Impact of Emotional Intelligence on Job Performance With Special Reference to Automobile Industry

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Abstract
The impact of various factors of emotional intelligence on job performance becomes very interesting especially when the discussion is about Automobile industry. The industry'sdirect employees are close to four million people and the indirect employees command a higher number too. Emotional intelligence is the ability to understand one's emotions and channelize it. Job performance is used as a tool to measure the different aspects of work done by an employee. The current study is focused on understanding the impact of emotional intelligence on job performance. In simple terms the study helps us understand how to channelize one's emotions in order to perform better at work. The study is restricted to the region of Chennai. The finding of the present study is based on four emotional factors and four other factors which affect job performance.

Keywords: Emotional Intelligence, Automobile industry, Job Performance.

I. INTRODUCTION

Organizations in the present scenario not only deal with material things but also with human emotions. Emotional intelligence is seen as an important aspect in organizational behavior. Emotional intelligence involves a combination of capabilities which allows a person to be aware of and understand to be in control of their own emotions. It also relates to recognize and understand the emotions of others and to use this knowledge to foster their success and the success of others.According to Daniel Goleman, there are five main elements of emotional intelligence which are Self-Awareness., Self-Regulation, Motivation, Empathy and Social Skills. Thus Emotional Intelligence plays a key role in both personal and professional successes.

Job performance is the one of the important criteria to analyse the employee's outcome. Job performance is one of the majorly studied topics as a part of analysing industrial and organisational psychology. Job performance can be looked upon either as task performance or contextual performance. Task performance is linked to the job directly and is associated with technical soundness. On the other hand contextual performance refers to interpersonal behaviour or actions related to a job. A lot of factors affect job performance like Personal Traits, Communication, Organizational Climate and many more. Thus job performance can be stated as an important way to measure performance.

Emotion regulation is intellectually related to job performance in an organizational setup. Emotion regulation is the tool by which we create and maintain positive and affective states that benefits

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the work behaviour. The above mentioned behaviours are important because they shape the organizational, psychologicaland socialbehaviour and help one perform better.

The Indian automobile industry is one of the preponderant industries in the world. The industry accounts to about 7.1% of countries total gross domestic product (GDP). The industry employs up to four million people directly and creates many more job opportunities indirectly. Every workplace comprises of people with different personalities, strengths and emotions. This can immensely affect the way one works. Emotional intelligence is the skill to recognize and manage personal emotions as well as those of others. Emotions influence the tasks on which employees work, the efforts they put and the way how they influence other employees around them. In a simple context, how employees feel and exhibit their emotions affect their performance.

II. LITERATURE REVIEW

A concise review of literature to bring out the relationship between Emotional intelligence and job performance has been encapsulated below:

Devendersinghmuchhal and Ajay solkhe (2017) in their study on An Empirical Investigation of Relationship between Emotional Intelligence and Job Performance in Indian Manufacturing Sector studies about various related aspects of emotional intelligence and job performance in context of Emotional Competence, Emotional Sensitivity, Emotional Maturity and job performance in Indian manufacturing sector. The researchers have used Mean, Standard Deviation, Skewness, Kurtosis and Pearson's Correlation. The research gives a high positive relation between emotional intelligence and job performance.

Shaju and Subhashini (2017) have studied on the topic A Study on the Impact of Job Satisfaction on Job Performance of Employees Working in Automobile Industry.This research tries to identify the impacts of job satisfaction dimensions on job performance of employees of the Automobile Industry. It investigates the relationship between the dimensions of job satisfaction and the job performance of the respondents. Theexploratory research, attempts to discover how performance management process could be benefited in case of its integration with the perspectives of job satisfaction. Questions on psychological test where included in the questioner and was administered upon individual employees of the Automobile Industry. The study concluded to have Significance relationship and strong correlation between Job Satisfaction & its dimensions and the performance evaluation of the employees of the Automobile Industry, Punjab. The study measures high Job satisfaction in the supervisors' level rather than that of the Employees in workers level.

Jong-Kwan Kim (2017) has written article on the topic The Effect of Emotional Intelligence on Organizational Citizenship Behaviour and Innovative behaviour in Manufacture of Automobile Industry. The article states that Emotional Intelligence of the leader is important in order to achieve the goals of an organization. The automobile industry is conservative and the organizational culture is more important than the other industries. The study focuses to examine the Emotional Intelligence on Organizational Citizenship behaviour and Innovative behaviour in manufacture of automobile industry focusing on moderating effect of Authentic Leadership. Random sampling method was used and 200 samples were collected in the form of questioner which was used in the study. Reliability and validity analysis were done as a part of the study. The study concludes that high degree of commitment to the organization shows strong desire for achievement. Other conclusions of the study state that firms are emphasizing the role of leaders in contributing to the enhancement of human resources. It states that leaders strive to develop positive psychological capital and these psychological capital and authenticity in leadership show a Win-Win relationship to effective performance. The study leaves the scope for further researcher to use research

methods such as various aspects of measurement and time series of various variables.

Dr. Dominic Savio (2015) has written an article on The Topic Impact of Emotional Intelligence on Conflict Management –Automobile and IT Industries in Chennai. The study uses descriptive design is used to study the characteristics of respondents. The study essentially focuses on the aspects of Emotional Intelligence (Sensitivity, Maturity and Competency) of respondents. The study also attempts to find out the behaviour of respondents in conflict situations.Focus Group Discussion and Observation method have been used for data collection.Student't' Test Analysis and Friedman Test where used in the study. The study points out that collaboration is one of the least adopted modes even with employees of extremely high level of EI. The article gives scope to further research on the impact of EI on the Gen Z conflict management.

Deepa Nair, R.Gopal and C.Babu (2012) in the study Impact of Emotional Intelligence on Job Satisfaction at Globus India Ltd attempts to understand the relationship betweenemotional Intelligence and J5ob Satisfaction of the supervisory level employees as well as sales executives at Globus India Ltd. The Globus India Ltd is an apparel retail sector of the prestigious Raheja Group of Companies.The main objective of the study was to understand the impact of Emotional Intelligence on Job Satisfaction. The questionnaire of this study consisted of 26 items in the Likert Scale with 17 items pertaining to Emotional Intelligence and 9 items for Job satisfaction with 60 respondents. The analysis was done usingthe Cronbach's Alpha test and the Simple linear Regression analysis. It could be inferred that Emotional Intelligence has an impact on Job Satisfaction.

MohmmadShahhosseini ,Abu DaudSilong and others(2012) in their study on The Role of Emotional Intelligence on Job Performance investigates the effect of emotional intelligence on the job performance of the individuals from a

theoretical viewpoint. It embarks on the link between the nature of emotional intelligence and the job performance. The study is based on Ability model, mixed model of EI.The study illustrates that individuals who possess high emotional intelligence have excellent job performance.The study summarizes that emotional intelligence skills for managers are very vital in the augmentation of efficiency and job performance.

Praveen M.Kulkarni, Janakiram and D.N.S. Kumar (2009) in their research study Emotional Intelligence and Employee Performance as an Indicator for Promotion, a Study of Automobile Industry in the City of Belgaum, Karnataka, India which focuses on understanding the emotional intelligence of the managers and supervisors and its link to their performance level on the job. An attempt has been made in thestudy to find out how far the organization would be able to identify emotional intelligence of the employee's and relate it to their performance on the job. The focus was to understand level of performance and level of emotional intelligence of managers and supervisors. The major focus of the study was to identify the impact of impact of emotional intelligence on the level of performance on job. Descriptive statistics, t- test and Correlation are the statistical tools used in the study. The study concludes that low emotional intelligence of managers has an impact on their performance on the job. The study also suggests organizations could beprofitable by recognizing the level of emotional intelligence of managers and supervisor and apply interferences that are focused on the developing emotional intelligence among the employees in the organization.

Hence on the basis of the above Literature review, the research was designed to study the relationship between Emotional Intelligence & Job Performance in automobile industry.

III. OBJECTIVES

1. To identify the dimensions of Emotional intelligence among the employees of automobile industry

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2. To determine the impact of emotional on work behavior of employee in automobile industry

IV. DATA AND METHODOLOGY

Primary data collected for the purpose of researchrequirementswhere from the employees of automobile industry in Chennai. The study also includes Secondary data. The study is circumscribed to Chennai as it is also named as the 'Detroit of India' because of the presence of major automobile manufacturing units.

Research instrument: The survey method of data collection was employed to gather the primary data. The structured questionnaire was endorsed for collection of primary data from employees working in the automobile industry of Chennai. The sample size being 60 respondents.

Sampling Details: The sample consists of 60 respondents employed in the automobile industry of Chennai was accumulated by using the convenient sampling method.

Limitations of the study: The study is Cross-sectional study and is delimited to 60 respondents.

ANALYSIS AND FINDINGS

A primaryexamination to check the reliability of the statements (Permanent, dependent variables) using five point Likert scale. Cronbach's Alpha method is used tomeasure the reliability of concurrent variance for all the factors that affect job performance. The below table exhibit the values of Cronbach alpha. These values are above the bench mark values of 0.75.As a result, the statements are clear for the respondents to express their cognizance.

TABLE I - Cronbach Alpha Reliability Test

Measure	Number of statements	Cronbach Alpha	Variance
Self Awareness	8	0.759	75.9
Motivation	6	0.752	75.2
Social Skills	8	0.870	87.0
Industrial Aspect	5	0.790	79.0
Job Performance	19	0.891	89.1

Demographic Profile of Respondents
TABLE II – Demographic Details

Profile ofRespondents	Respondents Details	Number of Respondents	% of Responses
Age	25-30	16	26.66
	31-35	21	35.3
	36-40	21	35.3
	41-45	1	1.66
	45-50	1	1.66
Total		**60**	**100**
Gender	Male	59	98
	Female	1	2
Total		**60**	**100**
Educational Qualifications	Diploma	5	8.8
	UG	31	51.9
	PG	21	34.3
	Doctorate	3	5
Total		**60**	**100**
Years of Experience	< 3 Yrs	1	1.66
	3 Yrs - 6 Yrs	11	17.6
	6 Yrs - 9Yrs	9	14.7
	>9 Yrs	39	64.7
Total		**60**	**100**

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Gross Monthly Income	<Rs.50,000	4	5.9
	Rs.50,000 - Rs.1,00,000	39	65.7
	Rs.1,00,000 - Rs.2,00,000	14	23.5
	>Rs. 2,00,000	3	5
Total		**60**	**100**

From the above table the following points about demographic profile of respondents are being inferred

- The age groups of the respondents are equally distributed at 35.3% each between 31-35 years and 36-40 years. This age group represents employees working in all designation across the organizational structure. 26.66% of the respondents are between the age group of 25-30 years and only 1.66% represents the group of 41-45 and 45-50 years individually.
- The gender profile holds 98% of Male and 2% of Female. It can be concluded that the automobile industry is dominated by male.
- A majority of 51.9% of the respondents have qualified Under Graduate degree only. This shows that predominate of the employees have a good educational background. 34.3% have completed Post Graduation and only 5% have completed Doctorate Degree.
- 64.7% of the employeeshold more than 9 years of experience, 17.6% hold 3-6 years of experience and 14.7% of the sample holds 6-9 years of experience. Only 1.66% of the sample holds an experience of less than 3 years.
- The income is distributed between Rs.50,000-Rs.1,00,000 per month among 65.7% of the employees and a good 23.5% holds an income bracket of Rs.1, 00,000 – Rs.2,00,000 per month. only a small 5% percentage holds an higher income of more than Rs.2,00,000 per month.

In order to enumerate numerous emotional factors influencing the job performance, Exploratory Factor Analysis (EFA) has been applied. In the study a set of 26 statements relating to the employees emotional factor which impact the job performance have been framed. The employees were requested to rate the statements on afive point Likert scale.Principal Component Method of factor analysis has been used to identify the predominant factors.

The 4 factors which are extracted from the 26 variables pertaining to the factors influencing the employees on job performance are appropriately named and explained below with the factor loadings:

Factor 1 – Observing oneself and recognizing ones feeling as it happens, managing emotions, handling feelings, ability to realize what is behind a feeling, ways to handle fears and anxieties, anger and sadness. This helps one understand oneself better. This factor embraces the following variable:

The factor is named as "Self Awareness".

Factor 2 - The ones who is willing to accept immediate outcomes for long-term success. They have high productivity, love challenges and are extremely effective in whatever they do. This helps one to achieve bigger goals easily. This factor embraces the following variable:

The factor is named as "Motivation".

Factor 3 – They are easy to talk to and are people with good social skills. The ones with strong social skills are great team players. Rather than focus on their own success first, they help others develop and shine. They can manage disputes and excel at building and maintaining relationships. This factor embraces the following variable:

The factor is named as "Social Skills".

Factor 4 –Technology can be the basis for emotional reactions due to its novelty, ability, malfunctions, or social function. People interact with all types of objects, non humans and technology and do so in social ways (Cerulo 2009). These interactions with technology have implications for interaction's emotions, networks, relationships and cultural beliefs about technology. This factor embraces the following variable:

The factor is named as "Industrial Aspect".

TABLE II - Factor Analysis –Factors Determining Emotional Intelligence

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Factor Number	Variable	Factor loading	Name given to the factor
F1	Able to stop certain compulsive habit	0.773	Self Awareness
	Able to understand own feeling	0.715	
	Able to adjust behaviour while interacting with people	0.722	
	If upset, able to realize what is happening around	0.784	
	Try to ignore negative motions as much as possible	0.815	
	Aware of own strength and weakness	0.873	
	Ability to handle most upsetting problem	0.866	
	Recognize how feelings affect the performance	0.824	
F2	Not satisfied unless someone else praises	0.784	Motivation
	Have good self-respect	0.778	
	When trying to solve a problem look at each possibility and then decide the bestway	0.715	
	Selfmotivated to do difficult and unpleasant task	0.800	
	Operate from hope of success rather than fear of failure	0.700	
	Self improvement is a lifelong process	0.715	
F3	When the superiors' opinion is different listen to the whole disagreement before making a judgment	0.718	Social Skills
	Able to win people	0.723	
	Handle difficult people and tense situations with diplomacy and tact	0.716	
	Make and maintain personal friendships among the colleague	0.855	
	Draw members into active and enthusiastic presentation	0.758	
	Create model team qualities likeco-operationand helpfulness	0.765	
F4	Acceptingandlearningemergingtechnologiesinthefieldofautomobile	0.700	Industrial Aspect
	Able to work with machines/Robots in a dynamic work environment	0.712	
	Able to adapt to a humancentric working environment	0.741	
	When getting involved in a team project, exactly knowhow the organization can benefit from their skills	0.700	
	Able to seek opportunities to fulfil the group's mission	0.711	
	Able to take calculated risks to attain challenging goals	0.714	

S.Chandrachud and M.Thaiyalnayaki (2019) in their article Emotional Intelligence and Performance of Manager in Manufacturing Industries study Emotional intelligence as a measured of Self-Awareness, Self-motivation, Social-motivation, Empathy and cordial relation. The study concludes that there is a momentous relationship between job performance and emotional intelligence. Hence it can be related that the above factors used in this study are the predominant factors used in measuring emotional intelligence.

Regression Analysis to Show Impact of Emotional Intelligence on Job Performance

TABLE III - Impact of emotional intelligence on job performance

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.851[b]	.725	.710	.959	.086	11.520	1	37	.000

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	89.653	2	44.826	48.748	.000[c]
	Residual	34.023	37	.920		
	Total	123.676	39			

A) Predictors (Constants): Self-Awareness, Motivation, Social skills, Industrial aspect
B) Dependent Variable: Job satisfaction

From the above table it is found that R= 0.851, R Square=0.725 and Adjusted R Square =0.710with standard error of estimate 0.959. This implies that four factors of emotional intelligence create 39% variance over the depended variable Job performance. This leads to computation of analysis of variance. This is found that f value = 1, p = 0.000 is statistically significant at 5% level. Therefore it can be concluded that the regression fit explain the relationship between independent variable emotional intelligence and the dependent variable job performance significantly. This leads to an estimation of factors of emotional intelligence on job satisfaction.

V. CONCLUSION

Emotional Intelligence is not about being calculative but it is more about being able to be understanding one's emotions and emotional states and using it to enhance performance at workplace.Having high levels of emotional intelligence can be a advantage in today's competitive working environment. It is all about the ability to recognize and understand emotions and skill at managing and dealing with other people's emotional states. There are enormous benefits in developing high level of emotional intelligence and this can be done with good training.

Based on the discussions above, it could be understood that there is a significant relationship between emotional intelligence and job performance in the automobile industry. This industry is one which is being exposed to automation and high interaction with machines. With advancement in technology and future changes emotional intelligence will be one valuable factor that will help employees to out shine automatization. The ability to recognized and understand emotion can make working together easier. The study can be furthered by adapting to all the factors used to measure EI. The study could also be expanded to different regions or to the whole of India.

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