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Emotional Intelligence and Performance of Manager in Manufacturing Industries (With special reference to Automobile Industry)

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ABSTRACT

The Indian automobile industry has gained its importance as it is one of the largest automotive industries at global perspective which accounts for manufacturing 23.96 million vehicles during 2015-16. More than 7 percent of GDP was contributed by automobile industry. In order to manage the large scale production process and service required for the maintenance of vehicle, the human capital is in demand. The modus operandi of this study is to calculate the impact of emotional intelligence of the managers who are working in the manufacturing industries. For this purpose, a sample survey conducted in Indian automobile industry. Chapter one provides basic idea about the emotional intelligence. Chapter two lists the review of literature. Chapter three describes the methodology of the study. Chapter four analyses the impact of emotional intelligence of manager in automobile industry and the last chapter concludes with the findings and suggestions.

Keywords: Automobile, Emotional Intelligence, Performance, Psychology, Empathy

INTRODUCTION

Success of any business rely on the able administration which in turn handling the employees judiciously and empathically. The term Emotional intelligence refers to the capability to be aware of, rheostat, express one's emotion and to handle relationships judiciously, sensibly, rationally and empathically. There are three basic qualities that are mandatory for efficient manager for the current scenario are emotional awareness, emotional peace and emotional management. The emotional awareness is learned skill applied for thinking and inducing the problem solving attitude; the emotional peace is an ability to cheer up or pacify other people; and the emotional management is psychological gizmo to manage emotion. He who possesses these three skills can achieve the targeted management goal in any organization.

Problem Statement: In the current corporate scenario, smooth running of production process with the inception of different labour issues is a difficult task. The patience and skill of the manager is the key factor which catalyst the level of production.

The current study tries to check whether the Emotional Quotient or Emotional Intelligence of the manager improves the skill and development.

Hypothesis

H₀: There is no significant difference in performance with respect to Emotional Intelligence

H₁: There is a significant difference in performance with respect to Emotional Intelligence

The current study throws light on the emotional intelligence of manager with level of performance who is working in the automobile industry. This study based on sample survey of 80 managers and executives in Kanchipuram District, who are engaged in automobile sector. The present study has used the statistical tools, both Karl Pearson's coefficient of correlation and one way ANOVAs to express the significance of emotional intelligence on performance.

The annual performance appraisal was collected from April 2016 to March 2017. 360 degree appraisal format is used to measure the performance. Points of scale are from 1 to 5, where 1 indicates low and 5 indicates high. Performances of the managers are rated by self, employees and higher officials.

REVIEW OF LITERATURE

John D Mayar³ in his research article on Emotional intelligence, he has listed many situations where the

intelligence is emotional or artificial. The study also tried to prove, does the emotional intelligence exist? If so what is its significance? Is it of any importance?

David L², this article suggests, "To be effective, leader must have a solid understanding of how their emotions and actions affect the people around them. The better a leader relates to and works with others, the more successful he or she will be".

Kendra Cherry³, in his article, he explain the components of Emotional Intelligence, such as self-awareness, self-regulations, Social skills, Empathy and motivation

Praveen N. Kulkarni, B.Janakiram and D N S Kumar⁴, this research study found out that the emotional intelligence has a significant impact on the performance level of the Manager and Supervisors

Dalip Singh⁵ In his study, he mentioned that application of emotional intelligence supports the managers and employees to recognize and understand emotions and using emotional intelligence to manage oneself and his/her relationship with others

Consistency of Emotional Intelligence: The consistency of Emotional intelligence is measured by considering 5 components of Emotional Quotient. Right from Self-Awareness, it continued with Self-motivation, Social-motivation, Empathy and cordial relation. The consistency of these variables emotional scale are ranged from 0.742 to 0.903 (acceptable range) and overall consistency of coefficients of the scale is 0.817 which indicates the consistency of emotional intelligence scale is good and it provides room for further study

One way ANOVA has been applied to measure the level of emotional intelligence with level of experience.

For this purpose, the same five components of emotional intelligence are considered. The mean values are ranging from 2.5 to 3.9. Lower the mean value lower will be emotional intelligence and vice versa.

Table 1 portrays the mean value for the respondents of various experience groups ranging less than 5 years, 5 to 10 years, 10 to 15 years, 15 to 20 years and above 20 years with self-awareness 3.43, 3.98, 3.82, 3.76 and 3.71 respectively. The standard deviations are ranging between 0.5 to 0.6. The F value is 2.428 and with .091 significant level which indicates there is significant difference between level of experience and self-awareness.

In case of self-motivation also there is no significant difference between level of motivation and self-motivation. The mean values of respondents of various level of experience are 3.61, 3.49, 3.96, 3.46 and 3.73 with Standard deviation 0.564, 0.561, 0.531, 0.518, 0.594 respectively. The F value is 2.348 with 0.062 level which indicates there is no significant difference between level of experience and self-motivation.

There is a significant difference between level of experience and social motivation as the F value is 9.469 at 0.000 significant level in 1% degree of freedom. The mean values of respondents are more or less nearer to 3 and the S.D is higher compared to self-awareness and self-motivation

As far as the Empathy factor of emotional intelligence is concerned, the mean value of respondents are 3.48, 3.29, 3.58, 3.63 and 3.24 with standard deviations 0.562, 0.536, 0.526, 0.561 and 0.506 respectively for the years of experience of the respondents with interval of 5 years. The F Value is 3.107 at 0.068 significant levels. This shows there is no significant difference between empathy and work experience.

Table 1: Emotional Intelligence level with experience

Factors	Experience	N	Mean	S.D	F Value	Sig (2 tailed)
Self-awareness	< 5 years	29	3.43	0.564	2.428	0.091
	5 to 10 years	24	3.98	0.543		
	10 to 15 years	16	3.82	0.522		
	15 to 20 years	7	3.76	0.497		
	> 20 years	4	3.71	0.582		
	Total	80	3.77	0.549		

Contd...

Self-motivation	< 5 years	29	3.61	0.564	2.348	0.062
	5 to 10 years	24	3.49	0.561		
	10 to 15 years	16	3.96	0.531		
	15 to 20 years	7	3.46	0.518		
	> 20 years	4	3.73	0.594		
	Total	80	3.64	0.557		
Social-motivation	< 5 years	29	3.08	0.752	9.469	.000
	5 to 10 years	24	3.21	0.816		
	10 to 15 years	16	2.96	0.793		
	15 to 20 years	7	2.76	0.748		
	> 20 years	4	2.95	0.594		
	Total	80	2.98	0.748		
Empathy	< 5 years	29	3.48	0.562	3.107	.068
	5 to 10 years	24	3.29	0.536		
	10 to 15 years	16	3.58	0.526		
	15 to 20 years	7	3.63	0.561		
	> 20 years	4	3.24	0.506		
	Total	80	3.44	0.537		
Cordial relation	< 5 years	29	2.87	0.763	17.293	.000
	5 to 10 years	24	2.49	0.827		
	10 to 15 years	16	2.48	0.704		
	15 to 20 years	7	2.97	0.759		
	> 20 years	4	2.91	0.634		
	Total	80	2.71	0.737		

Source : Computed

There is a significant difference between level of experience and cordial relation as the F value is 17.293 at 0.000 significant level in 1% degree of freedom. The mean values of respondents are less than 3 and the S.D is higher compared to self-awareness, Self-motivation and empathy.

CONCLUSION

The present study is witnessing that there is a significance difference in performance with emotional intelligence with respect to two components such as social awareness and cordial relation. However there is no significance difference in performance while comparing the level of experience and emotional intelligence with respect to self-awareness, self-motivation and Empathy.

Ethical Clearance: completed. (Dept. level committee at VELS)

Source of Funding: Self

Conflict of Interest: NIL

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