

# A Relational Study on Emotional Intelligence and Innovative Work Performance

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## Abstract

In this business world work pressure, anxiety, employment stress all are related to various factors of emotional intelligence. All these factors can help in improving up the performance of the employer or can become the reason for one's under performance. Correlation analysis was used to find the results in more analytical manner. The aim of this paper is to study the relation inEI (Emotional Intelligence) and innovative work performance. Sample Data was gathered through questionnaire from a sample including 60 managers selected with the random sampling method.

**Keywords:** Emotional intelligence, innovative work performance, managers.

## I. INTRODUCTION

According to (Dogan, 2006) , "It is not enough to have employees who have high level of IQ or technical or mental talents to be able to increase success, provide efficient and productive performance and create customer satisfaction during 21<sup>st</sup> century business management mentality . Besides organizations need to employ emotional and social individuals, who know and manage own emotions and also understand what others feel."

Even the need for bringing innovative working strategies and openness to innovate have become more of an issue for the companies in the competitive market and that has emerged by the impact of globalization and various dynamic changes that has led to technological fierce competition in the market .In various organizations employees needs whether it be internal or external are kept in mind to become a dominant player in the market . and for this employees need to be motivated in terms of

different work methods that they can use, new idea generation approach .

Human being are the one's who generally express out their feelings, emotions . Emotions have a strong effect on the work any individual performs. And for long time it seen in different studies that aspects regarding intelligence and human emotions are not been taken into consideration .However with the passage of the impact emotions upon intelligence and behaviour has started being discussed with respect to emotional intelligence and different interpersonal skills .

Emotional intelligence has 4 different attributes;

- 1) **Self-Awareness-** This helps in understanding the emotions that an individual faces and how these emotions helps in forming of one's own thoughts and behaviour. And its impact on decision making .
- 2) **Self-management** –Individuals have no control over their feelings and thoughts , they should know how to manage your

emotions and take initiative and adapt to changing environment .

- 3) **Social awareness** –Individuals understand their emotions , needs and wants of self and other people .They should know how to be comfortable socially through emotional changes .

### Aspects where Emotional Intelligence affect;

**Performance at work.** Emotional intelligence helpsthe employees to take better decisions at the work environment and reduces the work complexities and understanding between the employees. Now a day's emotional intelligence has become and a vital aspect while interviewing the candidates as they have to clear the EQ tests taken by organizations.

**Physical health.** If the employee is not able to manage his/her stress level, it will impact the work performance and can lead to health problems. Uncontrolled stress can lead to different diseases including blood pressure, suppress the immune system, increase the risk of heart attack and stroke.

On the other hand,innovative work behaviour is considered as one of the important and basic attributes for the managers in the organizations. In addition, considering the complex and competitiveness of organizations managers need to get more innovative than before.

Creativity and innovation are important factors of organizational growth and performance is not a new thing . Decades ago, Schumpeter stated that "...carrying out innovations would be the only function which is fundamental in history...". And the scientists and practitioners from the more recent past have likewise confirmed that the growing importance of innovation. Being innovative is considered to be the main driving force for competitiveness in an increasingly dynamic environment and a key factor for long-term survival of organizations . For a

particular organization to be innovative, it is necessary that it is capable enough of harnessing the ideas from their employees, and keeping into account the emotional factor of the employee because it is the people who will "...develop, carry, react to, and modify ideas" . Consequently, studying what enables or brings creativity and innovation out of people at work is of a critical importance

Various studies have been conducted by the researcher as an important factor for innovation such as organization culture and emotional intelligence,relationship with their supervisors, job characteristics, social/group context (e.g., *Munton, 1995*)

The demands of modern day workplace combined with globalization have greatly affected the need for employee training in the area of balancing emotional intelligence and mental agility of the employees.

Goleman - defined emotional intelligence as "the abilities such as being able to motivate oneself and persist in the face of frustrations; to control impulse and delay gratification; to regulate one's moods and keep distress from swamping the ability to think; and to emphasize and to hope." Goleman haspresented emotional intelligence as one of the skill with two key areas; "**personal competence**" (i.e self-regulation and self-motivation) and "**social competence**" (i.e. empathy, and various social skills).

When considered the variety of definitions taken from various literature and they are based on four models generated by Mayer and Salovey who used the term "emotional intelligence", defines it as "a kind of talent to observe one's own and others' emotions, to recognize and to use this information to guide one's thinking or actions". Accordingly there are four abilities including "perception of emotion, use of emotions for inspiration, understanding of emotion and finally

regulation of emotions for the enrichment of personal development and social relations”.

According to Goleman emotional intelligence is “where individual can understand his/her own emotions, show empathy towards others and can control their emotions. Goleman’s model has five major things which of them are “self-awareness, self-regulation, motivation, empathy, and social talents”. As for Bar On model emotional intelligence is “relating and understanding others, while adapting and coping with potential problems around his environment in order to become more successful in dealing with environmental demands”

Job satisfaction and trust amongst each other is enhanced by positive emotions, whereas negative emotions like discontent, depression have a negative impact on job satisfaction which results in decreasing organizational performance. Lower emotional intelligence towards work is related with greater levels of job dissatisfaction, disappointment amongst employee which reduces the performance of organization. Emotional intelligence is positively linked with job satisfaction/organizational performance. Emotional intelligence influences the job satisfaction of the other team members. This fact is supported by the fact that better work performance of the managers who possess high emotional intelligence as compared to the managers who possess lower emotional intelligence. Higher emotional intelligence generates positive sentiments in the employee which in turn increase the level of job satisfaction whereas sentiments like dissatisfaction and annoyance decreases the level of job satisfaction.

## II. RESEARCH METHODOLOGY

Hence, the present study is aimed at measuring Emotional intelligence and innovative work performance.

### Objective of the study;-

- 1) To study the perceptions of employees about their level of emotional intelligence competency
- 2) To study the perceptions of employees on innovative work behaviour.

### Hypothesis:-

On the basis of the principal objectives stated above the hypothesis of the research problems will be as follows;

### Sample Design:-

The researcher used the simple random sampling method for data collection. This method helped the researcher to select a small sample of 60 respondents from the different departments, randomly to represent the whole universe.

### Sample Size:-

The researcher selected a sample size of 60 respondents from different sectors at manager level applying simple random sampling techniques for convenience.

### Sourcing for data collection:-

Sourcing is an aid with which necessary and relevant data regarding the subject was collected systematically.

### Primary data:-

Under primary sources questionnaire method was used and for Primary data analysis interpretation was done regarding various questions asked in the questionnaire. Questions were generally asked to the respondents regarding their emotional intelligence part (like whether they can control their emotions, does EI helps them in bringing new ideas etc. ) And this will help the researcher to get detailed information of the questions asked to the employees.

**Secondary data:**

Secondary data was collected from various reports, journals, various informational sites. And secondary data analysis was done through Pearson correlation analysis taking two variables of Emotional intelligence and innovativeness in the work performance ,which gave the researcher indepth analysis of whether the null hypothesis is accepted or rejected.

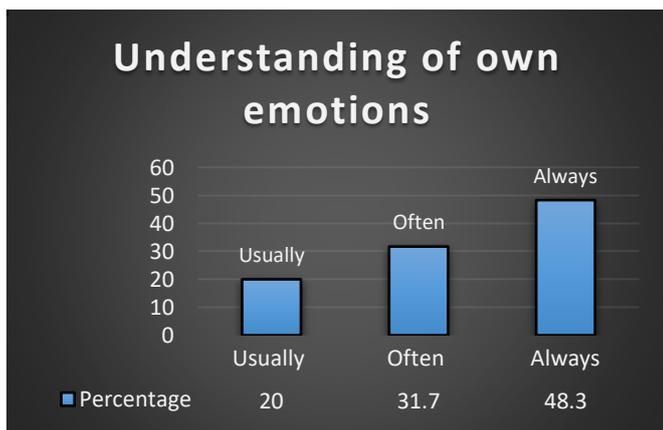
**Scope of the study:**

The analytical scope is focused on analysis and interpretation of the primary data from the employees and covers the fulfilment of the objective and confirming of the hypothesis.

**III. PRIMARY DATA ANALYSIS**

**Table no. 1 Understanding of own emotions**

Opinions	Frequency	Percentage
Usually	12	20
Often	19	31.7
Always	29	48.3
<b>Total</b>	<b>60</b>	<b>100</b>



Emotional intelligence is the ability of understanding and managing one’s own emotions. People who have high Emotional intelligence tends to manage difficult situations in more appropriate manner .

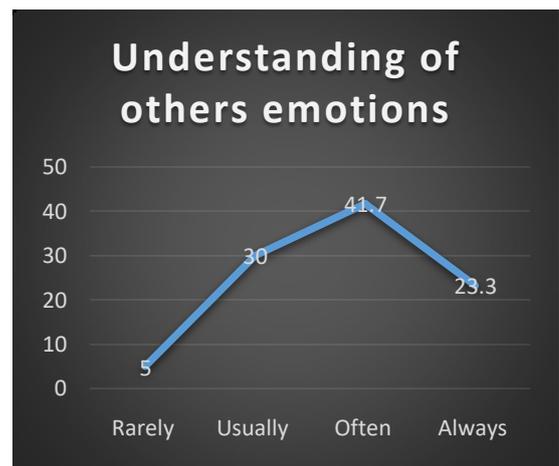
From the above given table , it is clear that 29 respondents had a good understanding of their

own emotions where 19 respondents that is 31.7% of the respondents used to understand their emotions often and 12 respondents used to understand it usually .

So, it can be said that a huge number (that is nearly half )of respondents have understanding of their emotions .

**Table No. 2 Understanding other’s emotions**

Options	Frequency	Percentage
Rarely	3	5
Usually	18	30
Often	25	41.7
Always	14	23.3
<b>Total</b>	<b>60</b>	<b>100</b>



People with higher emotional intelligence find it easier to form and maintain interpersonal relationship and to fit into different group situations. Emotional intelligence is a measure of an individual’s abilities to recognize and manage the emotions of other people

Emotional intelligence helps to understand emotions, needs and concerns of other people and the person with high EI has the ability to do so.

The above table and graph indicates that among 60 respondents 25 and 18 people often and usually understand emotions of people around them constituting 41.7% and 30%. Whereas only 3

respondents rarely understand others emotions and 14 amongst them always feel the same.

Thus it can be said that moderate employees believe that they have good understanding of emotions of other people .

**Table no. 3 Self-Motivation**

Options	Frequency	Percentage
Rarely	5	8.3
Usually	14	23.3
Often	14	23.3
Always	27	45
Total	60	100



Self motivation drives you to do things. People with higher emotional intelligence tends to be self motivated and thus are more organized with good time management skills .This also shows that emotionally balanced individuals gets motivated through intrinsic motivation rather than extrinsic forces .

The above given table and graph says that, 5 respondents constituting 8.3% rarely get self motivated and approx. 23 % of the respondents feel that they usually or often they get self motivated , but 27brespndnets out of total respondents that is 45% always gets self motivated which shows that intrinsic motivation plays a vital role in motivating the employees .

Thus we can say that maximum employees always motivate themselves by expecting good outcomes.

**Table no. 4 New Idea generation when in positive mood**

Opinions	Frequency	Percentage
Usually	22	36.7
Often	25	41.7
Always	13	21.7
Total	60	100



Positive motions help to improve our confidence,which inturn are also key skills of emotionally intelligent person .The person possessing emotional intelligence must be aware of such emotions. Also the employees must be able to manage them appropriately and proportionately so they last for long time.

From the above table and pie chat it can be seen that 22 respondents usually feel that they get new ideas when they are in positive mood.

Similarly, 25 out of 60 that is approx half of the respondents often feel that they get new ideas but it can be seen that only 13 respondents that is 21.7 % always felt that new idea can be generated only when they have positive mood .

Thus it can be seen that very often employees feel that emotionally they should have positive feel to generate new ideas.

**Table no. 5 Set goal and achieve them**

Options	Frequency	Percentage
Rarely	1	1.7
Usually	9	15
Often	22	36.7
Always	28	46.7
Total	60	100

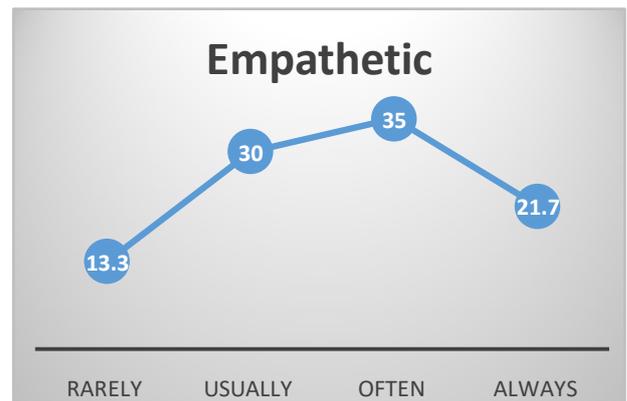


There are employees who usually like to work with prior set goals and strive to achieve them. And from the above table and graph it can be seen that rarely 1.7 % of respondents do not focus on setting up prior goals otherwise 22 and 28 respondents out of 60 that is 36.7 % and 46.7 % of employees always tries to set goals and work accordingly towards achieving the goals.

Thus it can be concluded that generally employees tries to set the goals, so that they know the objectives which have to be achieved and according they work towards achieving them.

**Table no. 6 Empathetic**

Options	Frequency	Percentage
Rarely	8	13.3
Usually	18	30
Often	21	35
Always	13	21.7
Total	60	100



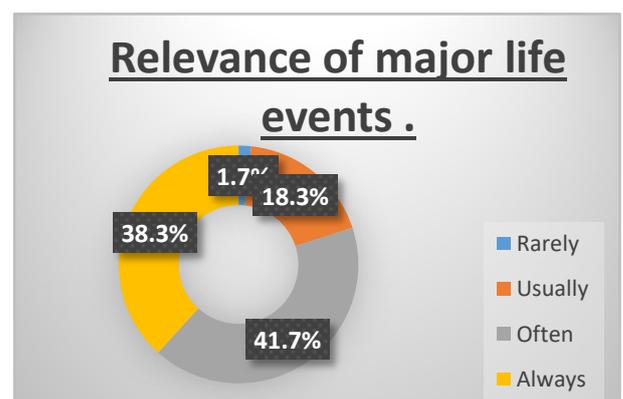
Empathy being one of the key skills of emotional intelligence allows responding genuinely to another person's concerns. Thus to find out the empathy level of the respondents this question was asked .

From the table and diagram it is clear that 8 respondents rarely and 18 respondents usually have empathy constituting 13.3 % and 30% respectively . while 21 and 13 feel empathetic often and always constituting 35% and 21.7 % respectively .

This shows that maximum number of employees often show empathy towards others .

**Table no. 7 Relevance of major life events.**

Options	Frequency	Percentage
Rarely	1	1.7
Usually	11	18.3
Often	25	41.7
Always	23	38.3
Total	60	100



We react to situations that might have happened with us in past, and may behave the same way in future. But emotional intelligence enables us to analyse in particular way which we might have behaved at that time. It is beneficial to think in a constructive way, so that we can perform our tasks in a better manner.

This table and pie chart states that, maximum 25 and 23 constituting 41.7% and 38.3 % are able to plan their future on past events often and always respectively. On the other hand, only 11 respondents constituting 18.3 % and single constituting 1.7 % do the same usually and rarely respectively.

Thus it can be concluded that a very huge number of respondents are able to analyse the past events .

**Table no. 8 Can control emotions and manage emotions**

Options	Frequency	Percent
Rarely	3	5
Usually	12	20
Often	26	43.3
Always	19	31.7
Total	60	100



Emotional intelligence aids to how one is feeling at any given time or in any circumstance and how well he/she can manage or control them. Controlling emotions is not justice or hiding one's emotions but it is recognizing and regulating them

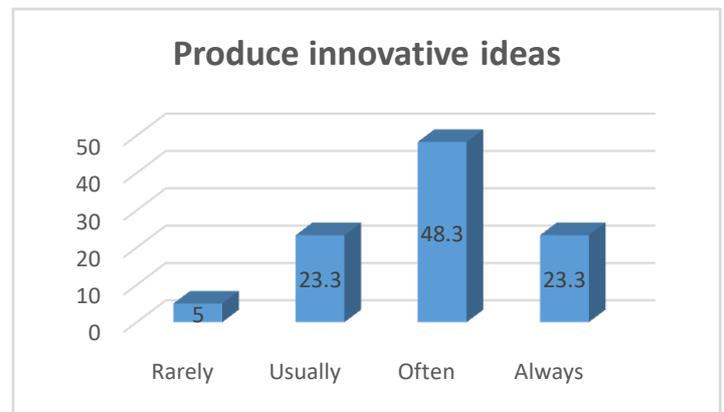
appropriately. This helps to remain calm and rational, making balanced decisions to overcome the problems.

This table and diagram states that, maximum 26 and 19 respondents constituting 43.3 % and 31.7% are able to control and manage their emotions effectively. On the other hand, barely 5 % of employees cannot control and manage their own emotions.

Thus, we can say that, a very huge number of respondents are able to analyse the past events .

**Table no. 9 Produce innovative ideas**

Options	Frequency	Percentage
Rarely	3	5
Usually	14	23.3
Often	29	48.3
Always	14	23.3
Total	60	100



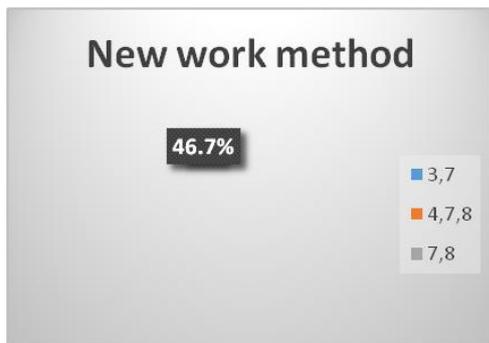
Versatility and systematic production of innovative ideas are necessary to maximize the added value for the implementation of work are becoming the competitive weapons of the future. Hence every individual must possess it.

From the table and graph above it is clear that very less employees which contribute 5 % employees rarely think of innovative ideas to implement work and 23.3% of employees usually or always tries to think out of the box. But 48.3% respondents very often feel that they can give

innovative ideas while working on different project.

**Table no. 10 Produce innovative ideas**

Opinions	Frequency	Percentage
Usually	3	5
Often	29	48.3
Always	28	46.7
Total	60	100



Innovative people seek the climate for experimentation and change with the improved solutions. Ultimately searching for new methods and technique will lead to positive results.

The above table and diagram indicates that maximum number of respondents i.e. 29 and 28 employees from sample are often and always interested in searching and learning new methods thus, constituting 48.3% and 46.7 % to the sample respectively while only 3 i.e. 5 % of sample are usually interested in doing so.

This indicates that large number of employees tends towards searching and learning new method.

**Table no.11 Interested in others problems**

Options	Frequency	Percentage
Never	3	5
Rarely	2	3.3
Usually	22	36.7
Often	18	30
Always	15	25
Total	60	100



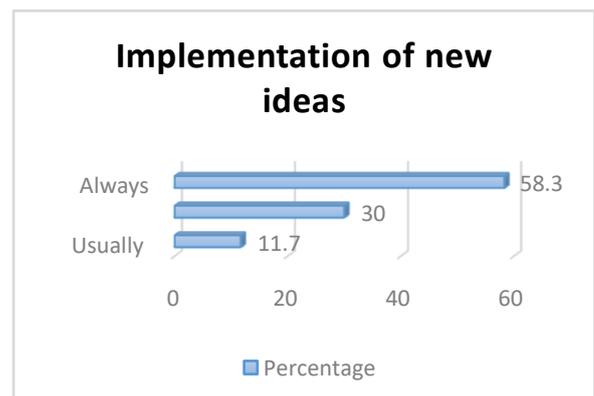
The incessant demands of the competitive world it becomes necessary to continuously upgrade existing work methods to sustain in existing competition, prepare employees to anticipate in other's problems by managing and sustain strategic innovation.

The above table indicates that 22, 18 and 15 employees are usually, often and always interested in others problems except own constituting 36.7%, 30%, 25% to the sample. Whereas only 2 and 3 employees are never and rarely interested in doing so.

Thus, it can be said that, a maximum employees are interested in other's problems except own.

**Table no. 12 Implementation of new ideas**

Opinions	Frequency	Percentage
Usually	7	11.7
Often	18	30
Always	35	58.3
Total	60	100



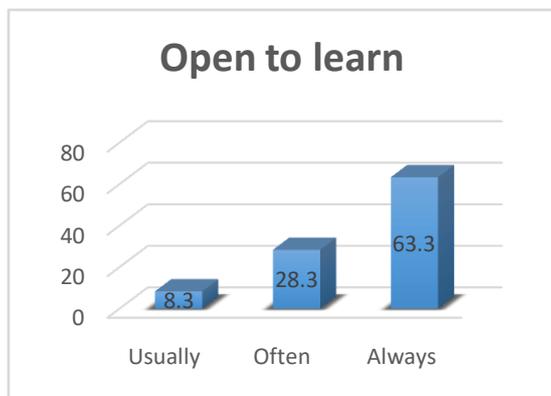
Innovative change is associated with implementation of new work methods amidst challenges of innovative work behaviour. This along with focus on team based functioning helps to contribute to the implementation of new ideas.

The table and diagram above indicates that only 7 employees constituting 11.7% to sample size are usually contribute to the implementation of new ideas. Whereas 35 and 18 employees contributing 30 % and 58.3 % contribute the same.

So, it can be said that, a very large number of employees tend towards contributing to implementation of innovative ideas .

**Table no.13 Open to learn**

Opinions	Frequency	Percentage
Usually	5	8.3
Often	17	28.3
Always	38	63.3
Total	60	100



Thus in such environment, employees with innovative work ability are open to learn from competitors and fellow workers.

From the above table and bar graph it is clear that, maximum 38 employees are always open to learn from competitors and other fellow workers constituting 63.3% to the sample. While only 17 and 5 respondents say that they are often and usually interested in doing same constituting 28.3% and 8.3% to the sample.

Hence we can say that, a very huge number of employees are open to learn from competitors and fellow workers.

From, the above table it is seen that the significant value is  $>0.05$ , Thus, the null hypothesis is thus rejected. It has been proved from the data that, there is a significant relationship between emotional intelligence and innovative work performance.

#### IV. FINDINGS-

An indepth look at the data collected by the researcher brings out some important facts which reflects on the emotional intelligence and innovative work performance that exists within the organizations. The following are the aspects which were revealed through the research.

- Maximum respondents know exactly which emotion they experience may be positive or negative.
- Moderate employees believe that they have good understanding of emotions of other people.
- ½ of the total respondents always set their goals and try their best to achieve them.
- Majority employees always motivate themselves by expecting good outcomes.
- A very huge number of respondents are able to analyse the past events and use those experience to become a better person.
- Most of the employees are often able to control their emotions.
- Maximum number of employees often shows empathy towards others.
- Large number of employees tends towards searching and learning new work methods.
- Maximum employees are interested in other's problems except their own problem.

- A very large no. of employees often does produce innovative ideas for systematic implementation of work.
- Large number of employees are open to learn from competitors and fellow workers.
- This study has been conducted on a pool sample of managers however it can be conducted in more specific manner.
- Even the analysis could have been done choosing industry specific employees.

#### V. SUGGESTIONS-

On the basis of conclusion, the researcher has given the following suggestions.

- For developing EI skills, different training programmes must be arranged.
- Different innovation development training for developing the skills and competencies of the employees should be arranged in different facets.
- Management techniques that can enhance employees participation, understanding others and for developing interpersonal relationships.
- Social interactions training with the help of transactional analysis leads to recognize the emotions of others. It also helps to develop the ability in order to handle the feelings of self and others.
- Personal problems are mostly emotional in nature and may hamper the thinking ability of an individual for innovation work, hence counselling can be rendered to the individuals.
- Most of the times there is a lack of coherence in moods, emotions and the situation. Therefore self- realization helps to integrate mind of an individual (to give a good output)
- Emotional nurture can help them to develop rational understanding of their

emotions and keep them flexible in decision making process.

Innovative behaviour helps one to successfully accomplish the challenges in the work whereas emotional intelligence is major concern of mental health. Therefore, nourishment of both the factors is very important. (Mental exercise, Ego mechanism, Stress management etc.).

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