

## **A STUDY ON THE INFLUENCE OF EMOTIONAL INTELLIGENCE ON EMPLOYEES' WELLBEING IN THE WORKPLACE**

(With Reference to IT Sector Employee, Chennai)

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### **ABSTRACT**

Employees are an important infrastructure of a company, Productivity of a company depends upon employees. It is an inevitable duty of a company to nurture a sense of belonging amongst the employees. To foster a sense of belonging towards a company, employees' wellbeing should not be undermined and has to be taken care of. This study focuses on the role of emotional intelligence on well being of IT sector employees. Data were collected through two standard questionnaires and were administered among fifty employees of information technology sector, Chennai. Appropriate statistical tools were used to analyze the data using SPSS package.

**KEYWORDS:** Emotional Intelligence, Well being

### **INTRODUCTION**

Information technology is an emerging sector in India; it contributes around 8.5% to the gross domestic income of the country. India has an incomparable youth population of about 65% of its population who are under the age of 35 and they are highly acquainted with computer knowledge and this makes India to take a competitive edge over china. Information technology companies develop at a rapid rate because of the urban youth population. IT jobs are more complex which gives room to stress and anxiety and workers of this sector are prone to non communicable diseases (NCDs). IT professionals sit for long hours to complete the projects and thus are deprived of regular sleep. Giridhara R. Babu, 2013. Employees are the competitive advantage of an organization, an organization that owns effective leaders and competent workforce stands unique in the market and acquires high market share. To gain high market share, a business has to create a best work environment for the employees. Despite of engaging several motivational programs varying from rewarding performance, being family-friendly, making the workplace more fun, employees are not engaging themselves in their work as these kinds of motivational programs are focusing on external mechanism. Material benefit provided to the employees creates an adverse effect in a long period of time because it undermines an employee competency. Emotional intelligence plays a vital role in employee engagement. Incorporating emotional intelligence training in the motivational programs inspires employees from within. EI training to the leaders make them aware of themselves and others. Leaders become more empathetic and they create a work environment where self-motivation of employee is possible. When employees are able to regulate their own emotions they can perform better and thereby contribute for the success of business. Integrating emotional intelligence training in the wellness program.

## INFORMATION TECHNOLOGY SECTOR OF INDIA

IT sector of India has brought a good name to India in the global scenario. The major hubs of this sector located in Bangalore, Chennai, Delhi, Hyderabad, Kolkata and Mumbai. This sector generates employment for the Indian population and provides about 2.8 million as direct employment and 88.9 million as indirect employment to the people of India. The industry has changed the India's face of slow moving economy to a fast- moving economy by providing finest technology solutions to the world. As per the economic reforms of 1991-1992, major fiscal incentives was provided by the Government in the form of setting up of Special economic zone(SEZ), Software Technology Parks(STP), liberalizing external trade, elimination of duties on importation of IT products etc. enabled IT sector of India to acquire the vertex point in the whole world. The inflow of foreign direct investment in the IT sector has accelerated not only the income of this sector but also the entire Indian economy.

## OBJECTIVES OF THE STUDY

- To analyze the influence of emotional intelligence on employees' well being.
- To determine whether there is a correlation between Emotional intelligence of the employees and their well being in the workplace.
- To identify whether income and marital status has an effect on emotional intelligence and workplace wellbeing.

## EMOTIONAL INTELLIGENCE

Daniel Goleman coined the term 'Emotional intelligence in the year 1995 and during the year 1998, he associated this term with the business. He identified that intelligence, determination and vision are alone cannot make an effective leader, those who possess high emotional intelligence holds a distinguished position in an organization. Technical skills and high intelligent quotient without emotional intelligence is not a perfect ingredient to become a successful leader (Daniel Goleman, 2004). Mayor and salovey describes emotional intelligence as a form 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 action. (Salovey & Mayer, 1990). When confronted with failures, Optimists make external attributions whereas pessimists make internal attributions. Optimism is a good predictor of better job performance, emotionally intelligent people are highly optimistic, they have the ability to manage stress and feelings and they also know how and when to express their emotions. Another important aspect of emotional intelligence is 'empathy', the one who identifies others feelings and emotions were more successful both in their work place and personal life. Emotional competencies comprises of personal and social skills which are inevitable keys that helps in superior performance of work. Emotional intelligence is a base for emotional competency. (Cary Cheriness, 2000). Self- regulation is another component of emotional intelligence that means to control one's feelings and impulses. Self-regulation does not allow ourselves to be prisoners of the feelings and impulses, thus one will not be dominated by their own feelings and impulses, and they can channel them in constructive ways and thus create an environment of trust and fairness. Self-motivation is an inner drive that marshals one's emotions. Self- motivated personalities never feel low even during unfavorable circumstances (Om raj singh, 2007).

## WELL BEING IN THE WORKPLACE

Research identifies three kinds of well being: a) psychological wellbeing which implies employees' level of

satisfaction with workplace practices and procedures b) Physical well being and c) social well being which indicates positive perception of employees as to fairness and equity and social network at the workplace. Grant et al., 2007. The term health refers to the state of wellbeing of an employee and who is capable of producing the results effectively. Common mental disorders which encompass anxiety and depression are the major factors of occupational disability. These factors are not taken care of in the developing countries and are not treated causing an adverse impact on workplace productivity and mental ill-health prem chopra.2009 It is the duty of the employer and employee to manage the wellbeing, work and health. There is a link between well being and the degree of control the employees have in handling their jobs. Job related anxiety and lower job satisfaction are related with organizational change, employees working in a unionized workplace feel reduced job-related anxiety and are affirmative towards organizational change. Alex Bryson et al 2013. Positivism, communication, management of difficulties and conflicts, socio-emotional skills and values influence well-being in the workplace. Gianluca Biggio et al. Employers investment in Wellness program helps in combating workplace diseases thereby reduce the medical cost spent on workplace diseases. Katherine baicker et al.2010.

## EMOTIONAL INTELLIGENCE AND WELL-BEING OF EMPLOYEES

Effective focus on managing emotions and developing social skills are the important variables to enhance well-being. Emotional intelligence is strongly related to psychological well-being (Gail kinman et al.2010). Emotionally intelligent personnel are able to understand the feelings and emotions of others and are able to shape their own behavior according to the situation, they also likely to repeat their constructive behavior in the future. As they are aware of themselves and others it is easy for them to regulate their emotions and also to develop social skills which in turn help in inter-personal relationship. The final result of the managing emotions, regulating them, understanding others emotions and developing a constructive behavior results in high psychological well-being. (omar H. Dar et al, 2011)

## METHODOLOGY

The study engaged two sets of questionnaires to gather primary data. Emotional intelligence was measured using WPQei questionnaire and well-being of the employees at the workplace was measured by workplace well being questionnaire(designed by black dog institute). Questionnaires were administered among 50 employees of the IT sector, Chennai, out of which only 46 were effective.

### Data Analysis

Gathered data were analyzed using SPSS package. Multiple regression, MANOVA and correlation tests were employed to support the analysis of the study.

### Reliability Statistics

Cronbach's alpha for internal consistency of emotional intelligence scale was found to be 0.882 and for the workplace wellbeing scale was found to be 0.862, As the alpha value is >0.8, the present scales are reliable.

#### Reliability Statistics for Workplace wellbeing

Cronbach's Alpha	N of Items
.862	31

### Reliability Statistics for Emotional Intelligence

Cronbach's Alpha	N of Items
.882	55

### Correlation Analysis

A correlation analysis was performed between emotional intelligence of employees and their workplace wellbeing.

**Table 1**

		EI	WB
EI	Pearson Correlation	1	.432**
	Sig. (2-tailed)		.003
	N	46	46
WB	Pearson Correlation	.432**	1
	Sig. (2-tailed)	.003	
	N	46	46
**. Correlation is significant at the 0.01 level (2-tailed).			

The results revealed that emotional intelligence is moderately correlated to workplace wellbeing of the employees (0.432) and it is statistically significant positive correlation ( $p > 0.05$ ). This signifies that employees' emotional intelligence plays a vital role in their wellbeing.

### Multiple Regression Analysis

This analysis was carried out to determine whether emotional intelligence, age and educational qualification are the best predictors of workplace well being of the IT sector employees.

**Table 2: Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.422 <sup>a</sup>	.178	.119	.43756
a. Predictors: (Constant), EDU.QUAL, AGE, EI				

**Table 3: ANOVA<sup>b</sup>**

	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1.740	3	.580	3.030	.040 <sup>a</sup>
	Residual	8.041	42	.191		
	Total	9.781	45			
a. Predictors: (Constant), EDU.QUAL, AGE, EI						
b. Dependent Variable: WB						

**Table 4: Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.215	.453		4.889	.000
	EI	.412	.138	.424	2.973	.005
	AGE	-.084	.123	-.096	-.682	.499
	EDU.QUAL	-.050	.082	-.087	-.610	.545
a. Dependent Variable: WB						

F statistic of 3.030 is statistically significant at the 95% level, ( $p < 0.05$ ) and thus there is significant difference between Innovation component and demographic variables. R square is adjusted to 0.178, therefore, 17.8% of variance in workplace wellbeing of employees is explained by age, educational qualification and emotional intelligence and the remaining percentage of the variance is explained by other factors. Emotional intelligence is a best predictor of workplace wellbeing of employees with the beta value of 0.412. It can be concluded that emotional intelligence helps in boosting the wellbeing of the employees in the workplace

### Multivariate Analysis

A multivariate analysis was executed to analyze whether there are differences between high emotional intelligence level and low emotional intelligence level employees with regard to workplace wellbeing.

**Table 5: Multivariate Tests<sup>b</sup>**

Effect		Value	F	Hypothesis df	Error df	Sig.
Intercept	Pillai's Trace	.983	580.540 <sup>a</sup>	4.000	41.000	.000
	Wilks' Lambda	.017	580.540 <sup>a</sup>	4.000	41.000	.000
	Hotelling's Trace	56.638	580.540 <sup>a</sup>	4.000	41.000	.000
	Roy's Largest Root	56.638	580.540 <sup>a</sup>	4.000	41.000	.000
EI	Pillai's Trace	.492	9.940 <sup>a</sup>	4.000	41.000	.000
	Wilks' Lambda	.508	9.940 <sup>a</sup>	4.000	41.000	.000
	Hotelling's Trace	.970	9.940 <sup>a</sup>	4.000	41.000	.000
	Roy's Largest Root	.970	9.940 <sup>a</sup>	4.000	41.000	.000
a. Exact statistic						
b. Design: Intercept + EI						

The MANOVA results presented in the table show that the multivariate effect of emotional intelligence on workplace wellbeing of employees is significant ( $p < 0.05$ ). It can be inferred that there is difference between high emotional intelligence level and low emotional intelligence level of employees with regard to workplace wellbeing.

The results of MANOVA further elucidates that enhancing emotional intelligence skills that include motivating oneself with strive for achievement, self-awareness, empathy, ability to use instincts, social skills and understanding one's own creative style are essential for the success and wellbeing of the employee in the workplace. It can be concluded that emotional intelligence helps in boosting the wellbeing of the employees in the workplace.

## DISCUSSIONS

Information technology professionals face the turmoil of work overload, missing deadlines and working for long hours leading to frustration and tension. Empathy being an emotional intelligence is vital for the leaders to make the employees perform better. Due to globalization and cross cultural differences in the IT sector emphasize the employees to be empathetic in order to develop understanding and to sustain good inter-personal relationship (Daniel golman, 2004). The results of data analysis reveal that emotional intelligence is a best predictor of workplace wellbeing of IT sector employees, there is a difference between high and low emotional intelligence levels of employees with regard to workplace wellbeing and there is a positive correlation between emotional intelligence and workplace wellbeing. Future study on this area can focus on implications of job autonomy and emotional intelligence of employees on well being of the employees.

## CONCLUSIONS

This study provides evidence that wellbeing of an employee depends on the emotional intelligence of the employee. Only an employee with organizational commitment is able to produce superior results. It is essential for an organization to invest in employee wellbeing to strengthen the relationship between employer and employee. Every organization has its own employee wellbeing approach but such an approach must be linked with the overall strategy of the company (Ellen pruyne et al, 2012). There is a connection between stress and physical health of the employees. The health risk is heightened with each stressful situation leading to cause severe health problems such as lowered immune system function, increased blood pressure and cholesterol levels, altered brain chemistry, blood sugar levels and hormonal balance. Emotional intelligence reduces stress by not reacting to the negative stimulus that acts as a stressor and allows the thinking brain to respond, in this way it enhances the wellbeing of employees. As stress is inevitable in the software professionals work culture and being a detrimental factor affects the productivity of the employee, it is wise for the information technology companies to include emotional freedom technique training in its employee well-being approach. Emotional freedom technique training fosters emotional intelligence of the employees so organizations can deploy this technique and evaluate its implications on the employees and their performances.

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