

# CAUSE OF EMOTIONAL INTELLIGENCE ON BURNOUT AMONG THE EMPLOYEES OF MANUFACTURING SECTOR

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## ABSTRACT

The companies of the present world have the desire of recruiting and training skilled individuals who have the willingness to go far beyond the established role for enhancing performance. But, it is also a fact that while improving the performance of the organization, the work pressure as well as the work load gets increased. This leads to burnout in the organization, of efficient employees. In such a situation, the emotional intelligence of the individuals lends the employees a helping hand to cope up with such extra workloads. In this context, the current study aims to examine the effect of emotional intelligence of the employees on their burnout. The study is done among the employees of manufacturing sector in Chennai. The participants are selected through convenience sampling method and the sample size is 100. The data collection tool is a questionnaire and the tool used for analysis of the study is regression. The findings of the study reveal that emotional intelligence had a positive effect on burnout, which means burnout reduces in the presence of emotional intelligence.

**KEYWORDS:** Emotional intelligence, Employee burnout

## INTRODUCTION

Several firms have become aware of the fact that for the successful survival in the world filled with business competition, it is essential not only to recruit persons with academic competency, but also persons with emotional intelligence (O'Boyle et al., 2011). The concept of emotional intelligence has got a long developmental process. Salovey & Mayer had gone deep into the concept of emotional intelligence in the year 1990. In the year 1995, the concept of emotional intelligence attained the focus of all the organizations throughout the world because of the book of Goleman regarding emotional intelligence. This book had information on emotional intelligence as why the concept of EI is more important than the intelligence quotient.

Further, the findings of one such study regarding burnout revealed that the job burnout in an organization may lead to an experience of indifference towards the co-employees, negative effects over the individual and also a pessimistic effect over the organization (Sharma & Sharma, 2015). With reference to this fact, one of the main elements for the growth and development of the organization is decreasing the job burnout of the employees and enhancing their level of job performance. Freudenberger (1974) was the first person to propose the concept related with job burnout. In the words of Maslach & Jackson (1981), the concept of job burnout comprises of the elements of personal accomplishment, depersonalization and emotional exhaustion. Among the three elements, emotional exhaustion proves to be the main and central feature of burnout, depersonalization refers to the efforts done for distancing the self from the work and the service recipient. The association of personal accomplishment with the other two burnout elements is very complex in nature. Personal accomplishment becomes a difficult feeling to be attained when a person feels exhausted or have a feeling of indifference towards others (Maslach et al., 2001).

## **STATEMENT OF PROBLEM**

The emotional intelligence of a person in an organization decides upon the success of that person along with the success of anyone else in the organization and also of the organization as a whole. The organizations of several forms fail to address the issue of emotional intelligence of the employees and thus confront with the problem of burnout. Burnout becomes the crucial factor which affects the successful survival of the business in the competitive environment.

## **OBJECTIVES**

The purpose with this study has been undertaken is to explore the effect of emotional intelligence on the burnout of the employees in an organization.

## **REVIEW OF LITERATURE**

Zhun Gonget al., (2019) had examined the effect of emotional intelligence on the burnout and performance in job. The study was done with reference to the role played by psychological capital as a mediator. The aim of the study was to identify the way in which the emotional intelligence of a person impacts the performance and burnout in job; does it has got a direct effect or indirect effect and what is the role of psychological capital in the relation of emotional intelligence with the job performance and job burnout. The

respondents of the study were the employees of several organizations who were surveyed through a questionnaire. The number of respondents surveyed counted to about 450. Findings of the study showed that the emotional intelligence of the employees had got an optimistic predictive influence over the job performance and psychological capital. Further, emotional intelligence was negatively related with the burnout in job. It was also explored that the psychological capital had a pessimistic predictive impact over job burnout and an optimistic predictive impact over the job performance. The authors had also identified that the psychological capital played the role of a mediator on the relation of emotional intelligence with the job performance and job burnout.

Ha Nam KhanhGiao et al., (2020) studied the influence of emotional intelligence on the turnover intentions. The author had performed this study by identifying the relationship of the factors through the role played by POS as a moderator and the role of job burnout and work-family conflict as the mediator. Data was collected through a survey from 722 employees from banks of Vietnam. Analysis of the collected data was done PLS-SEM with the help of Smart-PLS 3.0 which showed that the emotional intelligence and turnover intention of the employees had negative association with each other. It was also explored that this relationship was partially mediated by the job burnout and work-family conflict. Also, the authors had also proved that POS had the ability to reduce the job burnout, intentions of turnover of the employees as well as the conflict amidst work and family. The perceived organizational support also moderated the relation of emotional intelligence with work-family conflict. The negative association of the variables was found to be strong for the employees who do work in an environment filled with support.

Ana Soto-Rubio et al., (2020) explored the impact of (EI) emotional intelligence and the psychological risks on the job satisfaction, health and the burnout of the nurses during the period of COVID-19 pandemic. The profession of nursing is filled with psychological risks which have the ability to affect the physical and psychological health of the nurses by way of creating stress in them. Stress for a long period of time may lead to the syndromes of burnout. In this context, the emotional intelligence plays an important role. It is a protective factor which safeguards a person from the effect caused due to psychological risks. EI is also related with the increased level of job commitment, physical health, psychological health, job satisfaction and a decrease in the level of job burnout. The authors of this study had analysed the impact of emotional intelligence and psychological risks on the health, well-being, job satisfaction and level of burnout of the nurses at the time of the increase and peak timing of COVID-19 in Spain. The authors had performed a cross-

sectional study. The respondents were selected through convenience sampling and the sample size was 125. The population of the study comprised of the nurses in Spain. On the basis of the levels of emotional intelligence, factors of psychological demand, social support and emotional work, the authors had calculated the models of multiple hierarchical linear regression. The findings of the study showed that the emotional intelligence plays the role of a protective factor to combat with the ill-effects of psychological risks like the psychosomatic complaints and burnout and further, emotional intelligence had an optimistic effect over the job satisfaction.

## RESEARCH METHODOLOGY

The current article is an exploration regarding the influence of emotional intelligence over the job burnout of the employees. the study is done with reference to the employees working in manufacturing sector in Chennai. The respondents for the study counted to 100 who are selected through convenience sampling method. The collection of the data is made through a questionnaire from the respondents and the analysis of the same is done with the help of regression. Emotional Intelligence scale adopted from Ra'ed Masa'deh (2016);

## ANALYSIS AND INTERPRETATION

R	R Square	Adjusted R Square	F	Sig.
.777(a)	.603	.573	19.987	.000(a)

a Predictors: (Constant), Emotional Intelligence

	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	1.348	.234		5.765	.000
I can explain the emotions I feel to my colleagues.	.039	.043	.068	.901	.370
I can discuss the emotions I feel with other colleagues.	-.018	.038	-.037	-.477	.634
If I feel down, I can tell my colleagues what will make me feel better.	.197	.048	.358	4.126	.000
I can talk to other colleagues about the emotions I experience.	.138	.045	.281	3.099	.003
I respect the opinion of my colleagues, even if I think they are wrong.	.139	.040	.293	3.469	.001
When I am frustrated with my colleagues, I can overcome my frustration.	.138	.048	.239	2.906	.005
When deciding on a dispute, I try to see all sides of a disagreement before I come to a conclusion.	-.029	.055	-.055	-.533	.596

Dependent Variable: Burnout

Findings show that all statement of emotional intelligence was significant. The table also shows a positive coefficient, which means that between all the statements, three statements were not influence on the burnout. There was a relation found between the dependent variable and the emotional intelligence. The analysis done through regression exhibits that among seven factors, four factors was influence over the burnout, which means burnout reduced because of emotional intelligence. The coefficient value,  $R^2$ , was found to be 0.603 through multiple regressions, which shows that 60.3% of the independent variables had an influence on the burnout. In order to examine whether the value of coefficient ( $R^2$ ) is significant or not, ANOVA was executed. The F value so got was 19.987 which means  $p < 0.000$ . This finding shows that there was a significant relation between the dependent and the independent variable. It was also reported that emotional intelligence was seen to predict burnout. Finding shows that the emotional intelligence had a positive effect on burnout, which means burnout reduces in the presence of emotional intelligence.

## CONCLUSION

The burnout of employees has become a serious issue in today's competitive world. Though there is a fear of losing their job, the individuals have the concern for their psychological health too. If the working conditions at the workplace are not good and do not yield profitable results, the individuals have the tendency to leave the job and go in search for a better job. The high level of emotional intelligence in a person helps him/her to avoid the risk of losing the job or else named as burnout from job. Finding shows that the emotional intelligence had a positive effect on burnout, which means burnout reduces in the presence of emotional intelligence.

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