

A Study on Social Intelligence and its impact on Employee Performance

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Abstract:

Social intelligence is the ability to successfully build good relationships with different people and to smoothly navigate social environments. These strong relationships improve our immune system and helps combat diseases. It boosts the overall productivity of an individual which can be very helpful for the organisation where such employees are working. Thus, social intelligence of managers can have a huge positive impact on the performance of the employees as well as the organisation. This paper aims to understand social intelligence and its impact on employee performance and to determine the association between the social awareness and the age. Descriptive research was used in this study to portray accurately the characteristics of an individual. Convenient sampling method was used in the study to collect the samples. Questionnaire was used to collect the primary data and secondary data was collected from various reports and journals. 1527 samples were collected. Independent variables are gender, age and educational qualification. Dependent variables are social awareness of managers, essential element of social intelligence and factors that would be affected by social intelligence. Statistical tools used are Independent Sample T-Test, Chi-square and ANOVA. It was found that there is an association between essential element of social intelligence and age and that there is an association between essential element of social intelligence and age. Thus, it's imperative that the managers and all other employees need to develop social intelligence in order to boost the productivity of the organisation which would help them achieve the organisational objectives and goals.

Keywords Social Intelligence, Organisation, Social Environment, Communication, Employee Performance.

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I. INTRODUCTION

Social intelligence is defined as “ the ability to deal efficiently and thoughtfully, keeping one’s own identity, with a wider understanding of the social environment; considering empathetic cooperation as a base for social acquaintance”. In simple, social intelligence is the ability to understand one’s own and other’s feelings and emotions, which aids in decision making and communication skills. It is the capability of a person to handle human relations. Social intelligence shows what kind of ability managers have in like social support, social

awareness and social attractiveness. People with high social intelligence are well aware of their social environment and can communicate and interact with others in their surrounding efficiently and effectively. They would possess excellent communication skills, and can take the right decisions in their aspects of life. Social Intelligence or SI is a very crucial skill of a manager in any organisation or firm. This is because it helps them to interact efficiently with the employees, who play a major role in any organisation. This, in turn, would increase the efficiency of the employees in terms of

their dedication towards their job and their workplace. Once the employees are handled properly and are satisfied with their job, it would directly boost the productivity of the organisation. A manager with high social intelligence can have a huge impact on the profits of the organisation and on employee performance. It makes the manager more understanding of the needs and problems faced by the employees because of which it is an essential quality of a manager. The aim of the study is to understand social intelligence and its impact on employee performance.

Objectives:

- To understand social intelligence and its impact on employee performance.
- To determine the association between the social awareness and the age.
- To determine the difference between the element of social intelligence and the gender.
- To find the level of agreeability towards the job factors affected by social intelligence among the educational qualification groups.

II. LITERATURE REVIEW:

Sumanlata Saxena, et al. (2013) has analysed the social intelligence of undergraduate students in relation to their gender and subject streams. Social intelligence is a person's ability to understand and handle other people and to actively engage in social interactions. It has two constituents, intrapersonal intelligence and interpersonal intelligence. Social intelligence is useful in managing the problems in your social life. M.Y Ganaie, et al. (2015) has done a study on the social intelligence and academic achievements of college students. Similar to how the intelligence of a person is measured by the Intelligence Quotient (IQ), social intelligence of a person is measured by Social Quotient (SQ). Unlike the IQ Test, it is not a fixed model. It is measured through techniques like question and answer sessions. A person who has an SQ over 140 is

considered to be a highly socially skilled person. Habib Embrahimpoor, et al. (2013) has conducted a study on the relationship between social intelligence and organizational performance. It is a case study on Ardabil Regional Water Company's Managers. The aim of their study was to study the relationship between different dimensions of social intelligence, social information processing, social awareness and social desirability of an organisation. Those who are high in social intelligence know how to properly manage and channel their emotions and also others' emotions and feelings. N. DhanaBaggiyam, et al. (2017) has analysed social intelligence in relation to academic achievement of selected arts group in a Higher Secondary School. Social intelligence helps a person function in a social group, overcome stage fear and public speaking, secure social advancement, achieve work satisfaction and enter and maintain an intimate relationship with friends. They concluded that there is a mild positive relationship between social intelligence and academic achievements of students. Lathesh K.R, et al. (2018) has determined the impact of social intelligence on employee performance of insurance sectors in Mysuru City. They measured social intelligence in four dimensions; self awareness, art of reading of others, conflict handling and relationship management. It was found that socially intelligent employees work better in an organisation and increased productivity. The impact of social intelligence on employee performance was analysed using regression tool and it was found that variation of social intelligence reflect variation on employee performance is explained more than 90 percent in this model. The respondents adopted new skills of social intelligence in their work life so that they perform excellently.

III. METHODOLOGY:

Descriptive research is used in this study to portray accurately the characteristics of an individual. Convenient sampling method is used in the study to collect the samples. Questionnaire is used to collect the primary data and secondary data is collected

from various reports and journals. 1527 samples are collected. Independent variables are gender, age and educational qualification. Dependent variables are social awareness of managers, essential element of social intelligence and factors that would be affected by social intelligence. Statistical tools used are Chi-square and ANOVA.

IV. ANALYSIS AND DISCUSSION:

Independent Sample T-Test

Null Hypothesis (H_0):

There is no significant difference of social awareness of managers between gender groups.

Alternate Hypothesis (H_1):

There is a significant difference of social awareness of managers between gender groups.

Group Statistics

	Gender	N	Mean	Std. Deviation	Std. Error Mean
Should a manager be socially aware of all his employees ?	Female	720	1.3861	.48720	.01816
	Male	807	1.3631	.48118	.01694

Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
Should a manager be socially aware of all his employees ?	Equal variances assumed	3.392	.066	.928	1525	.353	.02304	.02481	-.02563	.07171
	Equal variances not assumed			.928	1500.945	.354	.02304	.02483	-.02567	.07175

Null Hypothesis (H_0):

Interpretation:

Since the p value (0.353) is more than 0.05, the null hypothesis is accepted. Therefore, there is no significant difference of social awareness of managers between gender groups. It is understood that the opinion about the social awareness of managers does not depend upon the gender.

Chi-Square:

What do you think is the most essential element of social intelligence ? * Gender Crosstabulation
Count

		Gender		Total
		Female	Male	
What do you think is the most essential element of social	Communication skills	184	272	456
	Effective listening skills	363	330	693

There is no association between essential element of social intelligence and age.

Alternate Hypothesis (H_1):

There is an association between essential element of social intelligence and age.

What do you think is the most essential element of social intelligence ? * Gender Crosstabulation

intelligence ?	Relationship Management	173	205	378
Total		720	807	1527

Chi-Square Tests

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	16.359 ^a	2	.000
Likelihood Ratio	16.414	2	.000
Linear-by-Linear Association	3.211	1	.073
N of Valid Cases	1527		

a. 0 cells (0.0%) have expected count less than 5. The minimum expected count is 178.23.

Interpretation:

Since the p value (0.000) is less than 0.05, the null hypothesis is rejected. Therefore, there is an association between essential element of social intelligence and age. It is understood that the opinion on the most essential element of social intelligence depends upon the age of the respondent.

ANOVA:

Null Hypothesis (H_0):

There is no significant difference in impact of social intelligence on employee performance between educational qualification groups.

Alternate Hypothesis (H_1):

There is a significant difference in impact of social intelligence on employee performance between educational qualification groups.

ANOVA

		Sum of Squares	df	Mean Square	F	Sig.
Rate your level of agreeability towards the following sentence: Social intelligence will impact the performance of the employees in which of the following ways: [1. Job satisfaction]	Between Groups	31.972	3	10.657	9.051	.000
	Within Groups	1793.214	1523	1.177		
	Total	1825.187	1526			
Rate your level of agreeability towards the following sentence: Social intelligence will impact the performance of the employees in which of the following ways: [2. Personal growth]	Between Groups	64.267	3	21.422	23.626	.000
	Within Groups	1380.964	1523	.907		
	Total	1445.231	1526			
Rate your level of agreeability towards the following sentence: Social intelligence will impact the performance of the employees in which of the following ways: [3. Employee Loyalty]	Between Groups	7.985	3	2.662	2.497	.058
	Within Groups	1623.443	1523	1.066		
	Total	1631.428	1526			
Rate your level of agreeability towards the following sentence: Social intelligence will impact the performance of the employees in which of the following ways: [4. Job Performance]	Between Groups	34.155	3	11.385	10.135	.000
	Within Groups	1710.758	1523	1.123		
	Total	1744.913	1526			

Interpretation:

Since the p value (0.000) is less than 0.05, the null hypothesis is rejected. However, for the factor of employee loyalty, the p value (0.058) is more than 0.05, the null hypothesis will be accepted for that factor alone. Therefore, there is a significant difference in impact of social intelligence on employee performance between educational qualification groups, but there is no significant difference. It is understood that the opinion on the impact of social intelligence on employee performance differs between the educational qualification groups.

CONCLUSION:

Social intelligence is the capacity to know oneself and to know others. It is something that develops from experience with people and learning from the different interactions in the society. It is an ability that can be developed by everyone. Social intelligence helps a person sense how others feel, they intuitively know what to say in social situations. It is also referred to as 'people skills'. It was found from the research that there is no significant difference of social awareness of managers between gender groups, there is an association between essential element of social intelligence and age and that there is a significant difference in impact of social intelligence on employee performance between educational qualification groups. SI is a very important and crucial skill to be possessed by the managers in any organisation. This is because it helps managers to effectively interact with the employees and increases the productivity of the entire organisation. Thus, it's very important for the managers to possess this skill as it helps in boosting the productivity and efficiency of employees.

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