

**A STUDY ON EMOTIONAL INTELLIGENCE AMONG GOVERNMENT WOMEN
EMPLOYEES IN TUTICORIN DISTRICT**

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ABSTRACT

Women are multitasker in their lives- mother, wife, daughter, sister and a lot more. And hence are exposed to a lot of emotions. A working woman is exposed to many other more roles- boss, subordinates. A working woman has to develop skills of self awareness, self management, be motivated, feelings of optimism, positivity and internality, empathy and

social skills (collectively called as emotional intelligence) to perform her multiple roles, both at home and at, work place efficiently so as to meet the expectations of both the family members and their organization. Current study focuses on investigating the influence of demographic factors on the level of emotional intelligence among the respondents in Tuticorin city. These factors tested against being determined by their age, job profile, marital status.

Key Words: Emotional Intelligence, working women, empathy, social skills, self awareness, internality, motivation, self management.

INTRODUCTION

Intelligence may be defined as the capacity to understand the world, think rationally, and use resources effectively when faced with challenges (Feldman, 2003, p. 229). Intelligence is tricky and multifaceted concept. Unlike abstract intelligence, which refers to the ability to understand and manipulate symbols, or concrete intelligence, which is measured with IQ tests. Thorndike, as quoted by Landy in 2005, established that intelligence varies according to the life situations in which it works. Goleman (1998), mentions that Intelligence refers to the capacity to solve problems, meet challenges or create valued products. Mayer, Salovey & Caruso (2004), states that, it can be viewed as representing, primarily, the capacity to carry out abstract thought, as well as the general ability to learn and adapt to the environment. Earlier psychologist assumed that there was a general factor for mental ability known as "G" factor. In 1997, psychologist David Wechsler established that different types of intelligence are often categorized according to the kind of information on which they operate. Some of the types of intelligence are: The verbal propositional intelligence works with text in general (from vocabulary thru extended textual passages).

Traditionally, intelligence has been kept separate from emotions and emotions were considered as counterproductive and had no significance in the organizational context. Relevance was only given to academic qualification, job-related skills and intellectual abilities of the employees during the process of their recruitment, selection as well as their assessment and appraisal. It was John Mayer and Peter Salovey who coined the term called "EMOTIONAL INTELLIGENCE". The term emotional intelligence appeared by Daniel Goleman, a science writer for the New York Times and a Harvard trained psychologist in the beginning of twenty century and became famous during the 1990's. Daniel Goleman developed the term of emotional intelligence in his book in 1995's. The book was under the title : Why It Can Matter More Than IQ for Character, Health and Lifelong Achievement.

Daniel Goleman popularized this term in respect to the organization context in 1998. Firstly the concept attracted the attention of corporate America and later on EI is being used as a new yardstick for recruiting, developing and appraising the employees in many organizations especially in western countries. This yardstick focuses on emotion-related skills of the employees and predicts the difference between a star performer and the average performer in the organization. EI has positive impact on various walks of an individual's life like home, school, work as well as in the organization. Successful managers and policy makers not only attract, retain and motivate employees but also keep them involved in strategic and operational decision making by using their talent and intelligence aligning with the organization mission. Over the decades, the term Emotional Intelligence (EI) has emerged globally among the gurus of organizational behavior and industrial psychologists and is given due recognition by the industry. It has become one of the popular topics of discussion for the researchers, scholars, academicians and corporate executives. The concept of Emotional Intelligence is unique and is based on the emotional functioning of an individual. Although, the concept of EI may have some elements of other psychological concepts, it still retains its originality, uniqueness and creativity and act as an important tool for assessing and understanding human behavior.

Research has shown that emotional intelligence of government women employees has positive impact on different ways in which people develop in their lives, jobs, social skills, handling frustration and controlling emotions to be friendly toward with other people. For instance, it has been found that due to person's emotional intelligence there is a difference between a brilliant manager and simply brilliant person. As a matter of fact, emotional intelligence dictates the way people deal with others and understand emotions. Therefore, emotional intelligence is indispensable for business leaders because if they are insensitive to the mood of their staff or team, they cannot handle frustration, hence, not achieve the best out of people (Anonymous, 2004).

OBJECTIVES OF THE STUDY

The following are the main objectives of the study

1. To reveal the demographic profile of government women employee and association with Emotional Intelligence dimensions

2. To identify the factors influencing the various dimensions of emotional intelligence in government women employee.
3. To suggest the measures to improve emotional intelligence and enhance women manager performance in government women employee.

STATEMENT OF THE PROBLEM

The concept of Emotional Intelligence is gaining importance across government women employees. This study aims at helping government women employees more effective policies with respect to Emotional Intelligence. It also helps the organizations introduce Emotional Intelligence developmental programs and encourages sharing of best practices across women employees. Further the study facilitates to build organization wide culture, effective use of policies and programs and also better integration between official assignments and non-official but work related activities. Hence, by offering effective policies and encouraging employees to make use of the available policies and programs the organizations will in turn increase the employees level of satisfaction and also commitment towards the organization. This policy will help the organization retain its best or talent employees and that will subsequently contribute to cost saving.

In the present competitive scenario, the concept of emotional intelligence plays a very crucial role. Research suggests that traditional intelligence i.e. IQ contributes only 20% to an individual's success whereas emotional intelligence i.e. EQ contributes 80%. This study helps to understand the importance and the role emotional intelligence in enhancing the individual and team performance and thereby improving organizational effectiveness. Further the study also helps to identify how appraisal, expression, recognition, regulation and use of emotions facilitate performance. The emphasis on job satisfaction in relation to emotional intelligence in women employees organizations has not been methodologically researched. The study in relation to these variables in the context to women employees and its implications in India are not available. Very few studies have been done globally in relations. The present study is a serious attempt to understand and explore in the Indian women employees context behavioral variations and their implications that these variables have on employees. The insights of the study contribute towards the basic understanding in women employees, which are flourishing industries and contribute significantly to the Gross Domestic Product (GDP) of the country and the talent pool of the world.

The Indian women employees has made a significant contribution to the country's economic growth in terms of Gross Domestic Product, foreign investors and has taken Indian excellence to the global market. women employees are supposed to be a back bone of any nation's income. Successful performance of women employees in the government employees is the key factor for their growth. This study is carried to find out the relationship between emotional intelligence and performance management in the working environment of government women employee.

What are the demographic factors of the women employee in public sectors that influence job performance?

1. What is the impact of Emotional Intelligence on job performance?
2. What management practice will improve the emotional intelligence among the women manager in government women employee?

Emotional Intelligence

Emotional Intelligence is the ability to become aware of even subtle changes in one's and other's emotional tones and to control them, to keep calm in the midst of pressure, to initiate and maintain healthy relationships with other, and to maintain an optimistic outlook towards life.

Emotional Self- Awareness

Knowing what one is feeling at any given time and understanding the impact those moods have on others

Self-Regulation

Controlling or redirection g one's emotions; anticipating consequences before acting on impulse

Motivation

Utilization emotional factors to achieve goals, enjoy the learning process and preserver in the face of obstacles.

Empathy

Sensing the emotions of others

REVIEW OF LITREATURE

Boyatzis in 1982 : Conducted a classic study on over 2000 leaders, middle managers and executives, and found that 14 out of 16 competencies which separated top from average

performers were emotional competencies (mentioned by Goleman in 2001). Boyatzis mentioned that managers and executives harness their personal needs and values in the service of the company's goals and objectives and become the star performers in the company and that social awareness allows reading situations objectively and also distinguishes star performers from average ones without any personal biases and distortions. Effective Relationship management ability helps to sense others reactions and to respond accordingly. Relationship Management is a significant characteristic of a star performer and a superior manager. Boyatzis also has stated that accurate Self - Awareness level of the individuals is the hallmark of their superior performance at the workplace as people who possess accurate Self Awareness level are aware of their competencies i.e self confidence, self assessment and emotional handling and accordingly they seek out feedback and learn from their mistakes that where they need to improve and when to work with others who have complementary strengths.

Pilling and Eroglu (1994) Found in their survey on the retail sales buyers that they preferred apparel sales representatives who could listen well and really understand what they wanted and what their concerns were. They reported that buyers found that apparel sales representatives were valued primarily for their empathy. These results suggest that those sales representatives with EI secured more business customers and sales. The empathy skills are significantly required for doing customer interaction in order to achieve high sales as well as to give customer satisfaction.

Eisenberg, (1994) : Analyzed the studies done on emotional intelligence and gender and on that basis concluded that the results of some of the studies indicate significant gender differences in emotional intelligence and those of others contradict the notion. Established literature apparently suggests that men and women significantly differ in their styles of emotional intelligence and women and girls are generally considered more caring and emotionally responsive than men and boys. Significant gender differences was found in emotional intelligence and study suggested that men and women significantly differ in their styles of emotional intelligence.

According to **Holahan and Sears (1995)** In a study done on more than one thousand men and women with high IQ from early childhood to retirement found that those who possess self - confidence (feature of self awareness) during their early years were more successful in their careers. Hence it can be stated that Self Awareness is correlated with the performance of the employees.

McBane, (1995) States that superior performers mainly in service industry have the ability to recognize customer's view point and utilize appropriate assertiveness to guide the customer's and company's needs. Socially Aware employees have the ability to understand the overall psychology of the organization and political realities in the groups. This ability creates organizational awareness that enhances networking and coalition building that helps the individuals to wield influence in the organization irrespective of their professional roles. To become efficient performer social awareness is required not only at the interpersonal level but also at the organizational level.

SAMPLE TECHNIQUES

For the purpose of selecting the samples for the study, convenient sampling technique is used. A sample size of 100 was selected.

METHOD OF DATA COLLECTION

The research methodology shows the ways and means to be followed in the research activities starting from investigation to presentation of research report. It includes the research design, population of the study, sampling framework, construct development, data collection, framework of analysis and limitations. The methodology followed in the present study is summarized below.

The present study is completely based on the primary data. The secondary data collected from the books, journals and magazines were used to form the Theoretical framework of the study and the review of literature. The primary data are collected with the help of structured questionnaire.

Measurement model for the emotional control

Demographic factors like age, qualification, income etc. The respondents has recorded their personal details such as age, marital status, number of children, education, occupation, monthly income (personal and family) and the same is present

Personal Profile of the respondents

Variables	Classification	Number	of	Percentage
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		respondents	
Age (in years)	Below 20	15	15.0
	21-30	20	20.0
	31-40	38	38.0
	41-50	20	20.0
	Above 50	7	7.0
Marital status	Married	56	56.0
	Unmarried	24	24.0
	Widow	20	20.0
Number of Children	Yes	60	60.0
	No	40	40.0
Education	Primary school	5	5.0
	SSLC	18	18.0
	HSC	12	12.0
	Diploma	25	25.0
	Graduate	14	14.0
	Professional	16	16.0
	Post Graduate	10	10.0

Source: Primary data

Tables shows that 15.0% of the respondents are in the age group of below 20 years, 20.0 % of the respondents are between 21-30 years, 38.0 % are between 31-40 years, 20 % are in the age group of 41-50 years, 7% belongs of the respondents are above the above 50 years. It is observed that nearly one fourth of the women respondents (31.0%) are in the age group of 30- 40 years.

Above table also explores the marital status of the respondents. 56.0% of them are married, 24.0 % of the respondents are unmarried and 20.0 % of them are widow. It is observed that most of the women respondents (60.0) were married. Above table also exhibits the women respondents' statement about their number of children. 60% of the respondents having children and the remaining 40% of the respondents are yet to be blessed with kids.

Respondents' educational qualification is also displayed It is revealed that 22.5% of the respondents are graduates, 19.06% of the respondents have completed their HSC, 17.4% of the respondents are post graduates, 13.44% of the respondents are professionals, 12.92%

of them completed SSLC, 7.92% of them completed primary school education, and 6.77% of the respondents are diploma holders. It is observed that majority of the respondents (22.5%) are graduates.

Descriptive Statistics

Descriptive Statistics of Measurement model for the emotional control

Emotional Control	Mean	Std. Deviation	Skewness	Kurtosis
I try my level best to adjust to new conditions and persons.	4.0758	.68910	-.348	-.056
I generally adapt ideas based on new information.	4.0606	.70629	-.893	2.081
I try to apply standard procedures flexibly	4.0522	.70098	-.514	.612
I handle unexpected demand well.	4.0354	.70682	-.683	.936
I am conscious of ethical concerns in managerial decision making process.	3.9983	.70052	-.529	.736
I do change overall strategy, goals or objectives to fit the situations.	3.9933	.68712	-.523	.846

The above table shows that try my level best to adjust to new conditions and persons. is the top ranked Emotional Control factor with a mean value of 4.0758, I try to apply standard procedures flexibly. is the second ranked Emotional Control factor with a mean value of 4.0606, I do change overall strategy, goals or objectives to fit the situations is the third ranked Emotional Control factor with a mean value of 4.0522, I do act on own values even when there is a personal cost is the fourth ranked Emotional Control factor with a mean

value of 4.0354, I generally adapt ideas based on new information is the fifth ranked Emotional Control factor with a mean value of 3.9983, I am conscious of ethical concerns in managerial decision making process is the sixth ranked Emotional Control factor with a mean value of 3.9966, I handle unexpected demand well is the seventh ranked Emotional Control factor with a mean value of 3.9933.

Test of Normality for BFBA (Belief about Facebook Advertising)

The Q1 to Q17 are the statement numbers used in the standardized questionnaire. The table shows associated significance value is 0.000 which is value 0.05. Therefore, the null hypothesis was rejected. Hence, it could be concluded that the data were not normally distributed. Therefore, it would be appropriate to use non-parametric test on the data. shows result of Kolmogorov-Smirnov test

	Kolmogorov-Smirnova		
Q1	Statistic	Df	Sig
Q2	.214	500	.000
Q3	.215	500	.000
Q4	.152	500	.000
Q5	.321	500	.000
Q6	.258	500	.000
Q7	.314	500	.000
Q8	2.33	500	.000
Q9	3.55	500	.000
Q10	.321	500	.000
Q11	.258	500	.000
Q12	.145	500	.000
Q13	.369	500	.000
Q14	.214	500	.000
Q15	.215	500	.000
Q16	.152	500	.000

Friedman Test for Significant Difference between Mean Ranks of Married and Unmarried towards Modes of Conflict Management

Modes of Conflict Management	Married	Unmarried
Competing	2.31	2.16
Collaborating	2.32	2.14
Compromising	2.56	2.15
Avoiding	2.45	2.13
Accommodating	2.11	2.56
Chi-square value	2.01	2.31
P- value	0.02	0.20

Since the P- value is less than 0.05, the null hypothesis is rejected at 5 % level of significance. Hence, it is concluded that there is a significant difference between the mean ranks of unmarried employees towards modes of conflict management. The mean ranks point out that unmarried employee mostly use accommodating (3.23) and avoiding (3.19) behaviours to cope with conflicts. The next frequently used behaviour is compromising (3.02). The less frequently used behaviours are competing (2.78) and collaborating (2.78). Since the P- value is greater than 0.05, the null hypothesis is accepted at 5 % level of significance. Hence, it is concluded that there is no significant difference between the mean ranks of married employees towards modes of conflict management. The mean ranks point out that married employees mostly use accommodating (3.23) and avoiding (3.19). The other modes are adopted in the following order: competing (2.98), collaborating (2.81) and compromising (2.80).

Friedman Test for Significant Difference between Mean Ranks of Educational Qualifications towards Modes of Conflict Management

Modes of Conflict Management	Married	Unmarried	Professional
Competing	2.31	2.16	2.14
Collaborating	2.32	2.14	2.11
Compromising	2.56	2.15	2.36
Avoiding	2.45	2.13	2.11
Accommodating	2.11	2.56	2.11
Chi-square value	2.01	2.31	2.01
P- value	0.02	0.20	0.02

Since P- value is less than 0.01, the null hypothesis is rejected at 1 percent level of significance. Therefore, it is concluded that there is a significant difference between mean ranks of employees with professional qualification towards modes of conflict management. Based on the mean ranks it is identified that employees respond to conflict with avoiding behaviour (3.30) most often. Since P- value is greater than 0.05, the null hypothesis is accepted at 5 % level of significance. Hence, it is concluded that there is no significant difference between mean ranks of employees with Under Graduation towards modes of conflict management. The mean ranks make it clear that employees often responded to conflict with accommodating (3.23) and avoiding (3.05) behaviours.

Suggestions

In the present, the government employee of women where team/collaboration based performance oriented work environment is more welcome, an open, trusting and nurturing relationship between the senior s manager and junior manager is more likely to succeed in achieving its goals. It not only help in enhancing loyalty and satisfaction, but also helps to perform better. Hence, it is recommended that women employee recruit women manager who possess this quality of emotional intelligence. Such women manager spend more time on enhancing the performance of their team/collaboration members by providing proper feedback and offering guidelines for improvement.

Use of emotions to facilitate performance is considered to be the most important dimension of emotional intelligence.it relates to the ability of a person to make use of his or her emotions by directing them toward constructive activities and personal performance. A women who is highly capable in this dimension would be able to encourage herself to do better continuously. She would also be able to direct her emotions in positive and productive directions

The management should conduct periodical meeting/seminar/ workshop/outbound programmes with a view to explore the women managers skills to solve the problem and to enhance the emotional intelligence skill.

Conclusion

With the several organizations across the globe implementing the concept of emotional intelligence for their training and organizational development. With the help of the current study importance of Emotional Intelligence training program for government women employee can be understood. The focus on Emotional Intelligence for government women employee would create an outcome of good social relations, less burnout, less job tension, job satisfaction. This will help them to lead a better Quality of work life and attain overall life satisfaction. It has provided a view on the lifestyle and problems of women manager in government women employee and has interpreted that gender based implication on Emotional Intelligence should be understood by government women employee. government women employee must further refine their policies and processes to strongly influence the participation of women manager in key projects. Looking ahead, companies must identify formal and informal procedures that can be restructured to encourage participation of women manager in organizational performance. Companies have to understand the requirements of

women manager to make the work environment even more friendly and conducive and draw and retain rightly skilled women talent. Organization can provide room women's emotional intelligence to improve their performance. Providing women managers with continuous learning, mentoring, coaching and counseling, offering them opportunities for emotional self-awareness, accurate self-assessment, emotional self-control, transparency and adaptability, achievement orientation and initiative, optimism, empathy, inspirational leadership and change catalyst, team work and collaboration and encouraging them to take on higher responsibilities.

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