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STATISTICAL INVESTIGATION AND ANALYSIS OF EMOTIONAL

INTELLIGENCE AND WORKPLACE SPIRITUALITIY ON

THE ORANISATIONAL PERFORMANCE

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ABSTRACT

PURPOSE

The Purpose of the paper is to analyze the role of emotional intelligence on workplace spirituality of employees for improving the organizational performance in automobile industry around Chennai. The dimensions of Workplace spirituality such as trait and approachable leadership are considered as independent variables. Emotional intelligence being another independent or variable, which includes non-cognitive elements such as interpersonal skills, intrapersonal skills, adaptability, and stress management, was used. The Dependent variable is Organizational performance.

METHODOLOGY / APPROACH

The samples were collected from 213 employees of Automobile industry around Chennai. The Questionnaire was tested for reliability by croanbach alpha. The collected data was analyzed with help of statistical tools such as correlations and linear regression analysis. It was carried out to examine the role of emotional intelligence on workplace spirituality towards enhancing organizational performance.

PRACTICAL IMPLICATIONS

The research findings would be practically contributing to the automobile industry to recognize the important role of emotional intelligence on workplace spirituality for better organizational performance.

KEYWORDS: Emotional Intelligence, Workplace Spirituality, Organisational Performance, ANOVA & Trait

1. INTRODUCTION

The Automobile industry in south India especially in the outskirts of Chennai has shown a remarkable growth in two decades. Chennai which is nicknamed as Detroit of Asia contributes 30 % of Indian Automobile manufacturing industry. Job opportunities increased day by day for many Indian employees because of many foreign manufacturers starting their manufacturing plants in India. The Transformation in the business environment has created pressure for organizations to retain their employees(Kamal & Shalini,2019) The skilled workers are asset to management but training them is not possible in affordable cost to organization (Faisal & Kannan 2017) The managers should be capable of handling the manpower of organizations by reading the mind of subordinates which will be possible if the managers are capable of applying industrial psychology along with the routine work

process (Bar-on, 2000). It consists of emotional intelligence and work place spirituality which deals with interpersonal skills (communicating among others), intrapersonal skills (within oneself), stress management, adaptability (Bar-On,2000), Leadership, and Trait. (Murray 2016). The EI &Work place spirituality has proved to be a positive predictor for improving the Organizational performance by previous researchers (Naval, 2017). In this article the author explains the relationship between domains of EI and workplace spirituality with organizational performance.

2. LITERATURE REVIEW

Many researches has expressed opinion about the capabilities of Emotional Intelligence. EI has been remarked as twice the capacity of IQ.(Goleman 1998, p31). Many researches have claimed that considerable body of research suggest that EI provides the basis for competencies important in almost any type of jobs.(Chernis 2000, p31).

Peter Salovey and John. D. Mayer (1990), has hypothesized set of skills to contribute to the accurate appraisal and expression of emotions in oneself (intrapersonal skill) and with others (interpersonal skills). Mathewes, Zeidner et al 2002 found that Emotional Intelligence has emerged recently as one of the most high profile of the psychological constructs.

The constructs of emotional intelligence as per Bar-On is Interpersonal skills, intrapersonal skills, adaptability and stress management. Davis (2012) explained Interpersonal skills as communication skills used in day to day life where an individual communicates with other people individually and in groups. Nicky Drives and Roland Pepermans (2007) has believed that factors of EI ie intrapersonal functioning, interpersonal skills, adaptability and Stress management contributes better performance in organization. Dulewicz et al (2005) concluded that interpersonal skill has become increasingly important compared to IQ and technical skills as individuals approach to their organizational hierarchies.

Pesuric & Byham, 1996 found that employees who received training in emotional competencies like listening and resolving skills were more productive than others. Chopra and Kanji in (2010) in their studies suggest that EI is highly significant in developing human potential, combined effort, efficient leadership, stress management, Creativity and adaptability. Aghayar & Sharif Darmadi, 2007 describes adaptability as the Intelligence of adapting with the environment around.

The term intrapersonal skills refer to the skills of self –talk with in an individual. These skills include self-confidence, self-esteem, Integrity. Intrapersonal things go on exclusively with in one person (Howard Gardner 2000). Adaptability refers to the quality of being able to adjust to new conditions. According to Anderson and Gronau "adaptability refers to an ability to change something or oneself to fit to the evolving changes". According to Bar-On (1996) Stress management is an art of controlling a person's level of stress for the purpose of improving the performance of day to day functions. Excessive stress in workplace can interfere with your productivity level and performance, impact your physical and emotional health and even affect your personal relationships.

Ashmos and Duchon 2000 define workplace spirituality as employee's experiences of spirituality at workplace which includes aspects such as sense of meaning, community and transcendence. Workplace spirituality is an significant aspect of organization which has relationship towards individual wellbeing as well as organization and societies (Sheep2006). The workplace spirituality domain considered here is Leadership and trait. Leadership has been described as training in awareness which over long periods of time produces definite changes in perception, attention, and cognition (Nil Kamal Singh& Shirley Telles2014). Leadership is identified as a self-developmenttool in the context of a rapidly

Statistical Investigation and Analysis of Emotional Intelligence and Workplace
Spirituality on the Organisational Performance

805

changing and increasingly complex work environment (Mars, Michelle 2016).

Shankar Pawar 2009 examined the relationship of trait on work attitudes and found that trait has a moderating effect on workplace spirituality aspects towards work attitude. Priscilla Lynne young (2011) investigated how individual's trait influences the development of spirituality in workplace through inter & intrapersonal communication in workplace.

3. OBJECTIVES

The following are the study objective:

To study the relationship of emotional intelligence and workplace spirituality towards organizational Performance.

4. STUDY METHODOLOGY

The data was collected from Employees of Automobile manufacturing companies in and around Chennai through structured questionnaire. The questionnaire was framed based on literature study on the topic which includes demographic variables, independent variables and dependent variables. The Workplace spirituality as independent variable was measured by 10 questions and Emotional Intelligence was measured by 20 questions which includes factors such as interpersonal skills, intrapersonal skills, adaptability and stress management. The workplace spirituality factors are Leadership and trait. The dependent variable as Organizational performance was measured by 10 questions. The sample for the questionnaire survey was selected based on random sampling method. The standardized scales were used for data collection. Based upon the theoretical background & research support the conceptual model was framed
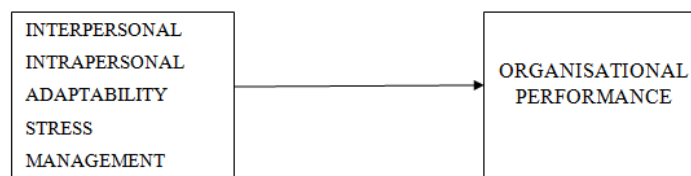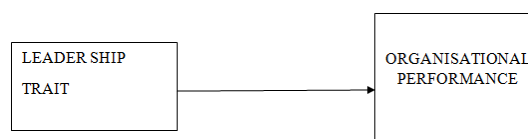

Figure 1: Emotional Intelligence

Figure 2: Workplace Spirituality

Table 1

Reliability Statistics	
Cronbach's Alpha	No of Items
.957	40

5. DATA ANALYSIS & INTERPRETATION

5.1. Reliability

Cronbach's alpha for all of questions used in this paper is greater than 0.95. The highest value gained for emotional intelligence dimensions are interpersonal skills, I always finish conversation in a positive way (M =3.78) SD =.897. Intrapersonal, I know I can succeed if I work (M= 3.88), SD =.950. Adaptability, I encourage experimentation (M =

3.67) SD =.890 Stress Management, Positive commands to yourself can relieve some stress (M=3.65)SD =.930. Organizational Performance The organization strictly follows the code of conduct.(M=3.57)SD=.977.

Table 2

Model		Sum of Squares	Df	Mean Square	F	Sig.
		ANOVA[a]				
1	Regression	29.068	3	9.689	34.210	.000[b]
	Residual	28.040	99	.283		
	Total	57.108	102			
a. Dependent Variable: ORGANISATIONALPERFORMANCE						
b. Predictors: (Constant), STRESSMANAGEMENT, INT, INTRA						

Table 3

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	**Std. Error**	**Beta**		
1 (Constant)	.702	.265		2.644	.010
INT	.241	.114	.263	2.112	.037
INTRA	.091	.133	.089	.687	.493
STRESSMANAGEMENT	.417	.134	.409	3.120	.002

HO – There is no relationship between dimensions of Workplace spirituality and Organizational performance.

Table 4: Workplace Spirituality and Organizational Performance

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.646	.418	.406	.57656	.418	35.898	2	100	.000

Table 5

Model		Sum of Squares	Df	Mean Square	F	Sig.
		ANOVA[a]				
1	Regression	23.866	2	11.933	35.898	.000[b]
	Residual	33.242	100	.332		
	Total	57.108	102			
a. Dependent Variable: ORGANISATIONALPERFORMANCE						
b. Predictors: (Constant), Leadership, Trait.						

Table 6

Model	Un-standardized Coefficients		Standardized Coefficients	t	Sig.
	B	**Std. Error**	**Beta**		
1 (Constant)	1.177	.259		4.538	.000
Leadership	.113	.056	.165	2.012	.047
Trait.	.493	.071	.568	6.929	.000

A linear regression analysis was used to determine the relation between the factors of workplace spirituality of employees in automobile manufacturing industries and organizational performance. The dimensions of workplace spirituality are Leadership and trait. The main objective of regression analysis is to explain the variation among dependent and independent variable (Nargundkar 2008). This regression model produced an R 2 value of.41 which means that dimensions of workplace spirituality shows 41% variance in the dependent variable organizational performance. The model was significant, F (2,102) = 35.90 p <.001. the results indicated that the employees Leadership (β =.113) p <.05,

Trait (β =.493) p <.05 have significant and positive relationship with organizational performance.

5.2. Discussion

The study proved emotional intelligence and work place spirituality as a positive predictor of organizational performance. Organizational performance is not an individual unit but a combination of various components from top level management to low level management. The EI improves interpersonal skills of individual towards group which is mandatory for achieving positive result. The managers should be capable enough to communicate with others in such a way that the response to the communication is high and positive. EI improves intrapersonal skills where the communication towards inside. Commanding to one's self. This keeps the superiors to withstand maximum pressure from either side of organization.

The adaptability is the major challenge of organization where the technology, foreign cultures, new work environment, new domestic cultures etc determines the response of individuals. The author proved that the person with high EI can adapt better to the changing environment. For example the working style of Koreans differs from Indian style. They focus more on perfection, quality, cleanliness and utilization of resources. They strictly follow the code of conduct which is lacking in Indian organization culture.

6. CONCLUSIONS AND FUTURE DIRECTIONS

The Emotional intelligence plays an important role in Leadership process. More specifically it is proposed that emotional intelligence the ability to understand and manage moods and emotions in the self and others contributes to effective leadership in organizations (Genefer M George 2001). Trait a dimension of workplace spirituality influences to improve the individual's organizational role (Richard A Roof2015). (Shankar Pawar 2009). It creates a deeper involvement towards work and organization. Organizational performance should be clearly examined then and there and changes should be made in such a way that its potential is capable of retaining the skilled employees. The employees should be allowed to express their feelings and requirements freely to their superiors. The organizations should then and their take initiative to solve the problems.

The future research can be done on other industries and various regions of country. The workplace spirituality can be considered as mediating variable between emotional intelligence and organizational performance in future research.

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