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Impact of individual's emotional intelligence and colleague behavior on individual's job performance: An empirical study at Jamshedpur Utilities and Service Company Pvt. Ltd. (JUSCO)

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Abstract

There has been an increase in interest in 'emotional intelligence' within the Indian organization system in recent years. This increase has been attributed to the popularization of the construct of emotional intelligence in the research area. The promotion of emotional development in corporate organizations assumes that the ability to regulate emotions is a positive trait, which is associated with positive workplace performance. There is however, currently, little evidence to support the existence of such a relationship.

In an organization appearance plays a vital role. As we know that colleagues are important in an organization. Without colleague one cannot work alone. So this study will focus on the impact of emotional intelligence of individual and behavior of colleague on individual job performance.

Keywords: Emotional Intelligence, Colleague Behavior, Individual Job Performance

1. Introduction

This research deals with the Impact of emotional intelligence and behavior of colleague on Individual Performance". In an organization each and every individual has a right to work and give his best performance. In an organization a colleague plays a vital role in order to increase ones self-performance. Colleague is a person who works in the same department or in the same organization. In this study investigates the individual EI and colleague behavior on individual's job performance

2. Review of Literature

2.1 Emotional Intelligence

There has been an increase in interest in 'emotional intelligence' within the Indian Organization system in recent years. This increase has been attributed to the popularization of the construct of emotional intelligence in the research area. The promotion of emotional development in corporate organizations assumes that the ability to regulate emotions is a positive trait, which is associated with positive workplace performance. There is however, currently, little evidence to support the existence of such a relationship. The aim of the current study was to explore the relationship between emotional intelligence and workplace performance among the managers and executives.

From the review of literature it was found that Researchers show that IQ accounts for only 20 percent of a person's success in life. The balance 80% can be attributed to EI. (Working with EI-Daniel Goleman). Also we know that colleagues are important in an organization. Without colleague one cannot work alone. Colleague plays a vital role in an organization. To understand the importance of above two components (EI & CB) on individual's job performance, this study was conducted.

Traditionally, job performance has been conceptualized as the degree to which an individual executes his or her role with reference to certain specified standards set by the organization (Nayyar, 1994). Job performance is defined as the aggregated value of the discrete behavioral episodes to the organization that an individual performs over a standard interval of time (Motowidlo, Borman and Schmit, 1997) [21].

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For this study following five components of emotional intelligence are considered:

- **Self-awareness.** The ability to recognize an emotion as it happens is the key to our emotional intelligence. Developing self-awareness requires change in the true feelings. If a person evaluates his/her emotions, he/she can manage them properly. The major elements of self-awareness are: Emotional awareness, Accurate Self Assessment- Self-confidence.
- **Self-regulation.** A person often has little control over when he/she experiences emotions. A few of these techniques include recasting a situation in a more positive light, taking a long walk and meditation or prayer. Self-regulation involves: Self-control Trustworthiness. Conscientiousness, Adaptability and Innovation.
- **Motivation.** To motivate a person for any achievement requires clear goals and a positive attitude. Although he /she may have a tendency to either a positive or a negative attitude, he/she can with effort and practice learn to think more positively. If he/she catch negative thoughts as they occur, he/she can reframe them in more positive terms — which will help him/her to achieve his/her goals. Motivation is made up of: Achievement drive: Commitment: Initiative, and Optimism.
- **Empathy:** The ability to recognize how people feel is important to success in life and career for them. The more skilful a person are at discerning the feelings behind others' signal the better the person can control the signals he/she sends them. An empathetic person excels at: Service orientation, Developing others, Leveraging diversity: Political awareness: This is the ability to understand a group's emotional currents and power relationships and understanding others:
- **Social skills.** The development of good interpersonal skills is the most important factor to success in our life and career. In the era of technology, the world is well connected; everyone has immediate access to technical knowledge. Thus, "people skills" are even more important now because a person must possess a high EI to better understand, empathize and negotiate with others in a global economy. The most useful skills in are: Influence: Communication, Leadership: Change catalyst, Conflict management: This is the ability to understand, negotiate and resolve the disagreements, Building bonds, Collaboration and cooperation and Team capabilities.

2.2 Colleague and colleague Behavior

Colleague is someone with whom you spend your some portion of your life. It is better for everyone to have a colleague which has several good characteristics. In my view the most considerable factors which your fellow worker must have are honesty, being polite and having something in common for a few reasons. Following characteristics are considered for the colleague.

- **Appearance**

In an organisation appearance plays a vital role. As it is said that first impression is the last impression. The dressing style also affects the performance of the individual and the people working around. In order to increase ones performance the people working in that department should be neatly dressed so that they can work properly with peace mind.

- **Communication**

In order to work in a team it is necessary to have a good communication with your colleague. A colleague is a person who works in the same department or in the same organisation. The thoughts and ideas should be crisp and clear in order to work in a team. If the colleague is not expressing his/her ideas properly it can decrease one's self performance.

- **House Keeping**

In an organisation it is important to keep records properly and in a systematic manner. It also shows the tidiness of the table and how well you keep things. If a colleague is not managing files properly the next person would face difficulty in working. Proper arrangement of files is quite necessary.

- **Record Keeping**

Maintaining daily records is good and it helps to work smoothly. One should have the self-working attitude. Now a days as the technology is changing rapidly one needs to be updated. If the colleague is not having knowledge of computer the individual performance also gets affected because the work is dependent on his colleague.

- **Behavioural Attitude**

To work in an organisation one should have a helping attitude. One should always be ready to help others when they are in need. It is very important to be regular at work. It creates a positive impact on others. One should come up with innovative ideas. If a colleague does not have helping attitude and if he do not behave properly in an organisation the individual performance gets affected.

- **Work Quality**

In order to increase self-performance one needs to improve his work quality. Systematic way of doing work is essential in order to improve work quality. One should be regular at work. Feedback is quite important in order to improve self-performance.

- **Improvement Orientation**

In this era as the latest technology are coming daily. One should always be ready to learn that latest technology. Qualification also plays a vital role. If a colleague is not having latest knowledge and if he is not having more qualification the performance of an individual gets affected.

- **Acceptance/ Tolerance to others**

In an organisation it is important to accept others view. If the colleague is having better ideas and views one should learn from them. It is always advisable to respect and accept other point of view. This would also define the tolerance / patience level of the colleagues

2.3 Areas Affected by Emotional Intelligence and Behavior of colleague

The individual job performance is measured on the following variables.

- **Job Quality**

In an organisation people work together in a team to increase the productivity. The job quality of an individual gets affected by the appearance of the colleague. The way the colleague presents himself before others, the way he talks and his behaviour. Communication between all team members is very important and should always be polite, language should be known to others. To work properly in an organisation he/she needs to manage all files and daily records so that it won't affect others performance. The colleague should be regular and innovative. He should be keen to learn the latest technologies and should accept others

views when they are in trouble.

Job Efficiency

The quantity of work done by an individual also gets affected by colleague work behaviour. If he does not come in proper uniform, if he stinks, his behaviour is not good the quantity of work done by an individual gets affected as he cannot concentrate properly. Communication also affects the performance because if the colleague is not talking properly to other members in a team. There would be a communication gap and the quantity will decrease. Similarly if the colleague is not maintaining the file and the records others would face problem working in a team. He should be regular and should have the zeal to learn the latest technologies.

• **Timeline**

In an organisation time management is very important. In order to manage time one should always prepare time table so that he works accordingly. Due to the appearance of colleague, the work done by an individual also gets affected. If the colleague does not manages all files and the records the time frame increases because he needs to work on the same thing again. The work quality done by the colleague should be systematic and regular. He should try to learn the latest technologies quickly because others may have to wait for the work done by you.

3. Objectives of the study:

- i) To understand the concept and importance of emotional intelligence.
- ii) To understand the impact of emotional intelligence on performance.
- iii) To study the impact of colleague behaviour on individual performance.
- iv) To suggest measures in order to improve the performance of an individual and colleague.

4. Hypothesis

- i) There is a significant relationship between emotional intelligence and individual job performance
- ii) There is a relationship between behaviour of colleague and individual job performance

5. Research Methodology

Research is a systematic and continuous method of defining a problem, collecting the facts and analyzing them reaching to the conclusion and forming generalizations. The following steps are adopted for the research process:

5.1 Research Design: The research design for this study is a descriptive research design.

5.2 Sampling Design

The sample design adopted in this study is quota sampling because the samples are selected from the different departments. The data were collected from the executives which has more than two years of experience. The total number of responses received was 122. The research study was done in Jamshedpur Utilities and Service Company Ltd. (JUSCO) considering all the departments like Human Resource Dept, Power Supply, Water Dept, Contractor’s cell, Health Department, Administration Department, Billing

Department, Business Development, and Design Department. Total number of questionnaire distributed was 140 out of which 105 turned out. So the response rate was 87.14%.

5.3 Data Collection

The primary and secondary data were collected in the following manner.

5.3.1 Primary data

The primary data is collected through administration of QUESTIONNAIRE. All the information about, the emotional intelligence, colleague behavior and individual job performance and other information are collected through Questionnaire. The views of the employees were ascertained on 5 point scales.

The impact of individual’s emotional intelligence and behavior of colleague on individual performance is rated on the following percentage, which are as follows.

Where 1 = strongly disagree, 2= Disagree, 3= Neutral, 4= Agree, 5= Strongly Agree

5.3.2 Secondary data

The secondary data for the study was collected through journals, websites, Magazines etc.

6. Results and Findings: Data has been analyzed by using SPSS 22.0.

6.1 Cronbach’s Alfa of components of emotional intelligence (Independent Variable)

Sr. No.	Parameters	Cronbach’s Alfa
1	Self-Awareness	0.74
2	Self-Regulation	0.69
3	Self-Motivation	0.75
4	Empathy	0.81
5	Social Skills	0.72

6.2 Cronbach’s Alfa of components of Colleague Behavior (Independent variable)

Sr. No.	Parameters	Cronbach’s Alfa
1	Appearance	0.89
2	Communication	0.73
3	House Keeping	0.68
4	Record Keeping	0.71
5	Behavioral Attitude	0.78
6	Work Quality	0.82
7	Improvement Orientation	0.77

6.3 Cronbach’s Alfa of components of Colleague Behavior (Dependent variable)

Sr. No.	Parameters	Cronbach’s Alfa
1	Job Quality	0.83
2	Job Efficiency	0.85
3	Timeline	0.76

7. Correlation Analysis

- a) Correlation between the components of emotional intelligence and components of individual job performance

Emotional Intelligence	Job Quality	Job efficiency	Time line
Self-Awareness	0.52	0.60	0.55
Self-Regulation	0.38	0.42	0.40
Self-Motivation	0.51	0.51	0.62
Empathy	0.22	0.45	0.35
Social Skills	0.30	0.39	0.47

P=0.05*

b) Correlation between the components of Colleague behaviour and components of individual job performance

Colleague Behavior	Job Quality	Job efficiency	Time line
Appearance	0.29	0.33	0.45
Communication	0.63	0.45	0.55
House Keeping	0.42	0.56	0.43
Record Keeping	0.59	0.62	0.65
Behavioral Attitude	0.39	0.40	0.41
Work Quality	0.51	0.49	0.41
Improvement Orientation	0.69	0.71	0.74

P=0.05*

a) Impact of emotional intelligence of colleague on individual job performance

The regression Analysis of emotional intelligence on individual job performance is as follows.

Model	R	R Square	Adjusted R Square	Sig
1	0.71 ^a	0.5041	0.4921	0.031

a. Predictor: EI

This result shows that EI is a strong predictor of individual job performance as 49.21% individual job performance explained by EI.

b) Impact of colleague behaviour on individual job performance:

The regression Analysis of colleague behaviour on individual job performance is as follows.

Model	R	R Square	Adjusted R Square	Sig
1	0.52 ^a	0.2704	0.258	0.043

a. Predictor: Colleague Behaviour

This result also shows that colleague behavior is a predictor of individual job performance.

8. Discussion

This study investigates empirically that there is a strong relationship between emotional intelligence of an individual and his/her job performance. So the organization must consider the EI of an employee before hiring. EI explains 49.21% to the job performance. Whereas the colleague behavior explains 25.8% of an individual’s performance. If we combine both the independent variables EI & CB both explains 74% of an individual job performance.

9. Conclusion

Emotional intelligence has been found to be a predictor of work performance on the parameters job quality, job efficiency and time line. This study has demonstrated through empirical analysis that there is a strong impact of emotional intelligence on individual performance. This study also confirmed that there is a high impact of behavior of

colleague on individual performance.

As we know that colleagues are important in an organization. Without colleague one cannot work alone. Colleague plays a vital role in an organization. When people work in a team they need to communicate properly with their colleague in order to complete the task. Colleague should be helpful, well dressed, confident, have the latest technology updates so that he/ she can help others and improve his/ her as well as others self- performance. If one does not work properly with their colleague their enthusiasm, moral suffers and ultimately productivity suffers. So this study concludes that individual’s EI and colleague behavior plays a significant role in the job performance.

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