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EMOTIONAL INTELLIGENCE OF HIGHER-LEVEL EXECUTIVES AND IT'S IMPACT ON ORGANIZATIONAL PERFORMANCE WITH REFERENCE TO IT COMPANIES TRIVANDRUM

Ms. Roby Babu¹, Ph.D and Dr A. Ahmed Ansari²

¹Research Scholar, Alagappa Institute of Management, Alagappa University, Karaikudi

²Assistant Professor & Head, Syed Ammal Arts and Science College, Ramanathapuram, Tamil Nadu

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ABSTRACT

India's IT sector is growing and developing. It was then followed by the demographic profile of IT higher-level officials and their relationship with the emotional intelligence dimension, as well as the variables impacting each of the different aspects of emotional intelligence in IT higher-level officials. The influence of behavioural intelligence on higher-level employee performance and strategies for improving emotional intelligence and employee performance. The study deals with the EI of the higher level executives and analyse the impact on the organizational performance.

KEYWORDS: employee performance, emotional intelligence, organizational performance, behaviour intelligence and so on

INTRODUCTION

Organisations deal additionally with things as well as with individuals. In today's globalised society, Emotional Intelligence (EI) is gaining public attention and being recognised as a significant factor in the workplace. Every human being's intelligence, together with their emotions, determines effective life. According to scientific evidence, Emotional Quotient (EQ) seems more vital compared to Intelligence Quotient (IQ). The people IQ may propel them towards the top, but it is the individual's EQ that elevates them to that higher authority position. EI is the main behavioural components which contribute to an individual's success at work and in the home.

Emotional intelligence is a hot topic in delivery of services and marketing. Both theoretically and experimentally, it has been shown to improve employee performance in areas such as selling to individuals, direct marketing, relationship-based marketing, and service delivery. It has an influence on service quality, which is the foundation of client happiness, patronage, and loyalty, and it maximises business development in the sector. Employees at global corporations are expected to be



proactive, take initiative, and take responsibility for their own personal growth. People motivation is a major issue in organisations, and it is exacerbated by the existence of many positions, because the attitudes, behaviours, and emotions connected with one role may flow over into another. Employees do not constantly check their issues or victories at the door when they enter into the workplace or return home from work. Employees frequently must participate in numerous roles within the framework of the organisation to complete job requirements, which may be discussed by emotional intelligence. In today's competitive environment, organisational circumstances must be modified on a regular and frequent basis. Employees with emotional intelligence are better able to deal with the dynamic changes in the corporate environment. Emotional intelligence assists managers and workers in recognising and understanding emotional imbalances in the workplace and in maintaining or developing viable relationships with others. The use of emotional intelligence within the workplace involves aspects such as people selection, individual development, team development, and organisational development. Employees must improve their emotional intelligence abilities at work in addition to their technical talents, which will increase their output on the job. Team members who manage their emotional intelligence will improve their interpersonal abilities. Organisations must adjust the mechanism of workers' emotional intelligence skills to operate successfully in the organisation if they are to be successful. Emotional intelligence is a broad term that encompasses a diverse range of individual skills and dispositions known as soft skills or inter and intra-personal skills that fall outside of the traditional domains of specific knowledge, general intelligence, and technical as well as professional skills. Most authors on the subject emphasise the need of having both traditional intelligence (IQ) as well as emotional intelligence to be able to be a well-adjusted, fully functional member of society (or family member, spouse, employee, etc.). Emotional intelligence is understanding emotions and how they impact and interact with traditional intellect (e.g., degrade or enhance judgement, etc.). This viewpoint is consistent with the widely accepted belief that success in life requires more than just intelligence. Given this viewpoint, it is reasonable to believe that emotional intelligence constitutes nothing new. Emotions are an inherent component of our biological composition, and they accompany us to work every day, influencing our behaviour. Emotional intelligence is an increasing issue of attention in organisations and the academic environment. Modern technology and globalisation have propelled the human race into a high-risk existence. Most employees in organisations today are going through the motions of disintegrating trust, startling uncertainty, inhibited innovation, alienation between bosses and coworkers, and fading loyalty and dedication. In this environment, organisations are either unaware of these signs or are unwilling to recognise them (most of the time), because they are obligated to take action. Emotional intelligence requires organisations to recognise and grasp these difficulties. Emotional intelligence requires employees to increase their emotional self-awareness, emotional expression, creativity, tolerance, trust, and integrity, improve relationships within and across the organisation, and thus improve the efficiency of each employee and the organisation as a whole. —Emotional Intelligence (EI) is one of

the few critical attributes that contribute to the development of strategic leaders in organisations. Finally, researchers are currently interested in determining the consequences of emotional intelligence on personnel and hence on organisations by analysing the numerous different aspects of EQ. Corporate interest seems to be significantly tied to the ongoing quest for a strategy to secure long-term competitive advantage via attention to the people issues. The study helps to identify the emotional intelligence adopted among the higher officials in IT industries in Trivandrum.

FOCUS ON THE EI

The importance of EI for firms is demonstrated through study. The following are some major facts that demonstrate why organisations must consider EI while training their staff.

FIGURE 1: THEORETICAL FRAMEWORK OF EI



JOB SATISFACTION

Several research in various industries have found that emotional intelligence had a favourable influence on work satisfaction. Examples include studies on school principals, call centre employees, and university professors.

Employees that are happy with their jobs bring a variety of benefits to the organisation, including:

- Increased output
- Reduced employee turnover



- increased engagement and loyalty

Many aspects influence whether or not a person is content with their employment (for example, recognition, advancement possibilities, and so on. However, EI promotes emotional well-being, increased self-esteem, and pleasant moods, all of which contribute to an employee's happiness in their position.

JOB PERFORMANCE

Emotional intelligence was shown to be the best predictor of efficiency, predicting different achievement across all job kinds. Furthermore, they discovered that ninety per cent of top achievers had high EI scores. Conversely, EI minimises negative consequences such as stress, which can contribute to burnout and job discontent. Companies with high levels of EI in their CEOs are more likely to be very lucrative. Employee productivity increased by 93% after a Motorola manufacturing plant adopted stress management and EI training. The meta-study also discovered that conscientiousness as well as emotional stability are the two personality qualities that contribute to considerably greater work performance. Conscientiousness accounts for 85% of an individual's job success, whereas general EI accounts for around 13.5%. In this setting, emotional intelligence (EI) may not be the primary attribute responsible for work performance, but it does serve as a differentiator between decent and top performers. Employees with high EI may make better judgements, create and maintain productive connections, cope with stress most effectively, and endure rapid change.

OBJECTIVE OF THE STUDY

1. To identify the significant of work an employee produces and organizational behaviour in the IT industries.
2. To identify the factors, motivate the different aspects of EI in IT companies.
3. To analyse the EI of the higher officials in IT companies in the Trivandrum.

METHODOLOGY

The study was blend of both descriptive as well as analytical in nature. The sampling size taken from the trivandrum districts in kerala. The researcher was adopted from the stratified random sampling. The current study is entirely based on primary data, with secondary data acquired from documents, newspapers, and journals utilised to build the study's theoretical framework and a review of literature. Primary data was collected using a structured questionnaire.

DEMOGRAPHIC PROFILE OF THE RESPONDENTS

One among the statistical measurements used to characterise the features of the group of individuals or population as a whole is percentage analysis. Percentage analysis entails computing measurements

of variables chosen for the research, and the results are straightforward to comprehend for the reader.

Table 1.1 Demographic Profile of the Respondents

Demographic Variables	Range	Percentage
Age	30-40	54
Educational Qualification	Graduate	67
Area of Residence	Urban	80
Work Experience	10-20	60
Designation	Senior manager	66.2
Type of Family	Nuclear Family	55
Income details	Above 50000	53

Source: Primary data

Table 1.2 explains that 54% of the respondents were 30-40 age criteria, most of the respondents are obtained from the educational qualifications is degree holder and the range is 67%, the majority of the respondents are located from the area of residence is urban area are obtained

from 80%, the majority of the respondents are ranged from the 10-20 and the leading percentage with work experience with 60%. Nuclear family and leaded with 55%, Most of the respondents are getting more than 50,000 incomes from the organization with 53%.

5.6 MEASUREMENT OF EMOTIONAL SELF-AWARENESS AND SELF-ASSESSMENT OF THE HIGHER OFFICIALS - ONE SAMPLE T TEST

One sample t test is the parametric test. It is used to measure the mean difference between the sample and known value of the population mean. The “t” value denotes the computed mean value. Degrees of freedom are calculated by subtracting the value of one from the total sample size. The test value is considered as three and scaling technique is 5 points. The upper and lower limit ranges help to determine the mean difference value. It determines the two tail possibilities of either mean value is greater than three or less than three.

Table-2: EMOTIONAL SELF-AWARENESS AND SELF-ASSESSMENT test

<i>Sno</i>	<i>Particulars</i>	<i>T</i>	<i>Df</i>	<i>Sig. (2-tailed)</i>	<i>Mean Difference</i>	<i>Results</i>
1	I doubt my own ability	37.58 5	400	.000	1.29	Significant
2	I feel lack of self confidence in many occasions.	27.96 8	400	.000	1.00	Significant
3	I believe one to be capable for a job.	21.37 8	400	.000	.96	Significant
4	I present myself in an assured manner.	33.39 9	400	.000	1.42	Significant
5	I do act impulsively on many occasions in my work life	32.49 1	400	.000	1.45	Significant
6	I generally get impatient or show frustration	43.28 2	400	.000	1.54	Significant
7	I do acknowledge my mistakes.	7.473	400	.000	.66	Significant
8	I try my level best to adjust to new conditions and persons.	8.128	400	.000	.66	Significant
9	I can do change overall strategy, goals or objectives to fit the situations.	9.326	400	.000	.67	Significant
10	I generally adapt ideas based on new information.	17.51 6	400	.000	1.30	Significant
11	I handle unexpected demand well	31.58 6	400	.000	1.84	Significant
12	I can am conscious of ethical concerns in managerial decision making process	24.49 6	400	.000	1.64	Significant

Data: Primary Source

Table 1.2 presents the “t” values for all 12 variables such as 37.58,27.968,21.378,33.399,32.491,43.282,7.473,8.128,9.326,17.516,31.586 and 24.496 are positive values that indicates sample mean is mentioned above with the population mean of test value is

statistically significant at five percent level and all the “t” values are positive with consistent standard. Hence it is concluded that all 12 variables are significant at five percent level.

PROSPECTS OF THE HIGHER OFFICIALS AND THE DIMENSIONS OF EI

The capacity to sense, control, and assess emotions is referred to as emotional intelligence. Emotional intelligence is vital in assisting managers and staff in dealing with the constantly shifting circumstances that take place in the corporate environment. Some academics believe that emotional intelligence may be taught and increased, while others believe that it is a natural trait. The below table illustrate the prospects of the higher officials and the dimensions of ei

Table-3: PROSPECTS OF THE HIGHER OFFICIALS AND THE DIMENSIONS OF EI

Self-Awareness	Age		Educational Qualification		Income		Work experience		F value	P value
	Mean	SD	Mean	SD	Mean	SD	Mean	SD		
Emotional self-awareness	2.167	0.364	2.472	1.588	2.367	1.204	1.115	1.214	3.418	0.000
Accurate Self-Assessment	1.354	1.527	3.574	1.354	2.451	1.234	1.632	0.412	10.563	0.000
Overall Self-awareness	1.213	0.742	6.872	1.541	1.142	1.241	1.421	0.217	16.237	0.000

Source: Primary data

The table represents that overall self-awareness placed with the f-value is 16.23, then the accurate self- assesment with 10.563. The higher officials that are emotionally inept struggle to regulate their emotions. As a result, individuals frequently behave impulsively, believing that the repercussions of their actions would not affect themselves or those around them. Developing EI can help people better understand themselves by providing them with the tools they need to direct their future cognitive processes and actions. The variables are followed as are followed as



1. Constructive feedback rather than personal criticism as well as challenging behaviours rather than persons.
2. Providing assistance to coworkers by recognising their emotions and helping to decrease stress.
3. Under pressure, being cool and productive.
4. Assisting in the resolution of team member disagreements.
5. Creating an environment in which employees may freely express themselves

FINDINGS AND SUGGESTION

EI is important in the workplace because it influences how individuals interact with one another, deal with stress, and complete their tasks.

1. The overall self-awareness placed with the f-value is 16.23, then the accurate self- assessment with 10.563. The higher officials that are emotionally inept struggle to regulate their emotions.
2. Regardless of impediments, work towards the organization's goals.
3. Staff are more motivated to comprehend their own and their coworkers' feelings.
4. Healthy communication results in collaborative objectives across the organisation. When it pertains to the job at hand, the worker has a positive attitude.
5. Employees have positive interactions and deeper ties.
6. Employees with high EI can adjust to change successfully and handle whatever extra workload it brings.
7. Improved efficiency with compassionate employees making decisions that benefit everyone.
8. Staff possessing high EI have the potential to flourish in leadership roles as their careers grow.

Furthermore, EI is infectious.

Hiring emotionally intelligent people or strengthening EI talents in current employees might yield even higher results. Other employees improve their teamwork by learning to understand and regulate their own emotions. It is critical to remember that the advantages of high EI differ depending on the function within the organisation. EI can be very useful in human resources. This is because HR personnel are continually talking with employees throughout the organisation, creating connections, and striving to address difficulties that various staff members are experiencing. They have to figure out to communicate effectively, empathise with others, and spot difficulties regardless of whether they are not directly told. They are also heavily involved in recruiting and discovering fresh applicants who may be a good match for a specific post. EI is an important talent to have during job interviews, and HR professionals must be able to rapidly get to know and understand potential candidates.

CONCLUSION

With several organisations throughout the world using the notion of emotional intelligence for their educational programmes and organisational growth, it has not yet been heavily focused on the IT industry. The recent study can assist understand the value of an Emotional Intelligence training



programme for women in IT. Focusing on Emotional Intelligence for female IT employees would result in better social relationships, less burnout, less job anxiety, and more job satisfaction. This will assist them in leading a better job life and achieving total life happiness. It has offered a perspective on the lifestyle and difficulties of women managers in the IT sector, and it has been interpreted that the gender-based implications on Emotional Intelligence should be acknowledged by the IT business.

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