

# EMOTIONAL INTELLIGENCE AS A PREDICTOR OF JOB PERFORMANCE AND SATISFACTION IN IT/ITES SECTOR OF INDIA

**Himanshu**

Research Scholar, Department of Management Studies,  
YMCA University of Science & Technology, Faridabad, India

**Dr. Manisha Goel**

Supervisor, Department of Management Studies,  
YMCA University of Science & Technology, Faridabad, India

**Dr. Chavi Bhargav Sharma**

Co- Supervisor, Faculty of Management Studies, Faridabad, India

## ABSTRACT

*Emotional intelligence is considered as the inherent ability of an individual by means of which he is able to understand and interpret his emotions as well as that of others. This in-depth understanding of the various emotional processes further assist individuals in coping with challenges, making accurate self-assessment and handling stress more efficiently. Research works on job performance and productivity of employees and their job satisfaction suggest that emotional intelligence acts as a modulator for both these elements. However, in the IT sector, the congenial ambience along with various sorts of compensations and employee recognition schemes make them highly productive and immensely satisfied. This paper explores the role of emotional intelligence in predicting an employee's job satisfaction and job performance in the IT/ITES sector in India.*

**Key words:** Emotional Intelligence, job satisfaction, job performance, IT industry

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## 1. INTRODUCTION

Emotional intelligence can be defined as the ability of an individual by virtue of which the person is able to conjoin physiological elements such as intelligence, empathy and emotion which in turn helps in improving thought processes and attaining better understanding of interpersonal dynamics. Thus, an individual can be considered as having more improved

emotional intelligence than others if he is more responsiveness to critical issues and shows eagerness to take part in solving graver problems of life(Mayer et al. 2008).Job performance can be defined as an individual level variable used to assess whether a person can execute a job well or not (Campbell et al. 1993; Dunnette & Hough 1991; Hogan & Holland 2003). On the other hand, job satisfaction can be considered as an indicator that suggests whether an employee is content with his job or not. To be precise, job satisfaction is the feeling an individual develops towards his job. Special focus on the interlink between job performance and job satisfaction in IT industry suggests that majority of IT workers are satisfied because they consider it as their long term and secured career choice(Dharmaraj & Scholar 2015). Compensations and allied benefits provided by IT organizations add further as modulators that increase the level of job satisfaction among the employees(Haq 2015). This congenial ambience motivates them to perform better (Dharmaraj & Scholar 2015; Haq 2015).

## **2. RESEARCH AIM**

The aim of this study is critically analyse the existing studies in order to determine how emotional intelligence influences job performance and job satisfaction among employees in IT sector of India.

## **3. LITERATURE REVIEW**

### **3.1. Importance of Emotional Intelligence in the Workplace**

Emotional intelligence (EI)is a significant attribute of an individual by means of which he is able to monitor his personal emotions, scrutinize the emotions of others, discriminate between different types of emotions and label them accurately, and make use of emotional information for guiding various thinking and behavioural processes (Coleman 2015). The role of EI in the workplace has gained immense recognition in the recent times for a number of reasons. One of the major reasons is that by implementing this ability, individual employees can make accurate self-assessment of their abilities and contribute positively in the process of conflict management(Khalili 2012).It has been additionally found that individuals with high level of emotional intelligence are also able to handle stress more effectively, work towards encouraging teamwork and cooperation among other coworkers and connect with each other more positively. Thus, emotional intelligence acts as a modulator that determines the quality of organizational performance and extent of success of the organization (Farh et al. 2012; Khalili 2012;Slaski & Cartwright 2003)

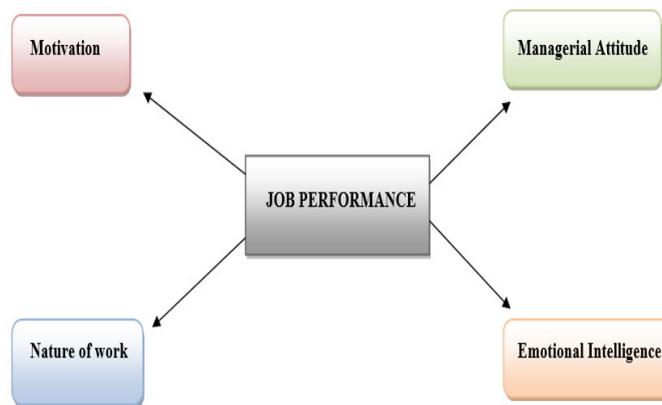
### **3.2. Factors Impacting Job Performance**

Scholarly sources suggest that there are several factors that determine job performance. Thus, according to Jankingthong and Rurkkhum (2012), these factors are organizational justice, work engagement, and motivation. Ahangar (2012) suggests that emotional intelligence is one of the most potent factors of job performance. Saeed et al. (2013) indicate towards a number of variables as factors of job performance. They are manager's attitude, organizational culture, personal problems, job contentment and financial rewards.

Research findings of Jankingthong and Rurkkhum (2012) suggest that when employees are motivated positively they feel encouraged replacing their self interest with that of organizational interest and delivering their best of performances. Similarly, when the employees are given equal, unprejudiced and fair treatment by the organization, it encourages them to perform better. Likewise, if the nature of work is engaging, fulfilling and rewarding then employees show vigor and dedication in accomplishing it. In-depth analysis of the research findings of Shariful Alam et al. indicates some of the significant factors of job performance such as managerial attitude and employee motivation. The study reveals that a

cordial relationship between the management and employees that fulfill the continuously changing needs of both the parties has a positive impact upon the motivation of the employees. Implementing schemes for employee recognition is another factor that motivates them in a positive manner. This encourages their job performance.

However, the study of Ahangar (2012) present a distinctive perspective on the factors affecting job performance by primarily focusing upon EI as a critical factor. The scholar emphasize that EI is the only factor that results in outstanding performance of the employees at work. This is further clarified by suggesting that emotional intelligence of an employee determines work related outcomes, interpersonal interactions and work-life balance, all of which have direct impact upon job performance. The study of Shahhosseini et al. (2012) on the similar topic affirms that emotional intelligence is an important factor that not only imoacts upon job performance of employees but sustainment of high performance as well.



**Figure 1** Determinants of job performance

Source: Author

### 3.3. Factors Affecting Job Performance

Speers (2004) conducted a research and found out that there are number of variables that affect job satisfaction of employees in the form of remuneration, reimbursements, nature of tasks, independence, relationships with supervisors and coworkers, communication from management, vacation time, opportunities for professional development. However, the scholar indicates towards the nature of inter organizational relationship as a major factor of job satisfaction. Through research findings, Parvin and Kabir (2011) suggest that working conditions, interpersonal relationship between employees and management and recognition are crucial factors that determine job satisfaction. The scholars further focus that money is a motivator for the employees. Hence, good pay, unbiased and justified monetary recognition and satisfactory compensation by the organization results in increased job satisfaction among employees. In addition, good working condition, fair competitive environment, fair treatment by the organization and reasonable working hours are the other factors that result in immense job satisfaction among the employees.

While the research of Speers, and Parvin and Kabir talk about various factors that determine job satisfaction, through research Alam (2009) suggest that emotional intelligence is directly related to job satisfaction. The scholar elaborates on this by remarking that employees with higher emotional intelligence are more successful in accomplishing their goals in their organizational, which in turn results in greater job satisfaction among them as compared to employees with lower emotional intelligence who cannot achieve their goals properly and suffer from dissatisfaction. The study of (Nair et al. 2012) further reveals that

there is an integral relationship between emotional intelligence and job satisfaction. The scholars suggest that employees who have higher emotional intelligence usually have higher job satisfaction in comparison to workers with low emotional intelligence. As a result, they perform better and it is less likely for them to leave the organization.



**Figure 2** Factors affecting job satisfaction

Source: Author

#### **4. DISCUSSION AND CRITICAL ANALYSIS**

As discussed above, emotional intelligence has found to be an important predictor of employee job performance and overall job satisfaction in workplaces. However, the aim of this paper is to determine this phenomenon with respect to the IT industry in India. Therefore this section deals with the critical analysis of recent studies conducted on IT organisations' employees to find out the role of EI in job satisfaction and performance.

Rangreji et al. conducted a research in 2010 to find out how emotional intelligence affects work-life balance of IT professionals in Bangalore city, India. The study also aimed to understand how emotional intelligence affects job performance and determines job satisfaction. For conducting the study, primary data were collected from a questionnaire interview of 355 respondents from different IT organizations of Bangalore irrespective of their gender and age differences. Along with this, secondary data collection from peer reviewed sources was also done. The research findings affirmed that the level of emotional intelligence of respondents had a direct impact upon the manner in which employees balance their work-life complicacies. In addition, those with higher level of emotional intelligence can understand their job responsibilities well. Eventually, they show higher level of self efficacy and organizational commitment in accomplishing them. Thus, employees with higher Emotional Intelligence try to contribute their best of performances for meeting various organizational roles. This dedication gets paid off in positive work outcome which in turn increase their job satisfaction in their work.

The impact of emotional intelligence on job performance and job satisfaction was studied by Krishnaveni and Deepa (2011) in New Delhi. In order to understand this correlation, the researcher tried to interpret how emotional intelligence determines the ability of coping up with stress at job. The research methodology chosen for the study was quantitative study. Hence, survey interview of 564 respondents belonging to various retail stores in New Delhi, India. The sample size consistence of respondents of allied age group, gender, education, marital status and work experience and sex was done besides collecting secondary data from literature review of selected scholarly sources. The research findings suggested that emotionally more intelligent employees handle stress more efficiently. Hence, they feel less

stresses and are able to accomplish their work more productivity. Moreover, as employees with greater EI are able to identify stressors at work, so they develop strategies for coping with them. As a result, they express greater job satisfaction.

Verma (2011) conducted a research in order to find out how emotional intelligence impacts IT professionals and determines their job performance. For the purpose of the study, the researcher decided to collect fresh data from survey of 414 software engineers from major IT cities of India (such as Delhi, Noida, Gurgaon, Pune and Bengaluru). In addition, information on the relevant topic was also collected from scholarly sources. The findings suggested that emotional intelligence is an integral factor that determines job performance. Employees with higher emotional intelligence show better job performance because they exhibit greater interest to complete the task assigned to them successfully. This, in turn, has a positive impact upon their job satisfaction.

In 2014, an investigative study was conducted by Davar and Singh in order to understand the significance of emotional intelligence in IT/ITES sector. Through the research, the scholars attempted to understand how emotional intelligence of employees is related to job performance. Thus, as data collection method, questionnaire survey was conducted on 533 respondents from various IT/ITES sectors of South India in order to collect primary data from. Secondary data collected from recognized empirical researches were also made. The research concluded that emotional intelligence and job performance are significantly correlated. Moreover, even though emotionally intelligent individuals show more confidence in taking up and coping with different work related challenges, they feel less stressed as a result. Hence, they show greater job satisfaction. Such an approach among the employees also enhances the overall efficiency of the organization.

In 2015, Bharti and Warriar conducted research to find out how emotional intelligence helps in evening out the complexities of work place responsibilities and family responsibilities of IT workers. Through the study, the scholars aimed to understand if emotional intelligence determines job satisfaction simultaneous with helping individuals in amicably balancing their family responsibilities. Thus research focused on establishing the link between emotional intelligence, job performance, and ethical ideologies that determine job satisfaction, organizational commitment and family commitment of the employees. The scholars depended upon secondary data analysis by making reference to selected academically recognized empirical sources. In addition, primary data relevant to the research were also collected from 80 IT professionals from selected IT organizations in India were randomly selected. The findings revealed that emotional intelligence serves as a positive motivator for smooth work-life balance. Thus, employees who possess high levels of emotional intelligence have better empathic and interpersonal relations with their peers and administrators. Hence, they understand their job responsibilities better, execute them properly and feel more satisfied with the outcome in comparison to employees with low Emotional Intelligence. On the family front too, they show similar excellence in catering to family related problems and responsibilities.

## 5. CONCLUSION

This study has been done in order to understand how emotional intelligence operates as a predictor for job performance and job satisfaction. The study was mainly focused upon IT/ITES industry. Thus, at the preliminary level of the study a introduction of the term 'emotional intelligence' was provided for the purpose of understanding the research topic. This has been followed by a study on job performance and satisfaction in the IT sector. For this, reference to various scholarly references were made and it has been found that while compensations and other such benefits inspire the IT workers to perform better, congenial

working environment increase their satisfaction in their job. A thorough review of empirically established literary sources has been made in the Literature Review section of the study to understand how emotional intelligence is considered as importance in the workplace. Further, critical study of the factors of job satisfaction and job performance have been studied with special reference to emotional intelligence as a vital factor in case of both of them. In order to critically analyze how emotional intelligence operates as a major factor of job satisfaction and job performance, empirical researches of eminent scholars done at different time frames have been made.

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