

IMPACT OF EMOTIONAL INTELLIGENCE ON EMPLOYEES' PERFORMANCE AND ORGANIZATIONAL COMMITMENT

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ABSTRACT:

Emotional intelligence refers to the capability of a person to manage and control his or her emotions and possess the ability to control the emotions of others as well. In other words, they can influence the emotions of other people also. Emotional intelligence is a very important skill in leadership. It is said to have five main elements such as - self-awareness, self-regulation, motivation, empathy, and social skills. The objective of the study is to analyse the impact of emotional intelligence on employee's performance and organizational commitment. The sample taken for this study is 132. Descriptive research type is used. Convenience sampling techniques were used for the study. Percentage analysis, Chi Square Test and Correlation tools are used. Primary data and secondary data have been used to collect the data. It is found that 47.5% of the respondents are neither agree nor disagree towards the fear on job security. It is suggested that the organization must facilitate job security for the employees in order to reduce fear about the job. The researcher from the study concludes that emotional intelligence is linked at every point of workplace performance and it is of utmost importance nowadays.

Hence, to be successful in life Emotional intelligence plays a vital role.

Key words: *Employee's Performance, Motivation, Emotional Intelligence.*

1.1 INTRODUCTION:

Emotional intelligence

Emotional intelligence refers to the capability of a person to manage and control his or her emotions and possess the ability to control the emotions of others as well. In other words, they can influence the emotions of other people also. Emotional intelligence is a very important skill in leadership. It is said to have five main elements such as - self-awareness, self-regulation, motivation, empathy, and social skills.

Definition

According to Dr Goleman, 'emotional intelligence is defined as a set of skills or competencies, which provide human resource professionals, managers, and anyone in the world of work, with a comprehensive tool to define, measure and develop emotional skills'. Emotional intelligence can also be defined as the capacity to recognize our own feelings and those of others for motivating ourselves and managing emotions well in our social interactions.

Peter Salovey and John D. Mayer have been defined emotional intelligence as, “the subset of social intelligence that involves the ability to monitor one's own and others' feelings and emotions, to discriminate among them and to use this information to guide one's thinking and actions”.

Benefits of Emotional Intelligence:

Judicious applications of emotional intelligence can lead to the following results:

- ✓ Understanding and enhancing emotional intelligence enhances management skills.
- ✓ It can provide team effectiveness.
- ✓ It assists managers to have flexible planning.
- ✓ Emotional intelligence assists managers in motivating others.
- ✓ Better decision-making comes from a balance between head and heart.
- ✓ It can help a person achieve a whole range of career development factors such as leadership, decision-making, open communication, trusting relationship and customer loyalty.

Psychological Dimensions of Emotional intelligence:

An emotionally balanced worker is more required for modern industrial organisations to be competitive and target oriented that in par with the requirement of the market economy. Emotionally balanced workers have the attributes of emotional intelligence, that includes self-awareness, self-confidence, transparency, adaptability, optimism, empathy, inspirational leadership and conflict management, mark the employees who excel. This

indicates that the emotional intelligence rest on the pillars of Competency, Maturity and Sensitivity.

- ✓ Emotional Competency: this indicates one's the ability and capacity to effectively respond to emotional stimuli elicited by various situations, having high self-esteem and optimism etc.
- ✓ Emotional Maturity: this indicates one's the ability and capacity to effectively evaluate emotions of oneself and others, balancing state of heart and mind, adaptability and flexibility etc.
- ✓ Emotional Sensitivity: this indicates one's the ability and capacity to effectively understanding intensity of emotional arousal, managing the immediate environment etc.

1.2 STATEMENT OF THE PROBLEM:

Every organization aims to reach at the level of optimum productivity. Certainly, skillful and competent human force is one of the most important elements that help organization to achieve their goals, because human force plays a noteworthy role in changing the level of productivity. The management of any concern is increasingly interested in ways to attract, retain, and gain commitment from their employees. This interest is created in part because high turnover rates and the lack of commitment negatively affect the provision of care and the bottom line in their organizations. In a quality and cost-conscious environment, the management needs to find effective, efficient and sustainable solutions for these difficult issues. Emotional intelligence is a topic of growing interest in organizations and research. Most people in organizations today undergo imbalance in personality and work life balance. So, the study is

undergoing to analyses the impact of emotional intelligence on employee's performance and organizational commitment.

1.3 OBJECTIVES OF THE STUDY

Primary objective

- ✓ To study on impact of emotional intelligence on employee's performance and organizational commitment.

Secondary objectives

- ✓ To understand the type of emotion experienced at work place
- ✓ To ascertain the effects of emotion on job practices
- ✓ To evaluate the impact of emotional intelligence on job performance
- ✓ To identify the strategies for management of emotional intelligence in the work place
- ✓ To obtain suggestions from the respondents to improve the emotional intelligence in the work place.

1.4 INDUSTRY PROFILE

FRUIT JUICE MARKET IN INDIA

The fruit juice market in India has been growing steadily and with the increase in health conscious consumers, the market is expected to get a boost. Among the major segments in the market namely fruit drinks, nectar and 100 percent fruit juice, the fruit drinks market accounts for the maximum market share. The rising consumption of packaged products reflects the demand for the organized juice market. Man eats food for living in the world the different kinds of food given strength to the man for doing work. These fruit is used

as a food. Fruits have a form of nutrition value. Fruits contain vitamins the fruits are broadly divided into two categories. Some fruit are used as food as some others are not used as for food. The fruits develop seeds and may aid in their propagation. Fruits are production from flow and they are ripened very or ovaries of a plant together with adjacent hiss fruits are hasty on pulpy in character often juice usually sweet fragrant aromatic flowers. Fruits are also called "productive food group" it's vital protective nutrients protect the body against infection and disease of various kinds and ensure physical efficiency. Fruits are in moisture, carbohydrates, protein, fiber content and acidity and also in vitamin. More attractive and enjoyable by the variety of colors text turns and flowers they provide.

1.5 COMPANY PROFILE

Paiyur Fruits

Paiyur Fruits has been founded by Mr. Madhavan in 1996. This Paiyur Fruits was a in starting faced many of issues and problems. But it was most helpful to solve these issues in future and got well experience in this field. After did successful business of 7 years started Anandam Agro in 2005. In 2006 mango season make planning and projects to avoid manual fruit washing and fruit cutting. At that time make machines with our machinery suppliers automatic Fruit Washers and De-Stoners for cutting of fruits automatically. It has been increased our production volume also. In that same time foreign buyers are expecting nil black speck so at that time installed Decanters for removing nano meter size of black specks.

Then in 2007 Maha Foods had been started and next year in 2008 Devadharshan Foods has been started. In 2009 we're planned to avoid ripening in open places and planned to upgrade new solutions. So planned to make automated ripening chambers. Made project and build all units. In that time of 2010, some middle east countries are moved Canned Product to Aseptic Product. So, in 2011 Pavithran Aseptic has been started with all advance Aseptic machineries. Aseptic Sterilizer, Evaporator and Filler Imported from Manzini, Italy. In upcoming years, it is planned to install automatic canning filler, automatic can reformer and making some plans to produce its boiler energies from our wastages.

Infrastructure

Mango Garden Infrastructure & NH-& Salem - Bangalore main Road, From Bangalore 110Kms & Chennai 370Kms.

Quality

ISO 9001:2008 certified.

Basic Information

Year of Establishment: 1996

Legal Status of Firm : Public Limited Company

Nature of Business : Exporter

Number of Employees : Nearly 350 People

Machines

1.Fruit Ripening Chambers:

Natural Fruit Ripening and avoiding fruit damages & human handling

Paiyur Fruits is having 5 ripening chambers, capacity each 150 Mts/day.

2.Fruit Washer:

Avoiding Manual Fruit Washing

Capacity 6Mts/Hr.

3.Tip Cutting Belt Conveyor:

Avoiding Manual Fruit Handling from fruit washer to de-stoner

Tip Cutting & Removing any small Damaged fruits

4.De-Stoners (Avoiding Manual Fruit Cutting):

Avoiding Manual Fruit cutting

Paiyur Fruits is having 2 Nos of De-Stoner, capacity each 6Mts/Hr

5. Screw Conveyors:

Sending outside of processing hall for the waste fruit slices and seeds

This waste material automatically loading to the trucks.

6. Pre-Heaters

Fruit pulps low heating for sending to De-Canter

Paiyur Fruits is having 2 Nos of Pre-Heaters, capacity each 6Mts/Hr

7. De-Canters:

Removing Black Specks for very good quality of pulp from imported De-Canters.

It's running 4000 rpm, so it's removing nano meter size of black specks.

Paiyur Fruits is having 2 Nos of Decanters (Alfa Laval 1 No & Pennwalt 1 No – each 6MTS/Hr)

8. Spirow Flows:

Pulps heating without opening

Avoiding open kettles for heating and maintaining natural flavor.

Capacity 6Mts/Hr each.

Paiyur Fruits is using food grade SS for our all equipment's, pumps, tanks and pipe lines.

Quality Policy / Processes

Good Manufacturing Practices is the motto of "Paiyur Fruits". Its plants are up-to-date, well maintains and we follow the highest hygiene standards. Its plants are HACCP Certified from SAI Global, Australia since from 1999. Its technicians are well trained and experienced in all the aspects of production, maintenance and quality assurance. It also takes assistance of experts to ensure top quality processes and products. Hourly checks are carried out to ensure flawless functionality. Immediate corrective measures are carried out on detection high quality end products. In addition, its finished product is analyzed with extreme care before clearance by its quality assurance staff, a mandatory procedure in the company. It traces back system allows us to identify the filler machine, time of filling and operator for each can that is filled.

2.1 REVIEW OF LITERATURE:

¹**Huynh Thi Thu Suong** - Although a lot of research on job creativity has already been conducted from a psychological viewpoint, there is a limited number of studies considering work stress and emotional intelligence as higher order constructs when investigating their impacts on employee creativity. This research aims to examine how emotional intelligence and work stress affect job satisfaction, and whether satisfaction and emotional intelligence enhance employee creativity. By analysing PLS-SEM with higher-order constructs for a sample of 207 lecturers at

Vietnamese universities of economics, the results revealed a negative impact of work stress and a positive impact of emotional intelligence on job satisfaction. Besides, the positive influences of job satisfaction and emotional intelligence on employee creativity are also supported. This investigation highlights the importance of developing emotional intelligence and controlling work stress to enhance job satisfaction and creativity in the context of Vietnamese universities.

²**Jessica Franziska** - Sale associates need emotional intelligence (EI) in dealing with job stress and perceived job satisfaction. So far, there has been no research that explains the effect of job stress on job satisfaction with EI as a mediating variable in the sales associate profession. This study examines EI's role in managing job stress allows sales associates to achieve job satisfaction. The population in this study is comprised of sales associates in Jakarta-Indonesia, who work in malls that target middle to upper-class level customers, with a sample size of 100 respondents. The sampling technique used was accidental sampling; the analysis uses the simple mediation model with the macro process through SPSS process 22.0 for Windows using ordinary least squares and logistic regression path analysis modeling. The finding reveals that the higher the level of EI, the stronger the extent to which the relationship between job stress and job satisfaction is mediated.

³**Setiawan, L** - Different from previous studies, this paper provides a new research framework with two high-order constructs of emotional intelligence and work stress. We consider work stress to be a higher

order construct that includes both challenge and hindrance stressors. Similarly, emotional intelligence is conceptualized as a higher-order construct consisting of self-emotional appraisal (SEA), others' emotional appraisal (OEA), use of emotion (UOE), and regulation of emotion (ROE). In the context of PLS-SEM, higher-order models cut down structural paths rather than developing ties among many independent and dependent structures (Becker et al., 2012; Polites et al., 2012; Johnson et al., 2012). In addition, higher-order models offer the means to minimize homogeneity between formative indicators. Moreover, most of the previous studies on emotional intelligence, employee creativity, job pressure, and job satisfaction were mainly conducted at companies, but the number of studies for educational institutions/universities is still limited, especially in developing countries.

⁴**Kang, D.M** - Emotional intelligence EI can create pleasure in the workplace, influence efficient management and job satisfaction, and contribute to emotional development. Ealias and George [2012] Rizvan et al. [2016] and Lopez and Extremera [2017] have studied and also shown that EI has a positive effect on job satisfaction. Employees who have high EI are aware and can control emotions well in the workplace and affect job satisfaction. EI is vital for emotional labour and job satisfaction [Knezevic et al., 2021]. EI positively correlates with job satisfaction, creativity, and job performance [Lassk and Shepherd, 2013]. In research conducted by Seyal and Afzaal [2013], it is stated that the dimensions of EI affect job satisfaction. EI is considered a strong predictor of job satisfaction.

Besides, Shooshtarian et al. [2013] found a relationship between EI and employee performance and job satisfaction. Employees with EI and high emotional control abilities will produce high performance and job satisfaction because they are good at assessing and regulating their emotions and aware that emotions affect a person's behavior and work results. Not at all dimensions of EI affect job satisfaction, but only self-awareness, which is important in enhancing job satisfaction. In this case, emotional self-awareness contributes to job satisfaction with public service workers.

⁵**Anitha Rajathi, M. Vedharaman** - Emotional Intelligence is the study of recognizing self and others' emotions in an organization in this paper what are all the main issue has been discussed about this problem how it can be solved by creating a relationship among employees in Dalmia cement. This study addressing descriptive research design with the sample size of 100 and non-probability convenience sampling were used to collect data. Data were collected through standard questionnaire. Emotional Intelligence (EI) has become a topic of vast and growing interest worldwide and is concern with the ways in which we perceive, identify, Understand and Manage emotions. It is an aspect of individual differences in their inter-personal and intra-personal level of EI state in an employee that can impact a number of important outcomes throughout a personal lifespan and also in an organizational environment. One of the existing problems in an emotional Intelligence (EI) is a lack of interpersonal (Social) and intrapersonal (personal) relationship

among employees in an organization. This study has mainly done to overcome the issues only by studying the emotional intelligence factors in an organization like Dalmia cement. This study will find the social relationship impact in an organization and how it can be overcome with help of social skill and self-awareness factor in an emotional intelligence, the findings will be used to analyze how emotional intelligence possible outcomes will be this study is concluded with outcomes that needed for further study.

3.1 RESEARCH METHODOLOGY:

The process of deciding how to systematically design research and conduct it is called Research Methodology. To conduct a market or social research, researcher has to plan out every step from which questions to ask to what analysis method to use, to ensure that researcher gather valid and reliable results from the research.

3.2 RESEARCH DESIGN

Research design refers to the overall strategy utilized to carry out research that defines a succinct and logical plan to tackle established research question(s) through the collection, interpretation, analysis, and discussion of data. Hence descriptive research study is used. Descriptive research can only report what has happened and what is happening.

3.3 DATA SOURCES

The study basically uses primary and secondary data. The study depends mainly on the primary data and secondary data namely the text books, journals, newspapers, magazines and internet.

1. Primary data

Primary data sources can be described as those sources that are closest to the origin of the information. They contain raw information and thus, must be interpreted by researchers. Secondary sources are closely related to primary sources and often interpret them. Examples of primary sources include manuscripts, newspapers, speeches, cartoons, photographs, video, and artefacts. Primary sources can be described as those sources that are closest to the origin of the information. They contain raw information and thus, must be interpreted by researchers. Well-structured questionnaire has been used for the collection of primary data from the respondents.

2. Secondary data

Secondary sources are closely related to primary sources and often interpret them. These sources are documents that relate to information that originated elsewhere. Secondary sources often use generalizations, analysis, interpretation, and synthesis of primary sources. Examples of secondary sources include textbooks, articles, and reference books.

3.4 SAMPLING

Population

The aggregate elementary units in the survey are referred to as the population. Here it covers the entire employees of 250 in the company.

Sample Size

The study based only on the opinion and expectation of employees. Total number of samples taken for the study is 132 respondents.

Sampling Unit:

Sampling unit is Paiyur Fruit Products (P) Ltd., Krishnagiri.

Sample design

Random sampling techniques were used for the study. Random sampling, or probability sampling, is a sampling method that allows for the randomization of sample selection, i.e., each sample has the same probability as other samples to be selected to serve as a

representation of an entire population.

3.5 TOOLS USED

The commonly used statistical tools for analysis of collected data are:

1. Percentage analysis
2. Chi Square.
3. Correlation
4. One-Way ANOVA

ANALYSIS AND INTERPRETATION

4.1 PERCENTAGE ANALYSIS:

This method is used to compare two or more series of data, to describe the relationship or the distribution of two or more series of data. Percentage analysis test is done to find out the percentage of the response of the response of the respondent. In this tool various percentage are identified in the analysis and they are presented by the way of Bar Diagrams in order to have better understanding of the analysis.

$$\text{Percentage of respondents} = \frac{\text{Number of respondents}}{\text{Total respondents}} \times 100$$

Gender	No. of respondents	Percent
Male	92	70.0
Female	40	30.0
Total	132	100.0

INTERPRETATION:

The above table shows that 70.0% of the respondents are male and 30.0% of the respondents are female. Thus, the majority of the respondents are male.

4.2 CHI-SQUARE ANALYSIS:

A chi-squared test (symbolically represented as χ^2) is basically a data analysis on the basis of observations of a random set of variables. Usually, it is a comparison of two statistical data sets. This test was introduced by Karl Pearson in 1900 for categorical data analysis and distribution. So, it was mentioned as Pearson's chi-squared test.

The chi-square test is used to estimate how likely the observations that are made would be, by considering the assumption of the null hypothesis as true. A hypothesis is a consideration that a given condition or statement might be true, which we can test afterwards. Chi-squared tests are usually created from a sum of squared falsities or errors over the sample variance.

Formula

The chi-squared test is done to check if there is any difference between the observed value and expected value. The formula for chi-square can be written as;

$$\chi^2 = \sum (O_i - E_i)^2 / E_i$$

where O_i is the observed value and E_i is the expected value.

Relationship between the gender of the respondents and type of emotion experienced at work place**Null hypothesis (H_0):**

There is no significant relationship between the gender of the respondents and type of emotion experienced at work place.

Alternative hypothesis (H_1):

There is some significant relationship between the gender of the respondents and type of emotion experienced at work place.

Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
Gender of the respondents and type of emotion experienced at work place	132	100.0%	0	.0%	132	100.0%

INTERPRETATION:

As per the above table, it is inferred that the P value is 0.000; it is significant to 5% (0.05) significant level. The minimum expected count is 0.30. Thus, alternative hypothesis is accepted and it is finding that there is some significant relationship between the gender of the respondents and type of emotion experienced at work place.

4.3 CORRELATION ANALYSIS:

Correlation Analysis is statistical method that is used to discover if there is a relationship between two variables/datasets, and how strong that relationship may be.

Correlation Coefficients

There are usually three different ways of ranking statistical correlation according to Spearman, Kendall, and Pearson. Each coefficient will represent the end result as 'r'. Spearman's Rank and Pearson's Coefficient are the two most widely used analytical formulae depending on the types of data researchers have to hand:

$$r = \frac{n(\sum xy) - (\sum x)(\sum y)}{[n \sum x^2 - (\sum x)^2][n \sum y^2 - (\sum y)^2]}$$

Here,

n = Number of values or elements

$\sum x$ = Sum of 1st values list

$\sum y$ = Sum of 2nd values list

 $\sum xy$ = Sum of the product of 1st and 2nd values

 $\sum x^2$ = Sum of squares of 1st values

 $\sum y^2$ = Sum of squares of 2nd values

Relation between the educational qualification on the respondents and impact of emotional intelligence on job performance

Null hypothesis (H₀):

There is no significance difference between educational qualification on the respondents and impact of emotional intelligence on job performance.

Alternative hypothesis (H₁):

There is some significance difference between educational qualification on the respondents and impact of emotional intelligence on job performance.

Correlations

		Age of the respondents	Effects of emotion on job practices
Age of the respondents	Pearson Correlation	1	.404**
	Sig. (2-tailed)		.000
	N	132	132
Effects of emotion on job practices	Pearson Correlation	.404**	1
	Sig. (2-tailed)	.000	
	N	132	132

** Correlation is significant at the 0.01 level (2-tailed).

INTERPRETATION:

The Above table indicates that out of 132 respondents, co-efficient of correlation between experience of the respondents and effects of emotion on job practices is 0.404. It is below 1. So there is positive relationship between experience of the respondents and effects of emotion on job practices.

4.4 ONE-WAY ANOVA:

One-Way ANOVA ("analysis of variance") compares the means of two or more independent groups in order to determine whether there is statistical evidence that the associated population means are significantly different. One-Way ANOVA is a parametric test. This test is also known as: One-Factor ANOVA.

One-way ANOVA is typically used when you have a single independent variable, or factor, and your goal is to investigate if variations, or different levels of that factor have a measurable effect on a dependent variable.

$$F = MSB/MSW$$

In this formula, F = coefficient of ANOVA. MSB = Mean sum of squares between the groups. MSW = Mean sum of squares within groups.

Experience of the respondents and type of emotion experienced at work place

Type of emotion experienced at work place

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	6029.567	3	2009.856	463.787	.000
Within Groups	554.698	128	4.334		
Total	6584.265	131			

INTERPRETATION

The table clearly shows that experience of the respondents on type of emotion experienced at work place has a figure on .000 values and significance around 463.787 levels, then the sum of squares within group between group's values have 554.698 and 6029.567 respectively. Hence, the significant value is less than 0.050 for which the significant percentage is above 95%, hence rejecting null hypothesis. Thus, accepting alternative hypothesis i.e., There is some impact of experience of the respondents and type of emotion experienced at work place.

5.1 FINDINGS:

- ✓ Most of the respondents are male.
- ✓ Majority of the respondents are in the age group of 31 - 45 years.
- ✓ Most of the respondents are married.
- ✓ Majority of the respondents are PG degree.
- ✓ Most of the respondents have below 5-10 years' experience.
- ✓ Majority of the respondents have Rs.15, 001-20,000 as their income level.

- ✓ Majority of the respondents are strongly agreed towards the feel anger in disappointment in work place.
- ✓ Most of the respondents are agree towards the feel of sadness when does monotony work.
- ✓ Most of the respondents are neither agree nor disagree towards the fear on job security.
- ✓ Most of the respondents are strongly agree towards expression of love and affection in the team.
- ✓ Most of the respondents are strongly agree towards the feel of enjoyment in the work place.
- ✓ Majority of the respondents are agreed towards the feel of sympathy among the working people.
- ✓ Majority of the respondents are strongly agreed towards the feel of sympathy among the working people.
- ✓ Majority of the respondents are agreed towards the feel of sense of achievement in the job.
- ✓ Majority of the respondents are strongly disagreed towards the feel of personal involvement in the job.
- ✓ Most of the respondents are strongly agree towards the feel to achieve work goals.
- ✓ Majority of the respondents are agreed towards the feel that depressed due to more work.
- ✓ Majority of the respondents are strongly agreed towards the emotional intelligence leads to increase in productivity.
- ✓ Majority of the respondents are agreed towards the emotional intelligence reduces the grievances and complaints related to work.
- ✓ Majority of the respondents are strongly agreed towards the quality of service to the customers.
- ✓ Majority of the respondents are neither agree nor disagree towards employee morale.
- ✓ Most of the respondents are agree towards the emotional intelligence improves the team performance.
- ✓ Most of the respondents are neither agree nor disagree towards need of self-awareness.
- ✓ Most of the respondents are agree towards the need of adaptability on the working environment.
- ✓ Most of the respondents are disagree towards the building strong relationship management among the peers.
- ✓ Most of the respondents are strongly agree towards the trust and confidence.
- ✓ Most of the respondents are agree towards the need of work life balance.
- ✓ There is some significant relationship between the gender of the respondents and type of emotion experienced at work place.
- ✓ There is positive relationship between the age of the respondents and work environment in the organization.
- ✓ There is some impact of educational qualification of the respondents on effects of emotion on job practice
- ✓ There is some significant relationship between the gender of the respondents and type of emotion experienced at work place
- ✓ There is some significant relationship between educational qualification on the respondents and impact of emotional intelligence on job performance

- ✓ There is positive relationship between experience of the respondents and effects of emotion on job practices
- ✓ There is some impact of experience of the respondents and type of emotion experienced at work place
- ✓ There is some impact of salary of the respondents and effects of emotion on job practices

5.2 SUGGESTIONS

The employees must control their anger through the disappointment in the work place. There should not be any monotony work in the organization to prevent the feel of sadness among the employees. The organization must facilitate job security for the employees in order to reduce fear about the job. There should be unity in the team and the team must ensure to express love affection. The organization must ensure to make enjoy the employees in the work place without affecting the normal course of business. There must be sympathy among the employees to bond as a team to achieve organizational goals. The employees must have felt of the emotionally attached together and it will be helpful to the organization to complete the task in stipulated time period. The employees have the sense to achieve the job and no one should deviate from the organizational goals. The organization must monitor the employees to have personal involvement among them. There should be appropriate work load. There will depression among employees when there is too much work load in the organization. The organization must ensure to have the characteristics of emotional intelligence among the employees since it impacts on

productivity. The complaints and grievances must be redressed by the organization to lead them in positive way. There must be quality of services in all aspects by the employees to the customers. The organization must ensure that there is morale among the employees in the work place. There should be development and growth in team performance for the organization. The employees must have the self-awareness in connection with emotional intelligence in the work environment. The employees must have the skill of adaptability of the environment which turns them to achieve their tasks in all circumstances. The organization must ensure to have a strong team with good rapport to achieve the task mutually. The team members must have trust with each other and have confidence in the work place. The organization must ensure the work life balance among the employees to increase productivity of the concern.

6.1 CONCLUSION:

Emotional intelligence plays an important role for employees in the organization. Handling emotions is an important requirement for a HR for himself and among the employees as well. This will help to increase organizational commitment, improve productivity, efficiency, retain best talent and motivate the employees to give their best. This study on Paiyur Fruit Products (P) Ltd., Krishnagiri confirms that both emotional intelligence and work life balance together create organizational success and develop competitive advantage for organizations. Understanding the potential and the talent that the employees and ensure the difference that employees bring to the work place and value them to make it a part of the organizational

success. The researcher from the study concludes that emotional intelligence is linked at every point of workplace performance and it is of utmost importance nowadays. Hence, to be successful in life Emotional intelligence plays a vital role.

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