



EFFECT OF EMOTIONAL INTELLIGENCE ON EMPLOYEE PERFORMANCE: REVISITING BAR-ON' AND GOLEMAN'S EMOTIONAL INTELLIGENCE COMPETENCIES: AN ANALYSIS

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Abstract: Emotional Intelligence is the capability of a person to express within and to others a feeling that may generate a positive or negative effect. The emotional intelligence one parameter that function as an environmental conditioner in relationship between employees of different authorities within the firm and outside. The study on effect of emotional intelligence was conducted in Bengaluru among private sector employees in both service and manufacturing sector. Number of respondents in this survey is 319. The emotional intelligence capabilities were taken from the studies conducted by Goleman and Bar-On. The employee performance indicators were taken from the works conducted by Campbel and they are, task performance, contextual performance and adaptable performance. The counter productive indicators were removed in the pilot study level due to 'no response'. And the same response was observed in the main data collection also. In the analysis, only six emotional intelligence capabilities had statistically significant relationship and they were, emotional intelligence, self-regard, emotional self-awareness, assertiveness, independence, self-actualization, and empathy are accepted. All these emotional intelligences have capabilities have effect on employees, but not uniform. Statistical tool used in this research is 'Multinomial logistic regression' in which the orderly scale of emotional intelligence was taken as dependent variable and scale data of seven point scale was taken as independent variable. The probability of event $P(y)$ was calculated from the regression model and used for comparison. The results shows that the effect of gender biasing and job position as well.

Index Terms - Emotional intelligence, employee performance, multinomial logistic regression, Bar-On' and Goleman Emotional Intelligence Competencies

I. INTRODUCTION

Emotional Intelligence is the capability of a person to manage and control one's emotions and others as well. The elements of emotional intelligence are, self-awareness, self-regulation, motivation, empathy, and social skills. Group cohesiveness is the bondage between the members between the members and in between the groups as well. The emotional intelligence is important in team building in developing, a cordial relationship among members, confidence in each other and feel freedom to express our ideas to others. The two school of thoughts on emotions based on source of emotions, disembodiment hypothesis and conceptualization hypothesis. In the disembodiment hypothesis, emotions influence the physical behaviour while the conceptualization concept explained the cognition as the source of emotion (Spackman & Miller, 2008). Emotions can affect a person's decisions, thoughts, actions, moods, and even his or her physiological state. Emotions can also have a positive, negative, or possibly neutral feature that accompanies them. We seek experiences that give positive emotions and avoid those that are accompanied by negative emotions (Magill, 1993). If a particular emotion is experienced and presented more often than any other emotion, that particular emotion is referred to as that person's trait emotion. Additionally, emotional intensity refers to the strength of a particular emotion (Lewis et al., 2008).

II. LITERATURE REVIEW

Emotional Intelligence is defined as the "ability to monitor one's own and other's feelings and emotions, to discriminate among them, and to use this information to guide one's thinking and actions" (Salovey & Mayer, 1990). Emotional Intelligence has three primary models: Abilities EI Model, Trait Model and Mixed Model.

The Ability Model (Mayer & Salovey, 1997) explained four fundamental emotion-related abilities comprise EI: (1) perception/expression of emotion, (2) use of emotion to facilitate thinking, (3) understanding of emotion, and (4) management of emotion in oneself and others. Trait emotional intelligence (trait EI) refers to a pattern in emotional self-perceptions located at the lower levels of personality hierarchies and integrates the affective aspects of personality. It shows a high association of emotion in higher order personalities and Neuroticism, Openness and Agreeableness position top in list ((Siegling, Furnham, & Petrides, 2015)

Goleman's EI Performance Model (Faltas, 2017) explained EI as a cluster of skills and competencies. The competencies of Emotional Intelligence are Self-awareness, self-management, social awareness, and relationship management. (Bradberry & Greaves, 2009) grouped these four skills into two competencies, personal and social. The Personal Competencies include Self-awareness, and self-management, while social competencies include social awareness and relationship management. Emotions serves a purpose as it is a reaction to own life experience or reaction to the environment or response to others. Self-awareness is the skill of knowing on senses, tendencies in the moment across the situations. Self-management is an application of self-awareness to manage emotions to be flexible and direct behaviour positive. It gives a positive impact on others. Social awareness is a capability to sense the emotions in others and analyse it to develop a self-management with the person. Relationship management is a skill that demands in integration of self-awareness, self-management and social awareness to manage the interaction with the environment or others across situations.

These competencies form the basis for twelve subscales, and they are: emotional self-control, adaptability, achievement orientation, positive outlook, influence, coaching and mentoring, empathy, conflict management, teamwork, organizational awareness, inspirational leadership.

Bar-On explained emotional intelligence as a system of interconnected behaviour of two competencies: emotional and social. These competencies influence one's behaviour and performance. The five scales of emotional intelligence: self-perception, self-expression, interpersonal, decision-making, and stress management. The fifteen sub-scales of emotional intelligence concept of Bar-On are, self-regard, self-actualization, emotional self-awareness, emotional expression, assertiveness, independence, interpersonal relationship, empathy, social responsibility, problem-solving, reality testing, impulse control, flexibility, stress tolerance and, optimism.

III THEORETICAL BACKGROUND

Emotional intelligence is the potential of an individual in managing their response and behaviour in uncertain situations. The prime cause of uncertainty is the dynamic character of economy, both in global and national level. It partially depends on the governments of the economies how they maintain the economic growth of the countries and the market dynamism. The response of industry and consumption pattern to three levels economic growth, say increasing, stagnant and decreasing, are different. In the increasing condition, production and consumption will be high and household income increases. Emotional approach level to living style will be positive and entrepreneurial activities will be boosted among employees to benefit from the opportunities. Investments in different sectors increase and overall boom will be witnessed. All the scales in the Emotional Intelligence will be positive. The low risk level, increase in incentive, increase in employment opportunities, increase in consumption and demand, and the national schemes to boost the fund flow cause a sustainability in all the levels. The management and employees jointly focus to get maximum opportunities to maximize profit through innovations, creativity, and research. In the stagnant level, the approach will be a balanced one to maintain a consistency in income than a profit motive and manage the resources at an adequate level. The entrepreneurial activity will reduce as the new entrants analyses the risk and return of investment. But, the economic downturn is the point where the emotional intelligence become relevant in balancing, personal, professional and entrepreneurial decision making process. The economic slowdowns occurs when the supply of fund to the market is reduced or diverted to some other activities that will not contribute to economic growth or syphoning fund from financial market for governance causing scarcity in fund and increase in cost of fund (Hadziahmetovic, Halebic, & Colakovic–Prguda, 2018). This happens during war, natural calamities, spreading of pandemics or mismanagement of funds. The effects start from Government as it suspends or reduces consumption, reduction in employees starting from temporary to permanent in Government level, reduction in supply from industry to government, reduction work force size to balance income fall at industry level, then unemployment in public level (DINC & CURA, 2011). This cause tremendous psychological pressure on enterprises as well as the employees, especially when their income stops but expense never stops. If the fundamental economic activities, like agriculture, trading, and transportation, are healthy, the effect of the economic slowdown will reduce. The necessity entrepreneurship will increase in this level to maintain income (Quintillán & Peña-Legazkue, 2020).

It means, the role of emotional intelligence in organizations and individuals varies with economic situations.

Table 1 :Goleman's EI Performance Model EI Sub Variables

EI Scale	Organization			Employee	
	Criteria	Benefit	Criteria	Motivation	
				Short term	Long term
Emotional self-awareness	Strengths , competencies, HR Capital	Better resource management, sustained growth	Role, target and performance level	Incentives, promotion, increment	Job consistency
Emotional self-control	Utility of capacities to fulfil commitments in time and retain customers	Increase in efficiency, customer satisfaction, increase in turnover	Fulfilling daily targets, contribute innovative ideas	Increasing importance and involvement	Rise in career ladder
Adaptability	Dynamic strategies and policies, Active and Smart Management	Overcoming variations in economic cycle	Active role in Documentation, evaluation and continuous improvement	Training , gaining expertise	Increase in managerial expertise
Achievement orientation	Quarterly, half yearly and annual target achievement	Maximizing business opportunities and profit	Target achievement	Setting new roles and targets	Increase in relevance in firm
Positive outlook	New opportunities, new products,	Redefining product lines. New ideas	Innovative ideas, leadership in transforming ideas	Training, research, experimenting	Exposure to new technologies,

	high growth potential		to products		expertise
Influence	Recognition from public and administration	Promotion of Brand	Self respect, recognition and personal achievement	Increase in confidence level, expertise	Increase in demand in job market
Coaching and mentoring	Research, purchase of new technology	Improvement in product and process efficiency	Opportunity in gaining more knowledge	Become champion in technology	Opportunity for consultancy
Empathy	Recognising employees, motivation, offering more opportunities, Building relation with all stake holders	Improved cohesiveness among stake holders and loyalty. Feel proud in association	Feel proud in association, positive in contribution to firm growth	Sustainability in profession	Financial sustainability, social reputation
Conflict management	Maintaining a commanding position in Market leadership, maintain a true business charm to build confidence	Brand reputation, customer confidence	Develop a proper organization chart with defined authority, responsibilities, duties, reports and level of authority to maintain discipline	Clarity in role, target , achievement	Rise in leadership ladder
Teamwork	Data based management, training, delegation	Increase in team effectiveness, work flow and efficiency	Training in department, and organization level	Role in team building	Rise in leadership ladder
Organizational awareness	Awareness on objectives, mission, vision of the firm, market position and organization target	Transparency in management	Formal communication and restriction of informal communication within firm	Clarity in information in all the level of job	Improvement satisfaction
Inspirational leadership	Transparency and social interaction in all levels	Improved confidence in management	High respect and support from subordinates	Authoritative but friendly management	Good employee employer relationship

Table 2: Bar-On's EI Performance Model EI Sub Variables

EI Scale	Criteria	Benefit	Criteria	Motivation	
				Short term	Long term
Self-regard	The purpose of incorporation of business and strategies to achieve it	Confined objectives, vision and mission	Clarity in Vision and mission of the firm	Confine to the strategies to meet objectives	integral part of firm and self confidence
Self-actualization	Growth trajectory of the firm in 1, 3,5,10, 20 30 years	Revising strategies to meet new targets	Redefining HR Capital	Active role in organization development	Career growth and life consistency
Emotional self-awareness	Strengths , competencies, HR Capital	Better resource management , sustained growth	Role, target and performance level	Incentives, promotion, increment	Job consistency
Emotional expression	Redefining the commitment to customers	Continuously improving value system	Psychological bondage with firm	Loyal employee	Job consistency
Assertiveness	Confidence in upholding values and policies	Social respect and confidence	Commitment to retail moral and professional commitment	Knowledge of responsibilities authority, duties, limitations	Ability to function in defined framework
Independence	To attain resource adequacy to ensure functional independence	Well organised functioning and management	Disciplined work force	Responsibility in assigned jobs	Clarity in work, target and time commitment
Interpersonal relationships	Active presence in Industry bodies, economic forums	Role in national policy formation	Exposure national and international forums	Self respect and opportunity to represent firm in social platform	Personal branding
Empathy	Recognising employees, motivation, offering more opportunities, Building relation with all stake holders	Improved cohesiveness among stake holders and loyalty. Feel proud in association	Feel proud in association, positive in contribution to firm growth	Sustainability in profession	Financial sustainability , social reputation
Social responsibility	Redefining role of firm in social development and economic development	Commitment to the society	To understand how to reduce negative impact business on society	Personal involvement in eco-management activities	Personal branding, involvement in social activities

Reality checking	Continuous monitoring economical and market variation and indicators	Continuous improvement in strategies	Personal commitment in maintaining true information with in firm and outside also	Trueness in profession	Self responsibility in true profession
Impulse Control	Managing business to get benefit from impulsive opportunities and to avoid impulse losses	Smoothened business policies	Training in managing resource scientifically and logically	Experiential learning	Developing expertise in managing uncertainty
Flexibility	Flexibility to adapt with sudden market and economic fluctuation	Defining multiple alternative strategies, managerial expertise	Managerial expertise in defining multiple alternatives	Training and opportunity to be an active part in business	Increase in demand in job market
Stress tolerance	Financial sustainability	Adequate resources	Professional resource and business planning	Job consistency	Confidence in life consistency
Optimism	Organisation growth at the expected rate	Analysing the targeted and achieved targets	Commitment in achieving targets	Incentives, promotion, increment	Confidence in life consistency

This result shows that the organizations act as the virtual personality as explained in the accounting concept, separate entity concept.

The response to the economic variations by the firms depends on its resource adequacy and competencies (Nienhüser & Werner, 2008). Human Resource Capital is the most important as it is not imitable. An organization can be explained as an integration of different functions, incorporated by a group of people who are delegated and authorized to do these functions with adequate competencies to complete assigned function efficiently. Hence, the two components of the Human Resource Capital, explicit and tacit, play an important role in defining work force. The explicit component explains the acquired knowledge and the tacit component explain the experience component which may be exhibited while exposing to critical situation. The Cognitive component of the human capital explain the psychological wellbeing, cognitive capability, learning capacity, knowledge, and knowledge from experience. Non-cognitive Human Capital include dependability, reliability, and personal traits (Haq, 2016)

The organizational competence depends on the employee competencies. The personal competencies include interpersonal skills, knowledge in market, technological knowledge, and other personal competencies like influence in political administration. The firms will be compelled to change the strategies depending on the economical conditions. In the boom condition, the organization use the HR Capital maximum in consolidating the market in all three levels of market, government, loyal customers, and uncertain market share. It is influenced by the potential of the firm in redefining the product attributes matching to the changing living styles and maintain a uniqueness in products in products with respect to the competitors. The role of management depends on its capabilities to consolidate the capacities and competencies of all functions to an attainable target. This integration of competencies focusses the management of knowledge in three processes, develop, improve, and customise. The increasing diversity in needs increase heterogeneity in product utility as well and it demands customisation up to a certain level by segmenting the customers based on their application, volume and budget. Also, the potential of the management to control the variance of resource utilization in different economic and market conditions by modulating the involvement, contribution, and achievement. This intelligence is the real competency in overcoming the economic

turbulence. In booms, the management choose exploitation to maximise gain over the available resource than acquiring HR resources. Extended working hours, meeting deadline, review of targets, exploring more opportunities for new products, penetrate to new untested markets, etc. The stress and strain may be countered by the attractive incentives, promotions, or new opportunities. But, in slow economic environments, the firms will be compelled to downsize the work force by retaining the employees considering their critical contributions to maintain the wholistic expertise to sustain in market. In other words, the managements will be compelled to modulate the use Human Resource matching to the demand management. In recessions, the products range will be narrowed to the basic level , lower budget price and matching to the institutional needs like Government orders. The managerial expertise, use of artificial intelligence in analysing the order patterns, consumption pattern and demand spectrum of the products are important (Zakaria & Yusoff, 2011)

Employee performance measures

(Koopmans, Bernaards, Hildebrandt, Vet, & Beek, 2013) explained four generic and broad dimensions: Task Performance(proficiency with which an employee performs central job tasks), contextual performance(employee behaviors that support the organizational, social, and psychological environment in which the central job tasks are performed) and adaptive performance(employee's proficiency in adapting to changes in work roles or environment) counterproductive work behavior (behavior that is harmful to the well-being of the organization) . The indicators in task performance, work quality, planning and organizing work, being result-oriented, prioritizing, and working efficiently. Contextual performance indicators include taking initiative, accepting, and learning from feedback, cooperating with others, and communicating effectively. Four relevant indicators at the organizational level were also identified: showing responsibility, being customer-oriented, being creative, and taking on challenging work tasks. Six relevant adaptive performance indicators were identified: showing resiliency (coping with stress in difficult situations and adversities), coming up with creative solutions to novel, difficult problems, keeping job knowledge up-to-date ,keeping job skills up-to-date , dealing with uncertain and unpredictable work situations , and adjusting work goals when necessary .

In job performance, there are two dimensions, job-specific task proficiency, technical proficiency , or in-role performance. The dimensions in contextual performance include, written and oral communication, demonstrating effort, maintaining personal discipline, facilitating peer and team performance, supervision and leadership, and management and administration(Campbell, 1990). Viswesvaran's dimensions communication competence, effort, leadership, administrative competence, interpersonal competence, and compliance with/acceptance of authority(Viswesvaran C, 2000). Arvey and Mussio described contextual performance of clerical workers using the dimensions of cooperating and taking on extra load, showing responsibility and initiative, dealing with others in the organization, and dealing with public. Campbell, McHenry and Wise, distinguished general soldiering proficiency, effort, leadership, personal discipline, and physical fitness and military bearing as dimensions of work performance in the army. Borman and Brush distinguished leadership and supervision, interpersonal dealings and communication, and useful personal behavior and skills as dimensions of managerial work performance(Borman & Motowidlo, 1993)

Objectives

- To analyse the effect emotional intelligence on employee performance in private sectors
- To explore the effect of Gender and job position on employee performance

Hypothesis:

Effect of emotional intelligence on employee performance

Emotional Intelligence capabilities are the emotions that influence the performance of employees positive or negative. (Shehu & Isa, 2017) identified that the emotional intelligence has an effect on employee performance as motivation and self-actualization. (RexhepiBesar & Berisha, 2017) identified that emotional intelligence is the right tool for the employers and supervisors to build a positive relation that the employees feel commitment and interest in work. (Industrial Unrest : Past Trend & Lessons For Future , 2013) explained the employee unrest in workplace and psychological dissonance cause the employees to group against the managements. So, the effect of emotional intelligence is worth to be analysed whether the respondents are influence by the emotional intelligence of both employers and employees to develop a healthy environment.

Hence,

H₀₁: There is no significant effect of emotional intelligence on employee performance.

Effect of Gender on relationship between emotional intelligence and employee performance

(Hing, Stamarski, & Son, 2015) explained the gender discrimination in workplace in wage, social status, privacy and even security influence their work performance. Preference for Gents to Ladies irrespective of the experience, or qualifications cause emotion dissonance in employees. The reaction to lady superiors by the employees is also different compared to Gents and the proper system is needed to reduce this biasing. Hence the hypothesis,

H₀₂: There is no significant effect of Gender on emotional intelligence or emotions of employees.

Effect of Job position on emotional intelligence in workplace and employee performance

Top management positions have to face a two-dimensional approach for the organization growth, to retain employees and to meet the targets. It demands high emotional intelligence. Job stress, environmental pressures and work balance need a good emotional balance (Rafieea, Kazemib, & Alimiric, 2013)

Hence,

H₀₃: There is no significant effect of Job position on emotional intelligence, or employee performance.

III RESEARCH METHODOLOGY

The respondents of this research are from private sector as the involvement of employees in organization growth and performance. The emotional intelligence can be explained as an approach of employees when they face challenges. Here, psychological measures is an outcome of employee's attitude to the opportunities and hence, emotional intelligence competencies are taken as 'dependent variables'. The independent variables are the components of three 'Employee performance indicators: task performance, contextual performance and adaptive performance. The fourth dimension was not taken here as the employees were reluctant to respond to the counterproductive performance indicators.

The respondents of this does not confine to one industry or one company. Hence, the results will represent a general view than a sector or industry or a big company. This study focus on what the employees feel their work environment and the relation with the firm and superiors.

The study was selected in two stages, pilot study and data collection. In pilot study, the instrument was validated through test and retest method that the questions were clearer, The paired t test were used test the consistency that t will be statistically insignificant as mean difference is less or zero. The reliability is tested using Cronbach alpha and is more than 0.689 for all variables.

Multinomial Logistic Regression is used to analyse the variation in response for different control variables. The emotional intelligence competencies are taken in the ordinal scale and the employee performance is taken on a seven-point scale data. In analysis, the relation is taken as covariance.

The regression equations were taken as

$$\beta(\text{Task performance}) = \beta_0 + \beta_1 * \text{Work Quality} + \beta_2 * \text{Planning coordinating} + \beta_3 * \text{result oriented} + \beta_4 * \text{Work efficiently} + e$$

$$\beta(\text{Contextual performance}) = \beta_0 + \beta_1 * \text{feedback} + \beta_2 * \text{initiative} + \beta_3 * \text{Cooperating with others} + \beta_4 * \text{Effective Communication} + \beta_5 * \text{responsibility} + \beta_6 * \text{Change in work} + e$$

$$\beta(\text{adaptive performance}) = \beta_0 + \beta_1 * (\text{Hostile environment}) + \beta_2 * (\text{Work goals}) + e$$

The statistically significant chi square is taken as the model criteria and Statistically significant 'Wald' is taken for the selection of components.

The Probability of 'Odds' and Probability of 'Events' are taken for performance comparison.

$$\ln\left(\frac{P(y)}{1-P(y)}\right) = \sum \beta_0 + \beta_n * x_n = \beta_x$$

$$\frac{P(y)}{1-P(y)} = e^{\beta_x} \quad P(y) = \text{Probability of odds} = \frac{e^{\beta_x}}{(1+e^{\beta_x})}$$

$$\text{Probability of event} = \frac{\text{Odds of event}}{(1 + \text{Odds of event})}$$

Probability of event is calculated for different controlling factors to understand the effect of emotional intelligence competencies on employee performance.

IV. RESULTS AND DISCUSSION

4.1 Results of Descriptive Statics of Study Variables

Table 4.1: Descriptive Statics

Emotional Competency	Number of cases	Means	Standard Deviation
Self-regard	316	3.25	.652
Emotional self-awareness	316	3.12	.859
Assertiveness	316	3.01	.826
Independence	316	3.03	.898
Self-actualization	316	3.22	.851
Empathy	316	2.77	.788
Social responsibility	316	2.86	.563
Interpersonal relationship	316	2.90	.791
Reality testing	316	2.55	.932
Flexibility	316	3.02	.818
Optimism	316	2.60	.973
Happiness	316	2.99	.593
Task performance			
Work Quality	316	3.17	.912
Planning Coordinating	316	3.02	.709
Resultoriented	316	3.02	.801
Prioritizing	316	2.99	.801
Work efficiently	316	3.10	.791
Contextual Performance			
Feedback	316	3.25	.561
Initiative	316	3.01	.879
Cooperating with others	316	3.12	.792
Effective Communication	316	3.03	.838
Responsibility	316	3.13	.799
Customer Oriented	316	3.40	.628
Creativity	316	3.68	.469
Challengeinwork	316	3.10	.647
Adaptive Performance			
Resiliency	316	2.75	.545
Problem-solving	316	2.68	.794
Update knowledge	316	2.82	.802
Update skills	316	2.85	.800
Hostilework environment	316	2.71	.601
Work goals	316	3.13	.941

From table 4.1, the mean of emotional competencies and employee performance are around 3 or 2-3 range except for creativity and customer oriented. In emotional intelligence capabilities, self-regard, emotional self-awareness, and flexibility have higher mean. The respondents comprise of 39% ladies and 61% of

Gentle men. In the classification based on position, 23% are of top management, 29% are mid management and 48% are executives.

Table 4.2 shows the results of Multinomial Logistic regression of relationship between emotional intelligence and employee performance indicators. The probability of event is taken as the measure to compare the effect of emotional intelligence on employee performance.

The probability in the general response shows that self-regard and emotional self-awareness have higher probability for task performance. This shows the self-confidence of the employees and the appreciation from the management and other employees motivate the employees to perform well. Self-actualization and empathy also influence the general performance. This shows that the emotional intelligence has an effect of performance of employees. The response gives a generalised picture than a specific sector.

The analysis shows the six emotional competencies have influence on employee performance and hence, the null hypothesis is rejected for self-regard, emotional self-awareness, assertiveness, independence, self-actualization and empathy as their chi square was statistically significant and the components of employee performance have a statistically significant Wald coefficients (equivalent to 't' in the linear regression models).

Table 4.2: Effect of EI Competencies on Employee Performance

Emotional Competency	Performance indicator	General			
		Probability of events			
		Low	Normal	High	Low
Self-regard	Task performance		0.11	0.46	0.23
	Contextual performance	0.23	0.22	0.37	0.32
	Adaptive performance	0.21	0.33	0.32	0.18
Emotional self-awareness	Task performance	0.15	0.18	0.46	0.23
	Contextual performance	0.23	0.32	0.37	0.32
	Adaptive performance	0.21	0.33	0.32	0.18
Assertiveness	Task performance	0.15	0.36	0.31	0.23
	Contextual performance	0.23	0.38	0.2	0.32
	Adaptive performance	0.26	0.33	0.32	0.18
Independence	Task performance	0.19	0.31	0.26	0.23
	Contextual performance	0.23	0.38	0.19	0.21
	Adaptive performance	0.26	0.33	0.32	0.18
Self-actualization	Task performance	0.11	0.39	0.23	0.35
	Contextual performance	0.16	0.41	0.32	0.22
	Adaptive performance	0.19	0.33	0.34	0.18
Empathy	Task performance	0.11	0.39	0.39	0.35
	Contextual performance	0.16	0.23	0.32	0.22
	Adaptive performance	0.19	0.33	0.34	0.18

The probability of events shows that the Gentle men have higher probability in task and contextual performance for self-regard and emotional self-awareness. Other influences of emotional intelligence on employee performance, the influence is normal. But the effect of self-regard, emotional self-awareness, assertiveness is low in female employees compared to male counter parts. It may be due to confined involvement in work or responsibilities sticking to the principle 'Do what is assigned' than an aggressive approach, the confined involvement may be due to the discrimination of involvement taking care of

'limitations of ladies' as specific reasons. Assertiveness, self-actualization, independence etc. have a low effect in ladies compared to male counter parts.

Hence, there is a variation in effect of emotional intelligence on performance of ladies and Gents.

Table 4.3: Effect of EI Competencies on Employee Performance : Effect of Gender

Emotional Competency	Performance indicator	Gender					
		Male			Female		
		Low	Normal	High	Low	Normal	High
Self-regard	Task performance	0.23	0.18	0.41	0.36	0.32	0.28
	Contextual performance	0.32	0.23	0.46	0.39	0.29	0.26
	Adaptive performance	0.18	0.42	0.26	0.35	0.19	0.32
Emotional self-awareness	Task performance	0.23	0.17	0.41	0.28	0.42	0.18
	Contextual performance	0.32	0.23	0.46	0.39	0.42	0.26
	Adaptive performance	0.18	0.42	0.32	0.35	0.19	0.32
Assertiveness	Task performance	0.23	0.39	0.23	0.28	0.33	0.18
	Contextual performance	0.32	0.46	0.12	0.45	0.32	0.26
	Adaptive performance	0.18	0.42	0.32	0.35	0.18	0.32
Independence	Task performance	0.23	0.21	0.23	0.28	0.42	0.18
	Contextual performance	0.21	0.33	0.12	0.32	0.38	0.26
	Adaptive performance	0.18	0.33	0.18	0.35	0.18	0.31
Self actualization	Task performance	0.35	0.39	0.23	0.28	0.38	0.18
	Contextual performance	0.22	0.38	0.19	0.32	0.32	0.26
	Adaptive performance	0.18	0.33	0.18	0.33	0.18	0.31
Empathy	Task performance	0.35	0.39	0.39	0.28	0.38	0.18
	Contextual performance	0.22	0.38	0.19	0.19	0.32	0.26
	Adaptive performance	0.18	0.33	0.35	0.17	0.18	0.21

So alternate hypothesis is accepted for the six emotional intelligence, self regard, emotional self awareness, assertiveness, independence, self-actualization and empathy are accepted.

In the case of effect of emotional intelligence on employee performance, the top management employees have higher influence of self regard and self awareness on task management and contextual performance. But very low probability for empathy, self actualization etc.,. This can be explained as the responsibility of the top management in ensuring growth and self motivation is important. Middle management and executives have similar results that the top management has the authority and responsibility of all work. A lower values of probability explains a lower effect of emotional intelligence parameters and this shows the limited gains and freedom has generated a virtual control on their mind and hence the emotional attachment to the firm and superiors is limited. The assaults, biasing, over control etc further reduce the effect.

Hence, alternate hypothesis is accepted for the six emotional intelligence, self regard, emotional self awareness, assertiveness, independence, self-actualization and empathy are accepted.

Table 4.4: Effect of EI Competencies on Employee Performance : Effect of Job Position

Emotional Competency	Performance indicator	Job position								
		Top Management			Mid Management			Executive		
		Low	Normal	High	Low	Normal	High	Low	Normal	High
Self regard	Task performance	0.15	0.35	0.42	0.31	0.45	0.28	0.46	0.18	0.23
	Contextual performance	0.31	0.35	0.41	0.42	0.33	0.33	0.42	0.33	0.28
	Adaptive performance	0.33	0.23	0.19	0.39	0.33	0.21	0.35	0.32	0.26
Emotional self awareness	Task performance	0.15	0.35	0.42	0.31	0.45	0.23	0.19	0.36	0.19
	Contextual performance	0.31	0.35	0.41	0.42	0.18	0.33	0.29	0.33	0.28
	Adaptive performance	0.33	0.23	0.19	0.39	0.33	0.21	0.35	0.29	0.21
Assertiveness	Task performance	0.15	0.35	0.42	0.31	0.29	0.21	0.19	0.32	0.23
	Contextual performance	0.45	0.22	0.41	0.29	0.32	0.33	0.42	0.33	0.28
	Adaptive performance	0.33	0.23	0.19	0.39	0.33	0.21	0.35	0.29	0.22
Independence	Task performance	0.15	0.35	0.36	0.31	0.32	0.24	0.29	0.31	0.23
	Contextual performance	0.29	0.22	0.18	0.34	0.18	0.33	0.18	0.35	0.28
	Adaptive performance	0.31	0.23	0.19	0.33	0.33	0.21	0.2	0.18	0.21
Self actualization	Task performance	0.15	0.35	0.36	0.31	0.32	0.24	0.29	0.31	0.18
	Contextual performance	0.29	0.22	0.18	0.29	0.09	0.33	0.18	0.32	0.14
	Adaptive performance	0.09	0.36	0.19	0.23	0.29	0.21	0.2	0.18	0.18
Empathy	Task performance	0.15	0.31	0.36	0.31	0.32	0.24	0.29	0.31	0.18
	Contextual performance	0.29	0.32	0.18	0.29	0.09	0.33	0.18	0.32	0.18
	Adaptive performance	0.19	0.36	0.19	0.23	0.29	0.21	0.2	0.18	0.16

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