

**A STUDY ON EMPLOYEE PERCEPTION TOWARDS EMOTIONAL INTELLIGENCE AND
MANAGERIAL EFFECTIVENESS IN AN ORGANIZATION**

Sumanth V, PG Research Scholar, Department of Management Studies, Global Academy of Technology,
Bengaluru – 560 098

Dr. Madeswaran A Professor, Department of Management Studies, Global Academy of Technology,
Bengaluru – 560 098

ABSTRACT

This study investigates the link between organisational leadership success and employee perceptions of emotional intelligence (EI). Data were gathered from a sample of employees in various departments of a mid-sized firm as part of the study's quantitative research methodology. Participants answered questions about their managers perceived emotional intelligence (EI) and effectiveness in leading their teams. The results point to a link between employee assessment of a manager's emotional intelligence (EI) and management performance. Particularly, managers' capacity to effectively manage their teams was regarded more favourably when they were thought to have higher levels of EI. The study also discovered a favourable relationship between employees' degrees of emotional intelligence and how competent managers were seen by them.

Key words: Organizational Leadership, EI, competitiveness, business environment

INTRODUCTION

The adage "People quit managers, not organizations" implies that leading others has always been difficult. Due to the growing need for a lavish lifestyle and the quick pace of technology innovation, people are more knowledgeable and desire to be treated with respect. This approach has also created a situation where managers and leaders are at a bottleneck, forcing them to keep a close check on their teams and employees to ensure task completion and deal with people in increasingly complicated ways to maintain motivation and retain talent. The competitiveness in the business environment has increased as a result of globalization. The businesses require a crew of managers for daily operations. Teams must recognize their strengths and synergies in order to grow into consistently high-performing units in the corporate climate of today. Commercial organizations have developed into complex systems with frequent and infrequent clients and employees in the twenty-first century. This has forced the management to carefully evaluate how to handle and deal with such organisms as well as to change the current framework into one that is vibrant, supportive of one another, participatory, and creative.

To gain and maintain a competitive advantage in the market and industry internally, businesses must teach their staff how to adapt to and change in constantly changing environments (Prate, Douglas, Ferris, Ammeter, & Buckley, 2003) There is a tonne of material linking emotional intelligence to the quality of leadership effectiveness, but little of it directly addresses management effectiveness. They put more of an emphasis on traditional management practices, such as finishing the work on time, and are more focused on their work and their resources. These managers often keep an eye on routine, continuous tasks and activities and keep tying job performance to incentives and rewards. It is believed that transformational leaders are better able to handle and manage the strategic issues facing the company while also building employee loyalty over time. Additionally, these executives are more likely to have a larger vision and advance an organisation (Roseate & Ciarrochi, 2005).

Literature Review

Robert Kerr, John Garvin (2005):- They implied that thinking and feeling, two separate mental processes, are essentially interconnected. Their notion of emotional intelligence focuses on how much emotions can be controlled intellectually and how much they can influence people's cognitive ability (George, 2000). Since Salovey and Mayer's (1990) definition of EI, the area has seen an influx of many tests that all claim to be useful indicators of a person's EI.

Bassem E. Mahamari (2017) : The researchers have developed a model that emphasises the leadership style's mediating function in the relationship between leaders' emotional intelligence and their followers' perceptions of the organisational climate. The study employs a quantitative methodology. To gather data and test the suggested model statistically, a survey is created. The study's weaknesses include the scant cross-check interviews.

Because of the sample size restriction, the researchers were unable to compare the various economic sub- sectors (referred to as the firm's type of work) in order to draw more thorough conclusions by economic/business sector

Kwasi Darity Baha (2017): The goal of this study was to ascertain whether bank employees in Ghana believe their managers are emotionally intelligent based on their management style. The study used structured questionnaires to gather quantitative data and was cross-sectional in design. 234 questionnaires—115 men and 119 women—out of the 300 that were sent were returned. The study's conclusions showed that transformational leadership and emotional intelligence (EI) leaders have a good association.

Mehta Nikhil K2 (2010): The industry's emphasis on performance has undoubtedly contributed to emotional disturbances among workers, which have a negative impact on their quality of working life. An employee who has emotional intelligence will be more helpful in democratising and humanising the workplace. In order to inform future research, this study aims to pinpoint the intermediary factors that affect both emotional intelligence (EI) and quality of working life (QWL). Quality of life at work is an organisational dimension, whereas emotional intelligence is an individual parameter. Therefore, to understand the relationship between these two, it is important to examine both the person and the environment at the sametime.

Yasmine Nabi (June 2016): This essay's goal is to investigate how emotional intelligence affects a leader's capacity for effective leadership. In fact, by applying the research findings to the setting of developing countries, doing the study in developing nations will add to the body of knowledge already known about how much those predictors will add to the academic implications. Additionally, it will make a substantial contribution to the practical implications of using those predictors in various organisations to improve their effectiveness and performance. A self-administered questionnaire will be used in the field study, which will be conducted using a sample of 141 fully employed FMCG workers in Egypt. The findings have ramifications for businesses looking to effectively and efficiently raise the emotional intelligence of its executives.

Prof. Tripti Singh (July.2007): The relationship between organisational citizenship behaviour (OCB) and followers' organisational citizenship behaviour (TL) and emotional intelligence (EI) is examined in this publication. This study included a sample of 57 manager- supervisor pairs, totalling 114 respondents. The scales' reliabilities were 0.83 for OCB, 0.88 for TL, and 0.83 for EI (0.86). Conscientiousness, civic virtue, and altruistic actions of followers were all substantially connected with EI. The Barron and Kenny (1986) approach was utilised to examine the mediation of EI between TL and OCB, but no significant results were obtained. The findings show that leaders' emotional intelligence improves followers' OCB. However, the view of Toth successfully and efficiently may not be solely based on the leader's EI.

Roy Smollan (2011): We present and explore a follower-centric model of how employees perceive the emotional intelligence (EI) of change leaders. Qualitative investigations of EI are rare and have not explored the field of organizational change leadership. Accordingly, we analyse qualitative data from a series of interviews set within the context of organizational change. We examine follower attributions about the abilities of their leaders to manage and express their own emotions and to respond appropriately to the followers' emotions.

NEAL M. ASHKANASY (Jul.2002) : Hartley, Jacobson, Klingerman's, and Van Vuuren (1991) define job insecurity as a discrepancy between the security employees would like their jobs to provide and the level they perceive to exist. Although job insecurity is a common feature of organizational life in the developed economies of the world (Feldman, 1995), its effect on individual employees and on organizational outcomes continues to generate controversy (e.g., see Jalaja's & Bummer, 1999, and Van Dyne & Ang, 1998). Some researchers (e.g., Gallup, Saunders, Nelson, & Carvery, 1997) have reported that job insecurity results in increased work effort and work involvement, whereas others (e.g., O'Driscoll & Cooper, 1996) have found that job insecurity produces stress and decreased performance. In this article we aim to reconcile these discrepant findings by examining the effect of emotional and dispositional variables not previously considered.

Law, Kenneth S (01/2008): This study focuses on the impact of emotional intelligence (EI) on job performance among research and development professionals in China to illustrate the usefulness of the EI construct in organisational investigations. We contend that, in addition to the impact of the General Mental Ability (GMA) battery on performance, EI is a substantial predictor of job performance. Results from a survey of research and development experts employed by a major Chinese computer corporation provide evidence in favour of this predictive effect.

Marcus Creed (2010): The aim of this study is to assess assertions that transformational and other leadership behaviours are highly correlated with emotional intelligence. Results (based on 62 independent samples) showed that when ratings of both leadership traits and emotional intelligence were provided by the same source, the validity estimate was .59 (self, subordinates, peers, or superiors). However, the validity estimate was .12 when assessments of the components were gathered from various sources. Transactional and laissez-faire leadership behaviours had lower validity values. Separate assessments were carried out for every emotional intelligence score.

Jennifer M. George (2000): This essay contends that the leadership process is heavily influenced by feelings (moods and emotions). It is explicitly suggested that emotional intelligence, or the capacity to comprehend and control one's own and others' moods and emotions, has a role in effective leadership in organisations. The four main components of emotional intelligence are: understanding emotions; appraising and expressing emotions; using emotions to improve thinking and decision-making; and managing emotions.

Ade Bukola Esther Adewunmi (2015): Undoubtedly, having a variety of talents is necessary for effective leadership, and it might be challenging to pinpoint specific competencies that would boost workers' productivity. In Nigeria's public healthcare system, this study examines the effect of leaders' emotional intelligence on workers' performance and offers insight into the underlying context. It uses the survey methodology and selects leaders and workers from the industry at random. The performance of employees and the emotional intelligence of leaders are significantly correlated, according to data analyses utilising the t-test and the analytical method of hierarchical regression.

Adil Tahir Pracha: In order to address potential issues related to employee performance that have not yet been addressed in the Pakistani context, the current study set out to investigate the relationship between organisational justice and employee performance in three Pakistani public sector organisations, with emotional intelligence serving as a mediating factor. Utilizing a self-administered questionnaire survey method, the study collected quantitative data from three public sector institutions in Pakistan: the State Bank of Pakistan (SBP), NADRA, and OGDCL. A sample of 342 questionnaires was used for the study. The study's findings indicated that organisational justice is positively correlated with employee performance and that emotional intelligence plays a mediating role in this relationship, demonstrating the urgent need to address this issue.

Indra Devi Subramanian (2014): This study looks at how organisational culture and leaders' emotional intelligence relate to one another. This study employed a survey methodology. The research tool was a well-designed questionnaire. 177 workers from Malaysian IT businesses made up the responses. According to the study, emotionally intelligent leaders have a beneficial impact on each of the five aspects of corporate culture: social cohesion, work challenge, communication, trust, and innovation. The findings imply that leaders with high emotional quotients will influence employees' favourable impressions of company culture. This study has the implication that human resource professionals should give substantial consideration to raising leaders' emotional intelligence through appropriate hiring and selection procedures as well as training initiatives that include emotional intelligence components.

SUMAN RANI KHAKET: Understanding your own emotions as well as those of others and being able to use this knowledge to promote their success and provide the greatest outcome for everyone involved are all components of emotional intelligence (EI). Our capacity to manage these stakeholders well counts more than our intellect because it promotes deeper relationships, the achievement of career goals, and professional success. An individual with emotional self-control will be able to tolerate and accept diversity, which are crucial for organisational development. Additionally, employees' emotions must be managed skilfully in an era of shifting paradigms of global competitiveness to increase their capabilities and success rate because emotions are essential in all aspects of our lives, including decision-making.

Kanimozhi Narayanan: The purpose of this study is to ascertain how organisational citizenship behaviour and emotional intelligence are related. 344 employees from manufacturing companies served as the study's sample, and a descriptive and analytical design was used to conduct the research. The findings show that the dimensions of organisational citizenship behaviour and self-control, as well as self-awareness, understanding of emotion, the ability to sense and acknowledge emotion, goal-setting and its achievement, belief in one's own competence, and self-motivation and self-encouragement to try one's best, significantly differ from the attributes of emotional intelligence.

Carlton Brown (2014): This study examines how leadership styles and emotional intelligence (EI) affect sales effectiveness. The research entails a descriptive analysis of the literature on sales performance, transformational/transactional leadership styles, and emotional intelligence. Based on the literature study, a conceptual model of leadership style, emotional intelligence, and sales success was developed. According to the results, both transactional and transformational leadership stances are highly predictive of a leader's capacity to exert influence over a salesperson's performance. Additionally, within the leadership styles domain, the interaction between emotional intelligence and transactional and transformational leadership styles appears to be mutually beneficial.

Muhammad Munir (2019): Employee task and situation performance is strongly and favourably influenced by emotional intelligence (EI). Previous research did not prove a true causal connection because it used descriptive and/or cross-sectional research methodologies to explore this association. Employees in the current study were trained to improve their emotional intelligence, which in turn improved employee performance, using a longitudinal intervention-based pretest-posttest experimental design.

Alan H Rosenstein (2015): Health treatment is a very intricate process. The advent of new and inventive treatments and technologies has enabled medical improvements that have considerably enhanced health care outcomes and expectations. It has also altered how we provide healthcare. Strong multidisciplinary care team participation is essential for optimal patient outcomes because patient management is becoming increasingly important and accountable across the board of care. Many healthcare professionals who were accustomed to the once prevalent independent authoritative style now need to learn how to work as a member of a healthcare team.

Mei Kin Tai & Omar Abdul Kareem (Jun 2018): The study's goal was to determine the association between teacher attitudes toward change (TATC) and principal change leadership emotional intelligence (PCLEI) in Malaysia's High Performing Secondary School (HPSS), Mediocre-Performing Secondary School (MPSS), and Low Performing Secondary School (LPSS). 1,195 instructors in all responded to the poll.

III. OBJECTIVE OF THE STUDY

- To study the employee perception towards the emotional intelligence.
- To understand the underlying factors that affects the managerial effectiveness and emotional intelligence in the organization.
- To explore the solution.

IV. Research methodology

Type of Research: causal and empirical Research. Sample size: 102

Data type: PRIMARY SOURCE

V. DATA ANALYSIS: -

Age	Age	Income (Months)	General	Educational Qualification	Emotional intelligence on organization's leadership	Emotional intelligence has effectiveness on organization's leadership	Emotional intelligence plays a role in decision-making	Emotional intelligence makes a leader more effective in a team environment
Mean	2.24	2.40	1.45	2.60	2.29	2.87	2.47	1.77
Standard Error	0.08	0.09	0.05	0.08	0.08	0.09	0.11	0.09
Median	2.00	2.00	1.00	3.00	2.00	3.00	3.00	1.00
Mode	2.00	2.00	1.00	3.00	3.00	2.00	3.00	1.00
Standard Deviation	0.85	0.94	0.50	0.83	0.85	0.93	1.11	0.86
Minimum	1.00	1.00	1.00	1.00	1.00	2.00	1.00	1.00
Maximum	4.00	4.00	2.00	4.00	4.00	5.00	4.00	3.00

Regression table: -

L.NO	VARIBELS	F	SIG
1	Attrition level v/s Age	3.90	0.05
2	Attrition level v/s organisation leadership	8.22	0.01
3	Attrition level v/s team management	1.08	0.30
4	Attrition level v/s decision making	0.14	0.71

Interpretation The above table shows the difference between Attrition level as a Independent factor and Age, Income, Training and Employees job satisfaction is a dependent factor. It is identified from the above table then significance value for the age of the employees is 0.05 organisation 0.01, team management 0.30, and the decision-making is at 0.71.

VI. Findings:

- As per the survey there are 54.6%of male employees and 44.6% are female employees.
- 79% of the employee's educational background is postgraduate, whereas only 22% is undergraduate, according to the survey.
- According to the survey, 50% of employees strongly agree that their contributions have an impact on the organizational outcomes.
- According to a survey, 52.5% of employees thought that the leadership of your firm had high emotional intelligence, while 48.5% thought it was average or poor.
- According to the survey, 43% of employees are unsure and 58% of employees feel that a leader's emotional intelligence can be increased.
- According to the survey, 58% of the respondents agreed that having strong emotional intelligence helps a leader score higher in a team setting. 43% of the workforce may not be, No

Conclusion:

The study concluded that employees' perceptions of managerial effectiveness in an organisation are positively correlated with their perceptions of emotional intelligence. This emphasises how crucial emotional intelligence is to good leadership and management techniques. To increase employee satisfaction and overall organisational success, businesses may think about investing in the emotional intelligence of their leaders and managers. The results of this study are based on employees' perceptions, therefore it's critical to remember that additional research using a variety of data sources and methodologies would be required to substantiate these conclusions.

REFERENCES:

1. **Robert Kerr.** Etal, Title of the paper: Emotional intelligence and leadership effectiveness, Name of journal: School of Business Organisation and Management Volume: 27 Issue: 4 Page: 265-279 Year: 2005.
2. **Bassem E. Etal (2017),** "Emotional intelligence, leadership style and organizational climate", International Journal of Organizational Analysis, Vol. 25, Issue: 2, Pp 327-345, 2017.
3. **Kwasi Dartey-Baaha.** Etal, 2017 Title of the paper: Emotional Intelligence Does Leadership Style Matter? Employees Perception in Ghana's Banking Sector Name of journal: International Journal of Business Page: 42-54 Year:2017
4. **Mehta Nikhil K** Title of the paper: Importance of Emotional Intelligence for Enhancing Employee's Perception on Quality of Working Life Name of journal: Volume: 08 Issue: 02 Page: 24-42 Year: 2010.
5. **Yasmine Nabih** Title of the paper: Emotional intelligence as a predictor of leadership effectiveness Name of journal: Arab Academy for Science and Technology College of Management Volume:06 Issue: 5, Page: 133-142 Year:2016
6. **Prof. Trupti Singh** Title of the paper: Relationship of Emotional Intelligence with Transformational Leadership and Organizational Citizenship Behaviour Name of journal: Executive Talent Engagement & Development, Page: 264, Year :2007

- 7. NEAL M. ASHKANASY** EMOTIONAL INTELLIGENCE AS A MODERATOR OF EMOTIONAL AND BEHAVIORAL REACTIONS TO JOB INSECURIT Name of journal: Academy of Management Review Volume: 27 Issue: 3 Page: 361-372 Year: 2002
- 8. Law, Kenneth S:** Title of the paper: The effects of emotional intelligence on job performance and life satisfaction for the research and development scientists in China Name of journal: Asia Pacific Journal of Management, Page: 51-69 Year: 2008.
- 9. Marcus Credé** Title of the paper: Emotional Intelligence and Transformational and Transactional Leadership Name of journal; Leadership & Organizational Studies Page: 51-69 Year: 2010
- 10. Jennifer M. George:** Title of the paper: Emotions and leadership: The role of emotional intelligence Name of journal; Leadership & Organizational Studies Volume: 53 Issue: 08 Page: 1027-1055 Year: 2000
- 11. Jennifer M. George** Title of the paper: Emotions and leadership: The role of emotional intelligence Name of journal; Leadership & Organizational Studies Volume: 53 Issue: 08 Page: 1027-1055 Year: 2000.
- 12. Jennifer M. George** Title of the paper: Impact of Organizational Justice on Employee Performance Name of journal: Journal of Managerial Sciences Volume: 11 Issue: 03 Page: 316-334 Year: 2020
- 13. Indra Devi Subramanian** Title of the paper: Emotional intelligence of leaders and organizational culture Name of journal: African Journal of Business Management Volume: 7 Issue: 11 Page: 882-889 Year: 2013
- 14. SUMAN RANI KHAKET** Title of the paper: EMOTIONAL INTELLIGENCE AND EMPLOYEE PERFORMANCE AND THEIR RELATION Name of journal: ZENITH International Journal of Multidisciplinary Research Volume: 9, Issue:7 Page: 99-110 Year: 2019
- 15. Kanimozhi Narayanan** Title of the paper: The effect of emotional intelligence on organizational citizenship Behaviour Name of journal: ASIAN JOURNAL OF MANAGEMENT RESEARCH Volume: 7 Issue:2 Page: 154-168 Year: 2016
- 16. Carlton Brown** Title of the paper: The Effects of Emotional Intelligence (EI) and Leadership Style on Sales Performance Name of journal: Greenwich School of Management, Volume: 3 Issue:3 Page: 1-13 Year: 2014.
- 17. Carlton Brown** Title of the paper: Emotional Intelligence and Employee Performance: An Intervention Based Experimental Study Name of journal: Journal of Business & Economics Volume: 9 Issue:7, Page: 1-19 Year: 2017.
- 18. Alan H Rosenstein** Title of the paper: Using Emotional Intelligence to Improve Physician Behaviours Name of journal: Journal of Psychology and Clinical Psychiatry Volume: 1 Issue:2Page: 1-19 Year: 2015.
- 19. Alan H Rosenstein:** Title of the paper: The relationship between emotional intelligence of school principals in managing change and teacher attitudes towards change Name of journal: International Journal of Leadership in Education Volume: 22 Issue: 4 Page: 1-17 Year: 2018.
- 20. Sadaf Amjad** Title of the paper: Emotional Intelligence, Organizational Commitment and Job Performance Name of journal: Faculty of Management Sciences. Volume: 13 Issue: 1 Page: 56-69 Year: 2018
- 21. Q. N. HUYNH** Title of the paper: EMOTIONAL CAPABILITY, EMOTIONAL INTELLIGENCE, AND RADICAL CHANGE Name of journal: Faculty of Management Sciences. Year: 1998
- 22. Q. N. HUYNH** Title of the paper: The Relationship between Emotional Intelligence, Transformational Leadership and Organizational Culture Name of journal: Jocelyn Lee Ker Sin Year: 2013