total size) of INFOSYS	Total Respondents
Top Level	Directors Client Partners Delivery Managers Service Delivery Managers	1627	979	24	11	34
Middle Level	Managers HR Department Team Lead Senior Developers	20706	10086	310	96	406
Low Level	Developers ILP Trainers	39440	19554	591	189	780
TOTAL		61773	30619	925	295	1221

Source: NASSCOM annual Report- 2018, www.tcs.com, www.infosys.com

DATA COLLECTION: Since the nature of the research is empirical, and thus the observations of the study are mainly made on the basis of primary data that has been collected from the sampled IT organizations. However, the secondary data has been used in the formulation of the research problem, setting up of its objectives and hypothesis and analysis pattern.

PRIMARY DATA: In order to collect the primary data, the researcher has adopted questionnaire to the respondents. The questionnaire has been divided into six sections. The first section of the questionnaire focuses on the demographic information of the respondents. The second part focuses on different dimensions of emotional intelligence. 40 statements have been formulated to assess the impact of emotional intelligence on job performance.

SECONDARY DATA: For the collection of secondary data, major emphasis was on the research output of earlier studies relevant to the research problem. Moreover, information regarding the sampled organizations, has been extracted from magazines, papers, websites, annual reports, brochures and circulars issued by the company from time to time by the sampled organizations.

DATA ANALYSIS:

In order to get the meaningful information from the collected data, data were analysed by using statistical tool Chi square to test the hypothesis. The output of chi square results were simplified into tabular form in order to make easy to understand.

Ho1: There is no association between self-awareness and job performance**TABLE :2**

STATEMENT	PEARSON - CHISQUARE P-VALUE	STATUS OF HYPOTHESIS ACCEPTED/REJECTED
Workers with strong self-awareness are usually Realistic	.034	Rejected
Self-aware workers are normally not over self-critical or naively hopeful	.006	Rejected
Self-awareness is a propensity for self-reflection and Thoughtfulness	.024	Rejected
Self-aware people typically find time to reflect Quietly	.016	Rejected
Self –aware people; think things over rather than react impulsively	.021	Rejected
Self-aware employees usually maintain a clear perspective and sense of humour at workplace	.276	Accepted
Self aware employees recognize how feelings affect performance	.035	Rejected
Self aware employees always aware and try to maximize strengths and managing the weakness	.031	Rejected
Self aware employees always believe we all are human and subject to imperfection	.003	Rejected
Self aware people knew, can do job only if they take care of themselves, re-energize and let go.	.041	Rejected

INTERPRETATION: From the above table 2 reveals chi square values for the association of self-awareness statements with job performance the majority of the stated hypothesis status are rejected because the p values are lesser at .005 significance level. Hence the null hypothesis is rejected and alternative hypothesis is accepted. Hence it is concluded that self awareness has an impact on his/her job performance.

Ho2: There is no association between self-management and job performance**TABLE:3**

STATEMENT	PEARSON CHISQUARE P-VALUE	STATUS OF HYPOTHESIS ACCEPTED/REJECTED
Employees who possess emotional self-control always endeavor to manage their disturbing emotions and impulses, to their advantage	.045	Rejected
Employees who are transparent live their values, and where necessary they openly admit mistakes and fault	.003	Rejected
Employees who possess strength in achievement, have high personal standards that drive them to constantly seek performance improvements for themselves and those they lead	.021	Rejected
Achievement oriented employees are always interested in continually learning, teaching and want to do things Better	.016	Rejected
An optimistic employee can roll with the punches, seeing an opportunity rather than a threat in a setback	.025	Rejected
Self managed employees have a short term and long term goals and like ticking things off from the list	.002	Rejected
An optimistic employee tries to remain positive even in the face of crisis	.003	Rejected
Employee who possess strength in adaptability take risks, adjust, innovate and improvise, but unless planned	.041	Rejected
To gain trust, employee always portray professionalism without a personal agenda	.022	Rejected
Self managed employee realize when they are in stress and know exactly how to deal with it	.009	Rejected

INTERPRETATION: From the above table 3 reveals chi square values for the association of self-management statements with job performance, the majority of the stated hypothesis status are rejected because the p values are lesser at .005 significance level. Hence the null hypothesis is rejected and alternative hypothesis is accepted. Hence it is concluded that self management has an impact on his/her job performance.

Ho3: There is no association between social-awareness and job performance**TABLE: 4**

STATEMENT	PEARSON CHISQUARE P-VALUE	STATUS OF HYPOTHESIS ACCEPTED/REJECTED
Social awareness enables a employee to be aware a wide range of emotional signals, letting them sense the felt, unspoken, emotions in a person or Group	.041	Rejected
Social awareness enables a employee to detect crucial social networks and understand key power relationships	.004	Rejected
Social awareness makes it possible for a employee to get Mingle with people of various backgrounds	.022	Rejected
Social awareness enables a employee to monitor customers or clients satisfaction carefully to ensure that they get what they need	.016	Rejected
Social awareness employee always empathize more often when questioning someone's motive	.006	Rejected
Social awareness employee always identify shared or mutual experience which establish credibility and respect	.041	Rejected
Social awareness employee know when to listen and listen first and agrees in public and discuss in private	.862	Accepted
Social awareness employee able to promote a friendly cooperative working environment	.021	Rejected
Social awareness employee have an ability to understand the policies within an organisation and how these affect the people working in them	.004	Rejected
Social awareness employee always take the opportunity to compliment co-workers for their achievements	.003	Rejected

INTERPRETATION: From the above table 4 reveals chi square values for the association of social-awareness statements with job performance, the majority of the stated hypothesis status are rejected because the p values are lesser at .005 significance level. Hence the null hypothesis is rejected and alternative hypothesis is accepted. Hence it is concluded that social awareness has an impact on his/her job performance.

Ho4: There is no association between relationship management and job performance**TABLE:5**

STATEMENT	PEARSON CHISQUARE P-VALUE	STATUS OF HYPOTHESIS ACCEPTED/REJECTED
Employee who have inspiration competence create resonance and more people with a compelling vision or shared mission	.002	Rejected
Inspirational leader represent what they ask of others, and are able to communicate a shared mission in a way that inspires others to follow	.009	Rejected
Employee who are good at enlightening people's abilities show a genuine interest in those they are helping along to understanding their goals	.044	Rejected
Employee who possess the change catalyst competence are usually able to lead in the recognition of need for the change, challenge the status quo, and champion the new order	.006	Rejected
Employee with conflict management competence have the capacity to manage conflict effectively and find a common ideal that everyone will endorse	.025	Rejected
Employee expects the data flow, especially the tone what is conveyed	.041	Rejected
Leader who are involved in developing and mentoring always coach tactfully, shame them to do the right thing privately	.041	Rejected
A perfect leader exercise flexibility in which leadership style use at any particular time	.025	Rejected
Employees with strong team and collaborative competence feel "look what we have done our team" after tasks are accomplished	.024	Rejected
Relationship can be build by helping in personal problems between co employees, without "crossing the line."	.035	Rejected

INTERPRETATION: From the above table 5 reveals chi square values for the association of relationship managements statements with job performance, the majority of the stated hypothesis status are rejected because the p values are lesser at .005 significance level. Hence the null hypothesis is rejected and alternative hypothesis is accepted. Hence it is concluded that relationship management has an impact on his/her job performance.

CONCLUSION

Emotional Intelligence can help in improving the performance of IT employees. To create good employee-managers, organization needs to improve the Emotional Intelligence of their Employees. Self awareness, self management, social awareness, and relationship management skills have been identified as important factors that contribute to Emotional Intelligence in IT industry. Emotional Intelligence skill can be recognized and can be evaluate with various tools. After evaluation the Emotional Intelligence competencies, employees will know that which domain of EI he/she needs to improve. Some employees

may be very strong in the inter-personal skills, but not in the intra-personal skill of analyzing their own emotions. This will help the organization to improve the performance of a employees by filling this gap. To improve workplace emotional intelligence organization must select best methods and models of emotional intelligence so that employees job performance can be improved.

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