

# **EMPLOYEES EMOTIONAL INTELLIGENCE IMPACT WITH DEMOGRAPHIC ISSUES: A STUDY ON BHARATH HEAVY ELECTRICAL LIMITED, TRICHIRAPALLI**

**Dr. R. Ramachandran**

Assistant Professor, Department of Commerce, Annamalai University,  
Annamalai Nagar, Tamil Nadu, India

## **ABSTRACT**

*The concept of intelligence has been present one of the most creations across the history of psychology and continues across the history of psychology and continues to be so today. Intelligence should be measured more broadly and that it involves the skill to learn from experience think in abstract terms and deal efficiently with one's environment. Daniel Goleman promoted the term emotional intelligence in his book during the year 1995. Goleman sees potential in applying EI to organizational settings. He stressed that understanding and control of your emotions is one of the most vital keys to health and success in life. Goleman has argued that this kind of intelligence is most important for a joyful, productive life than IQ. It is a cluster of traits or abilities linking to the emotional side of natural life. The primary data were collected with the help of specially prepared interview scheduled. The scheduled included the questions related to the general information about the assessing the emotional intelligence among the employees in BHEL (Bharath Heavy Electrical Limited) Trichirapalli. Totally 546 respondents were selected on the basis of simple random sampling in Trichirapalli, this is purely a descriptive study. Through application of ANOVA, t-test, correlation and Friedman's Test the study brings out that a moderate level of emotional intelligence is prevailing among the employees of the Bharat Heavy Electrical Limited, Trichirapalli.*

**Key words:** Emotional Intelligence, Self control, Well being, Sociability, Personality Development

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## 1. INTRODUCTION

### 1.1. Conceptual Sketch

Each of these elements plays an important role in shaping the outcome we experience in daily life. In his book, *Emotional Intelligence*, Daniel Goleman explains that it can matter more than Intelligent Quotient (IQ), as it deals with the demands of the environment primarily through measures of personality and mood variables such as self-regard, empathy, tolerance and happiness. Goleman maintains that occupational competence based on Emotional Intelligence (EI) plays a greater part in first-rate performance than do intellect (or) technical skills. The concept of emotional intelligence was developed by Salovey and Sluyter in 1994 and popularised by Goleman in 1998. Basically, EI derives its inspiration from the work of Gardner (1983) on multiple intelligence. Emotional intelligence is concerned with a person's emotional, social skills and comprises emotional attachment, self-awareness and people skills as its essence. The person is good at reading his or her own feelings, has the capacity to empathize with others and take into account others' feelings. Emotional management: This is reflected in ensuring that the person's emotions do not overwhelm him or her and that they are appropriate to the situation. Self-motivation: This is linked with the extent to which individuals are good at delaying gratification. The research proved that those capable of delaying gratification were more socially competent and self-reliant than individuals who settled for immediate rewards. Self-management skills: This refers to handling situations without being subsumed or overwhelmed by them. High emotional intelligence makes personal connections with much ease and good at defusing explosive situations.

It is an intelligence having to do with decoding and understanding emotional information. There are certain factors which play a prominent role in organization. They are:

**Performance at Work:** Emotional intelligence supports to direct the social complexities at the workplace, lead, motivate others, and improve one's career. When it comes to measuring job candidates, many companies now view emotional intelligence as important as technical ability and strongly suggest EQ testing before hiring. The higher the emotional intelligence is, the better the social relations.

**Physical Health:** EI persons are particularly good at understanding psychologically healthy living and evading such complications as drugs and drug abuse. If someone is unable to maintain his stress stages, it can lead to serious health problems. Unrestrained stress can increase blood pressure, suppress the immune system, raise the risk of heart attack, stroke, contribute to infertility and speed up the aging process.

**Mental Health:** Determining one's level means that you can recognize whether and how much to be self-reliant in sensitive areas and when to try to find others' help in analysis of the emotional figure that is going on about oneself. Unrestrained stress can also influence mental health, creating vulnerability to nervousness and depression. If one is unable to understand and administer his emotion, he will be released to mood swing, while inability to form strong relations can leave them emotionally lonely and isolated.

**Relationships:** This is the ability to be continuous of the emotions of those people we interact with and along with our own emotions to build a strong working relationship. Relationship incorporates one's ability to communicate, persuade and guide others and being honest without sidelining people. Such individuals are given that coaching advice to others and by straight involving themselves in certain situations assist other individuals and groups of people to live organized with bigger harmony and satisfaction.

"In view to calculate emotional intelligence – I am a great believer that criterion-report (that is, ability testing) is the only appropriate system to utilize. Brainpower is aptitude, and is

straight measured only by have people respond questions and estimating the correctness of individuals' answers." --John D. Mayer. One of the first intelligence tests to test separate abilities, which has been widely used, was developed by Wechsler in 1939. These scales were developed because it was felt that the Stanford – Binet tests relied heavily on language ability and did not furnish for the wants of adults. Wechsler Adult aptitude Scale (WAAS) has two sections: 1) Verbal scale 2) performance scale. Each section generates separate scores as well as an overall IQ score. In the succeeding decades many other group tests of intelligence were developed. Among the more popular of these as the Otis tests such as Ot's Lennon school Ability Test (Ot's Lennon-1967); the Henmon –Nelson Tests (Nelson, Lemice, & French, 1973) and cognitive ability (CAT) (Thoradike & Hagen, 1982).

**Table 1 Model Sketch**

S.No.	EI Sketch	Description
1.	Reuven Bar-On's EI Model	He has been involved in conceptualizing, researching and applying EI since 1980. His model is all about measuring emotional social intelligence. His model defined emotional social intelligence as a example of consistent emotional and public competencies. Skills that determine how effectively we understand and express own selves understand others and relate with them and cooperate with daily demand.
2.	Multifactor Emotional Intelligence Scale	This test was used to measure emotional intelligence of interpersonal relations, social stress, personality traits like warmth, empathy, anxiety and soon. This tests has been practiced to identify emotions, using emotional, understanding emotions and managing emotions.
3.	Seligman Attribution Style Questionnaire	This method has been adopted as an explanatory style for bad and good events using three causal dimensions namely, internal with external, stable and unstable, and global versus specific. This type of questionnaire is a predictor of depression, physical health, academics, work sports and excellence in various domains. This type focuses on a set of hypothetical real-life situations. The respondents are required to state one cause for every situation and rote it in terms of internality stability etc.
4.	Emotions Competence Inventory (ECI)	This strategy has been used to identify the difference between a highly effective leader and an average person. Perspective by cooking into the behaviours that distinguish the exceptional from the normal performs. It is widely useful to the managers and professionals to create a competitive atmosphere for their organizations by in healing performance, building motivation, and trust effectively.

## 2. PERTINENT REVIEW AND GAP

The responsibility of social scientist is to derive new outcome from the nature, concept and developed outcomes. Hence, every research work is in position to undergo to find out the research gap and hence following reviews are collected.

Laxmi Narayan Sharma (2014). The study findings shows that out of 50, 22 respondents were found to be having extremely high emotional intelligence, 10 high EI, 12 moderate and rest are doubtful. As per the table shows above the distribution of EI score reflects that about 50 %respondents found to have extremely high EI are below .The pattern of EI distribution is based on their length of service qualification and their challenge gratitude &subjective aptitude. It means those who are progressive in nature and visionary are found to be more

relative, adoptable and group competence and highly competent with proportionate productivity and output

Tarek A. El Badawy & Mariam M. Magdy (2015) conducted an analytical study that showed there was no significant relationship between EI and JS. This reflects that, in our sample, EI did not directly lead to JS. Academicians seek other factors to reach JS. In addition, gender did not have a moderating effect on the relationship between EI and JS. However, when it came to age, the results were quite different. For the younger employees, there was a positive strong relationship between EI and JS. The analysis also showed that for the younger group, the direction of the relationship is positive while it is negative for the older group and insignificant.

Fatemeh Sadat Ghoreishi, et.al. (2016). this study was conducted in Kashan hospitals in order to evaluate the level of emotional intelligence and job satisfaction. The emotional intelligence of the majority of staff was at average level and that of other staff was low. In evaluation of emotional intelligence subscales in staff with average level of emotional intelligence, the highest scores were obtained in interpersonal relationships (57%), general mood (50%) and other aspects of emotional intelligence were less than average. In this study, there was significant relation between emotional intelligence and age, so the staff over 40 years of age had higher emotional intelligence than those less than 40 years. A higher level of emotional intelligence in persons older than 40 years can be likely attributed to the fact that as one becomes older he gains more experience in interpersonal relationships and a better ability to deal and cope with stress, and hence a higher level of emotional intelligence. Also this survey showed that emotional intelligence in people with medical career (nurses) was more than administrative staff but the difference was not statistically significant. Some studies have shown that emotional intelligence helps nurses to develop therapeutic relationships with patients and their families and to manage stress

Kumar, Rakesh, (2017). Emotional Intelligence is set of competencies, which direct and control one's feelings towards work and performance. These set of competencies are the ability of the individual to control and manage his or her moods and impulses on the job. Knowing one's emotions and feelings as they occur, and tuning one's say to the changed situations, requires the emotional competency, emotional maturity and emotional sensitivity that are demanded on the job. In a working situation, performance of the employees depends upon your working with groups of people, with different ideas, suggestions, opinions and expectations. The present study is an attempt to examine the performance of the employees working in Himachal Pradesh University. The level of emotional intelligence and its impact on performance of the employee is crucial element for the university in order to maintain a working tempo. The emotional intelligence of the employees has been studied with four dimensions (self awareness, self management, social awareness, and relationship management). A five point scale was used to collect the data from the Himachal Pradesh University employees and the pre-set hypotheses for the study were tested by using correlation and analysis of variance. There by an analysis of the tested results help in understanding the various competencies (self awareness, self management, social awareness, relationship management) that ever used to develop emotional intelligence. The results of the study helps in understanding the impact of emotional intelligence on work places and suggests the way that how the performance of the employees can be increased at the work place. The result of the study also suggests that emotional intelligence role in order to achieve productivity, performance, interpersonal effectiveness and teamwork.

## Research Gap

Literature review is the basic phenomenon of in social science research and it pave way for to find out assessing the emotional intelligence among the employees in BHEL (Bharath Heavy Electrical Limited) Trichirapalli. However, it is interesting to note that many research studies purports to different dimensions, exclusively in organizational perspectives and environmental issues. But this research paper concentrates on assessing the emotional intelligence among the employees in prime impact factors in relation towards emotional intelligence as an indicator for performance mechanism. Thus, this study realizes to new path for these parameters. And hence necessary primary and secondary data are collected over to emphasis the prominence and performance of its position in organization spectrum.

## 3. OBJECTIVES OF THE STUDY

The objectives of the study are:

- To study the level of emotional intelligence of the employees of BHEL.
- To analyses the impact of emotional intelligence over with its factor and demographic issues.

## 4. METHODOLOGY DESIGN

Descriptive research design was adopted for the study. Descriptive study is an ex facto-finding examination with adequate interpretation. It emphasizes on specific aspects or dimensions of the problem studied. It is planned to get the descriptive statistics and provided data and formulation of more refined studies. The universe of the present study is the employees of the Bharath Heavy Electrical Limited (BHEL), Trichirapalli. For the purpose of the study alone the managerial level employees were considered as the resource of the study for suitable analysis. The management level staffs include Senior Manager, Manager, Assistant Manager and Supervisor. There are 1726 number of managerial level employees are working in BHEL. The researcher has selected simple random sampling technique as a sample method for the study. The sample size was confirmed to 546 workers assuming that 30 per cent would be substantial to represent the estimation of the total employees involved in the organization. The study samples were selected by the employee's lists providing by the administrative department of the concerned organization.

The researcher after finalizing the preliminary works required for the data collection, the data collection was administrated during January 2018. The researcher used questionnaire for the purpose of data collection. The researcher issued the questionnaire to the respondents and got the response from them. The data collection was completed by March 2018. The collected data were analyzed later. The data collected by the researcher were edited and coded. They were analyzed using various statistical tools like coefficient of ANOVA, t-test, correlation and Friedman's Test through SPSS package.

## 5. DISCUSSION AND RESULTS

This research paper furnishes the analyses and interpretation of the collected data for make out a best research policy to recommendations and implications in the selected organization by evolving the impact position of demographic variables and EI factors in employees and organizational growth. For this notion and rationale the t-test, F-test and Friedman test and correlation matrix are applied.

Employees Emotional Intelligence Impact with Demographic Issues: A Study on Bharath Heavy Electrical Limited, Trichirapalli

**Table 2** Significance Test (t-Test and F-Test) For Emotional Intelligence Based On Demographic Variables

Variables	Particulars	Mean	SD	Test	p value
Age	Below 30	68.98	16.26	F = 8.43	0.000**
	31-35	74.83	18.93		
	36-40	74.77	15.56		
	41-45	77.86	15.60		
	46 and above	85.92	20.58		
Gender	Male	73.26	15.31	t = 5.48	0.000**
	Female	82.55	22.01		
Education	School Level	72.66	14.70	F= 37.18	0.000**
	Graduation	69.92	13.85		
	Post Graduation	74.62	17.86		
	Professional Degree	90.00	18.02		
Designation	Clerk	76.10	14.77	F= 25.2	0.000**
	Assistant manager	73.44	16.04		
	Manager	69.67	16.37		
	Senior Manager	91.71	14.51		
	General Manager	83.90	22.35		
Experience	Less than 10 years	66.98	16.73	F= 42.80	0.000**
	11-15 years	77.86	13.49		
	16-20 years	82.99	14.18		
	21-25 years	93.38	16.68		
	26 and above	87.88	17.65		
Birth order	First Born	76.18	14.73	F= 1.984	0.138
	Second Born	76.56	19.86		
	Third Born	72.65	19.11		
Marital status	Married	75.43	17.74	F= 1.72	0.178
	Unmarried	80.57	12.71		
	Widow	73.53	19.85		
Monthly Income	Below Rs.30000	75.75	19.64	F= 2.34	0.05*
	Rs.30,001-40,000	76.20	14.79		
	Rs.40,001-50,000	73.12	21.14		
	Rs.50,001-60,000	72.04	17.52		
	Rs.60,001 and above	81.18	16.58		
Dependent	1-2	89.78	17.12	F= 83.22	0.000**
	3-4	76.08	13.53		
	5 and above	60.81	19.98		

\*\* Significant at 0.01 level, \* Significant at 0.05 level

Source: Computed from Primary Data

The table 2 assumes the significance test for emotional intelligence based on demographic variables.

### Age and Emotional Intelligence

The ANOVA value (8.431) correlates that there is a significant difference in the level of emotional intelligence among the different age groups of the respondents at 0.01 level of significance. The mean value shows that the respondents belonging to the age above 46 years (85.92) had better emotional intelligence compared to other age groups of the respondents. Hence it is concluded that age influence the level of emotional intelligence of the respondents.

### **Gender and Emotional Intelligence**

The t-test value (5.458) examines that there is a significant difference in the level of emotional intelligence among male and female respondents at 0.01 level of significance. The mean value shows that the female respondents had better emotional intelligence compared to male respondents. Hence it is concluded that gender influence the level of emotional intelligence of the respondents.

### **Educational Qualification and Emotional Intelligence**

The ANOVA value (37.189) investigators that there is a significant difference in the level of emotional intelligence among the different educational qualification of the respondents at 0.01 level of significance. The mean value shows that the professional degree holders had better emotional intelligence compared to other educational qualification of the respondents. Hence it is concluded that educational qualification of the respondents influence the level of emotional intelligence of the respondents.

### **Designation and Emotional Intelligence**

The ANOVA value (25.227) shows that there is a significant difference in the level of emotional intelligence among the different designations of the respondents at 0.01 level of significance. The mean value shows that senior managers had better emotional intelligence compared to other designations of the respondents. Hence it is concluded that designation of the respondents influence the level of emotional intelligence of the respondents.

### **Years of Experience and Emotional Intelligence**

The ANOVA value (42.808) carry's that there is a significant difference in the level of emotional intelligence among the different experience groups of the respondents at 0.01 level of significance. The mean value shows that the respondents who had experience between 21-25 years had better emotional intelligence compared to other experiences of the respondents. Hence it is concluded that years of experience of the respondents influence the level of emotional intelligence of the respondents.

### **Birth Order and Emotional Intelligence**

The ANOVA value (1.984) brings that there is no significant difference in the level of emotional intelligence among the various birth orders of the respondents at 0.05 level of significance. Hence it is concluded that birth order of the respondents does not influence the level of emotional intelligence of the respondents.

### **Marital Status and Emotional Intelligence**

The ANOVA value (1.729) bears that there is no significant difference in the level of emotional intelligence among the married, unmarried and widowed respondents at 0.05 level of significance. Hence it is concluded that marital status of the respondents does not influence the level of emotional intelligence of the respondents.

### **Monthly Income and Emotional Intelligence**

The ANOVA value (2.340) fetches that there is a significant difference in the level of emotional intelligence among the different monthly income groups of the respondents at 0.01 level of significance. The mean value shows that the respondents who earn an monthly income of Rs.60,001 and above had better emotional intelligence compared to other monthly income groups of the respondents. Hence it is concluded that monthly income of the respondents influence the level of emotional intelligence of the respondents.

### Number of Dependents and Emotional Intelligence

The ANOVA value (83.226) devolves that there is a significant difference in the level of emotional intelligence among the various number of dependents of the respondents at 0.01 level of significance. The mean value shows that the respondents who had 1-2 dependents had better emotional intelligence compared to other monthly income groups of the respondents.

**Table 3** Correlation Matrix between the Factors of Emotional Intelligence

Emotional Intelligence Factors	Wellbeing	Self-control	Emotionality	Sociability
Wellbeing	1			
Self-control	.347**	1		
Emotionality	.250**	.398**	1	
Sociability	.405**	.510**	.378**	1

Source: Computed from Primary Data

The table 3 reveals the correlation matrix among the factors of emotional intelligence.

#### ***Well being and Self Control***

The coefficient of correlation value (0.347) manifests that there is a significant relationship between the level of well being and level of self control of the respondents. It is inferred that higher the level of wellbeing higher is the level of self control and vice versa. It is observed that managerial level workers are more work consciousness and participation. That results in more self actualization at work place.

#### ***Well being and Emotionality***

The coefficient of correlation value (0.250) conveys that there is a significant relationship between the level of well being and level of emotionality of the respondents. It is inferred that higher the level of wellbeing higher is the level of emotionality and vice versa. The employees are directed over to excel in their work through their work involvement and group synergy.

#### ***Well being and Sociability***

The coefficient of correlation value (0.405) reports that there is a significant relationship between the level of well being and level of sociability of the respondents. It is inferred that higher the level of wellbeing higher is the level of sociability and vice versa. Towards, the employees are centric oriented for goals and hence it enforces them for to work in groups through social action and attitude.

#### ***Self Control and Emotionality***

The coefficient of correlation value (0.398) narrates that there is a significant relationship between the level of self control and level of emotionality of the respondents. It is inferred that higher the level of self control higher is the level of emotionality and vice versa. Such factors are more typical as concerned to study employees it seems best policy because of their hidden and innate qualities.

#### ***Self Control and Sociability***

The coefficient of correlation value (0.510) relates that there is a significant relationship between the level of self control and level of sociability of the respondents. It is inferred that higher the level of self control higher is the level of sociability and vice versa. Towards to view the employees of the study organization is good due to their regular and self disciplined way of work.

**Emotionality and Sociability**

The coefficient of correlation value (0.378) narrates that there is a significant relationship between the level of emotionality and level of sociability of the respondents. It is inferred that higher the level of emotionality higher is the level of sociability and vice versa. As regards, BHEL employees are more envisioned over this impact and that is to relating is satisfactory due to their consideration to work and inclusive relationship with others.

**Table 4** Factors Influencing Emotional Intelligence using Friedman’s Test

S.No	Emotional Intelligence	Mean Rank	Rank	Chi-Square
1	Wellbeing	3.09	4	Chi-Square = 785.94 P=0.000
2	Self-control	3.05	3	
3	Emotionality	2.64	2	
4	Sociability	1.22	1	

Source: Computed from Primary Data

The table 4 recounts the factors influencing the emotional intelligence of the employees. The results of the mean ranking of the Friedman’s test show that of the total four factors of emotional intelligence, sociability is the leading factors which influence the emotional intelligence of the employees, followed by emotionality of the employees, self control of the employees and well being of the employees. It is learnt that employees at managerial level are highly skilled and there is an existence of cooperation and coordination in jobs perform through social principle of living together for better results.

**Table 5** Correlations between Demographic Variables and Work Attitude

S.No	Variables	Correlation	P value
1	Age and Work Attitude	r = 0.205	0.000**
2	Experience and Work Attitude	r = 0.475	0.000**
3	Monthly Income and Work Attitude	r = 0.49	0.257

\*\* Significant at 0.01 level, \* Significant at 0.05 level

Source: Computed from Primary Data

The table 5 depicts the relationship between age, experience and monthly income with work attitude of the respondents.

**Age and Work Attitude**

It confers that there is a significant relationship between age and work attitude of the respondents at 0.01 level of significance. It is inferred that higher the age higher is the positive attitude towards their work. Further, they intends to equip more on conclave measure to deserve for do for fashion pattern.

**Experience and Work Attitude**

It bestows that there is a significant relationship between experience and work attitude of the respondents at 0.01 level of significance. It is inferred that higher the years of experience higher is the positive attitude towards their work. Besides, the employees’ vision is rolls on mission that’s to with growth policy.

**Monthly Income and Work Attitude**

It introduces that there is no significant relationship between monthly income and work attitude of the respondents at 0.01 level of significance. It is inferred that monthly income does not influence the attitude of the respondents towards their work. The employees’ role is

highly concentrative towards their enrichment of their work culture and participation for the purpose to attain the desire course of action.

## **6. POLICY IMPLICATIONS, CONCLUSION AND DIRECTIONS FOR FUTURE RESEARCH**

The organization has to identify and utilize the standardized scales to assess the level of emotional intelligence among the employees to create an awareness of individual strengths and weaknesses with the available specific working environment. Organization should attempt to employ leaders across the sixteen different personality types, which will help and ensure representation of different strengths and weaknesses throughout the organization. The organization should conduct various programmes with highly specialized individuals related to Emotional intelligence which in turn increases the emotional capacity flexibility among the employees. Today emotional coping is a major drastic situation and problem in most of the organizations. Employees are unable to face and even hurt by simple emotional situations which they have to face in their day to day work life. The pleasant working environment with better leadership will decrease the drastic situation and leads to sustainable growth of the organization.

Innovative programmes in soft skill development, psychological understanding awareness programmes, training the employees to work in emotional situations, classes to the managerial cadre employees in emphasizing the appropriate strategies in their work and work attitude, and on emotional intelligence may be practiced in the industry especially in the managerial cadres and immediate down to cope and manage the emotional situations faced by them with their employees. Such programme not only helps to handle employees but also will help them to have a smooth life.

Personality development programmes can be organized with highly skilled resource previous for the managers for their flexible understanding of situation and its development. The findings show that personality had a significant influence over the emotional intelligence of the managers. Thus it is important for the organization to concentrate over the personality development of the managers for better work atmosphere. The organization has to inculcate certain efforts to build skill in EI throughout the organization also to be done in certain intervals regularly. Board members and their teams have to begin their assessment and skill-building activities around EI and individuals and groups throughout the organization and initiate various aiding activities and processes to enhance the emotional competency of the organization and its members. A modernized feedback survey must be developed which should also include the Emotional Intelligence of all employees and helps individuals and groups to assess their current level of performance and receive their own development and suggestion indications for enhancing performance.

Emotional competencies must be included from the foundations for selection, assessment and development activities. The same must be integrated into performance review and succession planning processes, and protocols for that selection have to be modified to include certain appropriate emotional competencies. Organization should consider focusing on providing employees with creative solutions around work life policies, especially female employees, as these groups consider as and important even though they have better emotional intelligence compared to men employees. The organization should find out a person's ability to perceive, identify, and train the employee to manage the emotion that provides the basis for the kinds of social and emotional competencies that are important for sustainable success in almost any of its job.

Emotional intelligence comprises a large set of different abilities that have been focused by researchers for many years as important one for success. Thus, another way to measure emotional intelligence or competence is through tests of specific abilities in the leadership level with flexible appraisal. The personality development across the human life course is a complex and multilayered affair and time taken process. The guiding framework of this research suggests that personality develops as a dynamic constellation of dispositional traits, characteristic goals and motives, and integrative work life. According to the working nature, protocol nature of the work, individual self profile and academic nature, age, service, experience specialization and their designation team oriented developmental programmes must be regularly undertaken in order to have the sustainable smooth running of the organization.

The present research is providing more in-depth understanding of the effects of employee work attitudes and personality types on emotional intelligence, such as self awareness and self-regulation. So, the Greater insights might have taken on identifying the factors behind the relationship between employee work attitudes and personality development may assist HR professionals to enhance the essential people side of the job in a highly competitive. This study focuses on exploring the emotional intelligence of the employees and its relationship with personality types of the employees among them in managerial and supervisor's cadre. This heading concentrate about the conclusion of the study based.

Further, it is concluded that a moderate level of emotional intelligence is prevailing among the employees of the Bharat Heavy Electrical Limited, Trichirappalli. Among the respondents the demographic variables namely age, gender, experience, designation, marital status and monthly income had a significant influence on the level of emotional intelligence of the employees. Further, the study also concludes that there is a significant inter relationship was found between the factors of emotional intelligence and there is a significant relationship found among factors of personality types of the employees.

Beside, the study also concluded that personality type had a significant influence over the emotional intelligence of the employees. It also accepts that conscientiousness was found to be best predictor of emotional intelligence followed by agreeableness and extraversion personality traits of the employees of all the people we have studied at work we have found that 90% of top performers are also high emotional intelligence on the flip side, just 20% of bottom performers are high in emotional intelligence you can also be a top perform without emotional intelligence but the chances are slim.

## **7. DIRECTIONS FOR FUTURE RESEARCH**

Indeed, there is an avenue at large preview on this perspective over to design the analysis into extend from. They may be also a research gap for the study. It entails the following:

- A correlation study can be carried out between personality types, emotional intelligence and leadership styles will improved the depth of understanding.
- The comparative study of Emotional Intelligence may also be carried out between different modes of employees.
- Further elaborate exploratory study can be done to see the effect of Emotional Intelligence on various dependent variables such as job satisfaction, employee morale, employee productivity, organizational climate with improve the understanding of EI among the organizations.

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