

A STUDY ON IMPACT OF EMOTIONAL INTELLIGENCE AT WORKPLACE AMONG EMPLOYEES IN NTC LOGISTICS INDIA (P) LIMITED,CHENNAI

Submitted in partial fulfillment of the requirements for the award of

MASTER OF BUSINESS ADMINISTRATION

by
HARI PRASATH.P
Register No.41410115



SCHOOL OF MANAGEMENT STUDIES

SATHYABAMA

**INSTITUTE OF SCIENCE AND TECHNOLOGY
(DEEMED TO BE UNIVERSITY)**

**Accredited with Grade "A" by NAAC | 12B Status by UGC | Approved by AICTE
JEPPIAAR NAGAR, RAJIV GANDHI SALAI, CHENNAI - 600 119**

MAY 2023



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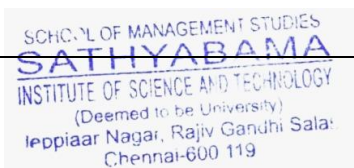
This is to certify that this Project Report is the bonafide work of **HARI PRASATH P 41410115** who carried out the project entitled "**A Study On Impact Of Emotional Intelligence At Workplace Among Employees In Ntc Logistics India (p) Limited, Chennai**" under my supervision from January 2023 to March 2023.

Dr.S. DHIVYA BHARATHI,MBA,PH.D.,
Internal guide

External Guide

Dr. BHUVANESWARI .G

Dean – School of Management Studies



Submitted for Viva voce Examination held on 05/05/2023

Internal Examiner

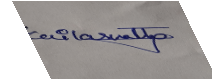
External Examiner

DECLARATION

HARI PRASATH.P (41410115) hereby declare that the Project Report entitled “**A Study On Impact Of Emotional Intelligence At Workplace Among Employees In Ntc Logistics India (p) Limited, Chennai**” done by me under the guidance of **DR.S.DHIVYA BHARATHI** is submitted in partial fulfillment of the requirements for the award of Master of Business Administration degree.

DATE: 05/05/2023

PLACE: Chennai

A handwritten signature in blue ink on a light-colored rectangular piece of paper, tilted slightly to the right. The signature appears to read 'Hari Prasath.P'.

HARI PRASATH.P

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I am pleased to acknowledge my sincere thanks to Board of Management of **SATHYABAMA** for their kind encouragement in doing this project and for completing it successfully. I am grateful to them.

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A STUDY ON IMPACT OF EMOTIONAL INTELLIGENCE AT WORKPLACE AMONG EMPLOYEES IN NTC LOGISTICS INDIA (P) LIMITED, CHENNAI

ABSTRACT

Emotional intelligence is linked with greater job performance and satisfaction. Therefore, improving EI in your workforce can help increase the value of employees, developing them into well-rounded individuals capable of handling greater responsibility. The objective of the study is to analyse the study on impact of emotional intelligence at workplace among employees in NTC Logistics India (P) Limited, Chennai. The study based only on the opinion and expectation of employees. Total number of sample taken for the study is 120 respondents. Descriptive research design and Convenience sampling techniques were used for the study. Primary data and secondary data have been used in the study. Simple percentage analysis, chi square analysis and correlation analysis have been applied in this study to reach the finding of the study. It is found that there is positive relationship between the age of the respondents and work environment in the organization. It is suggested that The employees must have feel of the emotionally attached together and it will be helpful to the organization to complete the task in stipulated time period. The study concludes that emotional intelligence is linked at every point of workplace performance and it is of utmost importance nowadays. Hence, to be successful in life Emotional intelligence plays a vital role.

CONTENTS

CHAPTER NO.	TITLE	PAGE NO.
	ABSTRACT	
	LIST OF TABLES	
	LIST OF CHARTS	
I	INTRODUCTION	
	1.1 INTRODUCTION OF THE STUDY	
	1.2 NEED FOR THE STUDY	
	1.3 OBJECTIVES OF THE STUDY	
	1.4 SCOPE AND SIGNIFICANCE OF THE STUDY	
	1.5 LIMITATIONS OF THE STUDY	
	1.6 RESEARCH METHODOLOGY	
II	PROFILE	
	2.1 INDUSTRY PROFILE	
	2.2 COMPANY PROFILE	
III	REVIEW OF LITERATURE	
IV	DATA ANALYSIS AND INFERENCE	
V	FINDINGS,SUGGESTIONS AND CONCLUSION	
	5.1 FINDINGS	
	5.2 SUGGESTIONS AND RECOMMENDATIONS	
	5.3 CONCLUSION	
	BIBLIOGRAPHY	
	ANNEXURE	

LIST OF TABLES

TABLE NO	TABLE NAME	PAGE NO.
4.1	GENDER OF THE RESPONDENTS	
4.2	AGE OF THE RESPONDENTS	
4.3	MARITAL STATUS OF THE RESPONDENTS	
4.4	EDUCATIONAL QUALIFICATION ON THE RESPONDENTS	
4.5	EXPERIENCE OF THE RESPONDENTS	
4.6	SALARY OF THE RESPONDENTS	
4.7	FEEL ANGER IN DISAPPOINTMENT IN WORK PLACE	
4.8	FEEL OF SADNESS WHEN DOES MONOTONY WORK	
4.9	FEAR ON JOB SECURITY	
4.10	EXPRESSION OF LOVE AND AFFECTION IN THE TEAM	
4.11	FEEL OF ENJOYMENT IN THE WORK PLACE	
4.12	FEEL OF SYMPATHY AMONG THE WORKING PEOPLE	
4.13	EMOTIONALLY ATTACHED TO THE ORGANISATION	
4.14	FEEL OF SENSE OF ACHIEVEMENT IN THE JOB	
4.15	FEEL OF PERSONAL INVOLVEMENT IN THE JOB	
4.16	FEEL TO ACHIEVE WORK GOALS	
4.17	FEEL THAT DEPRESSED DUE TO MORE WORK	
4.18	EMOTIONAL INTELLIGENCE LEADS TO INCREASE IN PRODUCTIVITY	
4.19	EMOTIONAL INTELLIGENCE REDUCES THE GRIEVANCES AND COMPLAINTS RELATED TO WORK	
4.20	QUALITY OF SERVICE TO THE CUSTOMERS	

4.21	EMPLOYEE MORALE	
4.22	EMOTIONAL INTELLIGENCE IMPROVES THE TEAM PERFORMANCE	
4.23	NEED OF SELF AWARENESS	
4.24	A NEED OF ADAPTABILITY ON THE WORKING ENVIRONMENT	
4.25	BUILDING STRONG RELATIONSHIP MANAGEMENT AMONG THE PEERS	
4.26	TRUST AND CONFIDENCE	
4.27	NEED OF WORK LIFE BALANCE	

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4.6	SALARY OF THE RESPONDENTS	
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4.8	FEEL OF SADNESS WHEN DOES MONOTONY WORK	
4.9	FEAR ON JOB SECURITY	
4.10	EXPRESSION OF LOVE AND AFFECTION IN THE TEAM	
4.11	FEEL OF ENJOYMENT IN THE WORK PLACE	
4.12	FEEL OF SYMPATHY AMONG THE WORKING PEOPLE	
4.13	EMOTIONALLY ATTACHED TO THE ORGANISATION	
4.14	FEEL OF SENSE OF ACHIEVEMENT IN THE JOB	
4.15	FEEL OF PERSONAL INVOLVEMENT IN THE JOB	
4.16	FEEL TO ACHIEVE WORK GOALS	
4.17	FEEL THAT DEPRESSED DUE TO MORE WORK	
4.18	EMOTIONAL INTELLIGENCE LEADS TO INCREASE IN PRODUCTIVITY	
4.19	EMOTIONAL INTELLIGENCE REDUCES THE GRIEVANCES AND COMPLAINTS RELATED TO WORK	
4.20	QUALITY OF SERVICE TO THE CUSTOMERS	

4.21	EMPLOYEE MORALE	
4.22	EMOTIONAL INTELLIGENCE IMPROVES THE TEAM PERFORMANCE	
4.23	NEED OF SELF AWARENESS	
4.24	A NEED OF ADAPTABILITY ON THE WORKING ENVIRONMENT	
4.25	BUILDING STRONG RELATIONSHIP MANAGEMENT AMONG THE PEERS	
4.26	TRUST AND CONFIDENCE	
4.27	NEED OF WORK LIFE BALANCE	

CHAPTER 1

INTRODUCTION

1.1 INTRODUCTION OF THE STUDY

EMOTIONAL INTELLIGENCE (EI)

Peter Salovey and John D Mayer coined the term 'emotional intelligence' back in 1990. Emotional intelligence was then popularised by author and psychologist Daniel Goleman as a result of his book on the subject.

Emotional intelligence, or EI for short, is the ability to recognise and understand emotions. This is paired with harnessing, handling, and managing these emotions. Rather than just letting employee's emotions run wild, emotionally intelligent individuals can control their own emotions and comprehend the emotions of others.

Emotional intelligence (EI) describes a person's ability to identify, understand, manage, and harness their own emotions and those of the people around them. EI is a vital skill for interpersonal communication and has become an area of interest across multiple disciplines, including the workplace.

Emotional Intelligence (EI) is the ability to manage both employee's own emotions and understand the emotions of people around employee. There are five key elements to EI: self-awareness, self-regulation, motivation, empathy, and social skills. People with high EI can identify how they are feeling, what those feelings mean, and how those emotions impact their behavior and in turn, other people.

Employees acting with EI generally produce advantages in their career development and provide benefits for the organization. A workforce made up of emotionally intelligent individuals improves relationships within the team and helps to generate a positive work culture.

Emotionally unintelligent staff struggle to manage their feelings. As a result, they often act impulsively without clear thought to their behavior and that the consequences of their actions won't affect themselves or the people around them.

Developing EI can help individuals better understand themselves, equipping them with the skills needed to guide future thought processes and actions.

Examples of emotional intelligence in action in the workplace include:

- Constructive feedback instead of personal criticism and challenging behaviors, not people.
- Supporting colleagues through recognizing their emotions and working to reduce stress.
- Keeping calm and productive under pressure.
- Helping to resolve conflicts that arise between team members.
- Creating a workplace where people are free to express themselves openly.

Another term for EI is emotional quotient (EQ), with researchers often comparing it to intelligence quotient (IQ). While IQ measures a person's knowledge and problem-solving skills, EQ focuses on their emotional awareness and their skills. IQ and EQ are not static metrics, and individuals can work to improve both their intellectual and emotional capacity.

EMOTIONAL INTELLIGENCE IN THE WORKPLACE

Emotional intelligence plays a huge role in many aspects of work. Those who have never heard of the term may question the validity of EQ. However, there is evidence that shows a direct correlation between emotional intelligence and many career-related aspects.

Emotional intelligence in the workplace is one of the most critical leadership skills, as it helps workers understand and manage their own emotions when around their coworkers. The workplace can be a volatile environment, filled with stress, pressure, anxiety, and even drama from time to time. It can also be a place of happiness, contentment, and excitement. All of these facets can play a role in how someone feels at any given moment, and managing those feelings indicates their level of emotional intelligence (EI).

EI contributes to how people handle their professional relationships. An office filled with even one person with low EI management may suffer from an increase in workplace conflict, decreased performance, and high turnover. On the other hand, teams with highly emotionally intelligent people will perform better, have increased job satisfaction, and experience better employee retention rates.

Examples of emotional intelligence in the workplace

Criticism

One great example of emotional intelligence at work is receiving constructive criticism. This can be an extremely tricky experience for many people and often results in a quick response of negative emotions. Rather than reacting negatively, emotionally intelligent individuals will reflect on the situation and turn it into a positive outcome.

Supporting coworkers

If a colleague is having a tough day – perhaps they've had some bad news or their workload is overwhelming – employee can use employee's skills to help lessen their stress levels. Understanding their emotions and lending a helping hand to increase their positive emotions can lead to a happier workplace.

Productivity at work

An environment where everyone is encouraged to think about their emotions rather than acting on impulse can boost productivity. Stronger relationships are built, people are motivated to work harder, and there is less likely to be conflict in the way of work. Studies have proven that those with stronger EQ levels have significantly higher numbers of sales in sales roles, so it's easy to see how productivity can be boosted with emotional intelligence.

ELEMENTS OF EMOTIONAL INTELLIGENCE IN THE WORKPLACE

Daniel Goleman, back when he first popularized emotional intelligence, broke the concept down into four elements: self-awareness, self-regulation, empathy, and social skill. Further research has expanded on this idea, with some experts including

motivation as an additional element. These key separate elements all work in tandem to promote emotional intelligence in the workplace.

1. Self-Awareness

The element of self-awareness involves the ability to recognize one's feelings and emotions. People with high self-awareness pay close attention to how they're feeling at any given moment. They understand that their emotions have a close impact on how they respond to certain situations. They know that making a sudden decision during a highly emotional moment might lead to negative consequences down the road. Self-awareness also involves noting what a person's particular strengths and weaknesses are. Perhaps someone knows they struggle to communicate with others, which makes them aware of what needs to change.

Ways to Improve Self-Awareness in the Workplace

- Talk with employees and listen to what they have to say
- Assess emotional weaknesses
- Create a morning routine that puts employee in the right mood to start the day
- Avoid making decisions at the height of an emotional moment
- Create a daily schedule that ensures work gets done ahead of time

2. Self-Regulation

After someone becomes aware of their emotions, they next need to learn to regulate them. Self-regulation involves managing one's feelings and learning how to adapt to different situations. Think of self-awareness as planning and self-regulation as the execution of the plan. With self-regulation, people learn how to control their emotions instead of allowing their emotions to control them.

Ways to Improve Self-Regulation in the Workplace

- Understand many things are out of employee's control
- Relieve stress with hobbies or meditation exercises

- Take a moment to pause before responding to criticism
- Call out toxic environments in a constructive manner

3. Empathy

Those who demonstrate emotional intelligence at work show a high degree of empathy. Becoming empathetic means being able to see what other people are going through. That means understanding how they feel. This becomes especially important when making business decisions that affect people in vastly different ways. Empathizing with others also involves reading verbal and nonverbal cues from coworkers as they may not always directly state how they're feeling.

Ways to Improve Empathy in the Workplace

- Take the time to see a situation from another person's point of view
- List out the potential outcomes of a decision and how it affects team members
- Get to know employee's employees
- Recognize others' input and thank them for voicing an opinion
- Regularly praise other people's work

4. Motivation

The motivation element involves what drives a person. There are many sources of motivation such as wealth, fame, and power, but for people with high emotional intelligence, simply doing a good job is enough for them to get up every morning. Their motivation comes from enjoying what they do. They follow their passions and love reaching goals they set for themselves. In other words, they have intrinsic motivation rather than extrinsic.

Ways to Improve Intrinsic Motivation in the Workplace

- Focus on the positive
- Follow what employee're passionate about

- Practice having an optimistic attitude
- Avoid chasing material rewards

5. Social Skills

Those who want to work on having high emotional intelligence should concentrate on improving social skills. This element involves knowing how to react in social situations. If the moment calls for words of encouragement, employee give them. If there's a situation where listening would matter more, employee take a moment to listen. People with great social skills say the right things at the right time. They communicate their ideas so others can understand them.

Ways to Improve Social Skills in the Workplace

- Practice public speaking, like talking in front of a mirror
- Be an active listener at all times
- Pay attention to nonverbal cues from others
- Help resolve workplace conflicts whenever they arise

WAYS TO IMPROVE EMOTIONAL INTELLIGENCE IN THE WORKPLACE

Many researchers believe - and have been able to show - that emotional intelligence can be learned. So it is possible to develop and boost EQ in the workplace. Primarily, EQ is an individual development but there are some concrete methods that can be used to train individuals as teams to be overall better with their EQ.

- **Training courses and workshops**

There are a plethora of training courses and workshops that can be a good option for employers. This can provide employees all the tools to get started in learning different techniques and encouraging individuals to learn different methods of emotional intelligence.

- **Group activities**

There are a variety of group activities that can be used to develop and enhance EQ in the workplace. From gamification (card decks specifically to build knowledge) to scenarios being played out. Some of the subsequent suggestions might be used / discussed in this context.

- **Reflecting on one's emotions**

Self-awareness is one of the pillars of EQ and it can be developed by means of reflection. Taking the time to better understand how employee respond to situations, where these issues arise or what makes employee happy/angry etc. Self awareness is the key to develop empathy and to develop a better understanding of who employee are in a wider context.

- **Developing observation skills**

Being observant of one's own feelings - in various situations - people are more able to control their behaviours and responses. Employee will encounter moments which will test employee's social output, lack of control in some cases. Step back and observe any action employee take to learn and develop better EQ for the future.

- **Pause before acting**

The "3 second rule" was designed to be more than when employee dropped food on the floor. Being able to take a quick pause and understand what it is that could potentially trigger employee or how employee respond to someone is going to be an advantage. Employee want to be able to pause and momentarily consider an action before taking it to prevent reckless and impulsive decisions. The act of "mindful pauses" enhances emotional intelligence - over time, with practice.

- **Consider 'Why' people behave as they do**

What are the reasons that someone is behaving the way they do? By taking the time to consider this behaviour - it could be personal or professional grievances - employee are allowing employee'sself the opportunity to have a more advanced understanding of EQ in practical situations. Empathising with other people and the situations that they find themselves in is the perfect way to develop employee's EQ and consistent practice will open employee up more to a greater understanding of its

importance in both the workplace as well as in relationships employee have outside of the office.

- **Learn from criticisms**

If one thing is universal it's that children and adults can find it difficult to be told that what they're doing is wrong. Criticism for many people can be a very difficult thing to endure and a bitter pill to swallow, especially in romantic relationships and workplace performance. However, criticism can be turned into a positive learning experience that's good for EQ. Instead of taking umbrage with a situation, sit back and ask employee'sself the following question, "putting my personal feelings aside, what can I learn from this alternate perspective?" It's also equally important to recognise and discount invalid criticism. The only way employee can do this is if employee develop a greater tolerance to use any criticism as a learning tool.

- **Practice EQ**

The hardest part about EQ is now that employee need to go and practice it. That's right, take the tips provided along with other learnings from courses and even mentoring to develop a great sense of EQ for personal balance and beyond. Be patient, it can take time to make it start to be part of living life.

MODELS AND FRAMEWORKS OF THE EMOTIONAL INTELLIGENCE

The early theory of emotional intelligence described by Salovey and Mayer in 1990 explained that EI is a component of Gardner's perspective of social intelligence. Similar to the so-called 'personal' intelligences proposed by Gardner, EI was said to include an awareness of the self and others (Salovey & Mayer, 1990). One aspect of Gardner's conception of personal intelligence relates to 'feelings' and this aspect approximates what Salovey and Mayer conceptualize as EI (Salovey & Mayer, 1990).

What differentiates EI from the 'personal' intelligences is that EI does not focus on a general sense of self and the appraisal of others – rather, it is focused on

recognizing and using the emotional states of the self and others in order to solve problems and regulate behavior (Salovey & Mayer, 1990).

There are three major models of emotional intelligence:

- a. Goleman's EI performance model
- b. Bar-On's EI competencies model
- c. Mayer, Salovey, and Caruso's EI ability model

These three models have been developed from research, analysis, and scientific studies.

1. Goleman's EI Performance Model (Faltas, 2017)

According to Goleman, EI is a cluster of skills and competencies, which are focused on four capabilities: self-awareness, relationship management, and social awareness. Goleman argues that these four capabilities form the basis of 12 'subscales' of EI.

He suggests that these subscales are:

- Emotional self-awareness
- Emotional self-control
- Adaptability
- Achievement orientation
- Positive outlook
- Influence
- Coaching and mentoring
- Empathy
- Conflict management
- Teamwork
- Organizational awareness

- Inspirational leadership

Goleman developed these 12 subscales from research into EI in the workforce.

2. Bar-On's EI Competencies Model (Faltas, 2017)

Bar-On put forward the suggestion that EI is a system of interconnected behavior that arises from emotional and social competencies. He argues that these competencies have an influence on performance and behavior. Bar-On's model of EI consists of five scales: self-perception, self-expression, interpersonal, decision-making, and stress management. Employee will be noticing the similarities that are appearing in these models of EI!

Bar-On also proposed 15 subscales of the EI concept:

- Self-regard,
- Self-actualization,
- Emotional self-awareness,
- Emotional expression,
- Assertiveness,
- Independence,
- interpersonal relationships,
- Empathy,
- Social responsibility,
- Problem-solving,
- Reality testing,
- Impulse control,
- Flexibility,
- Stress tolerance and
- Optimism.

According to Bar-On, these competencies, as components of EI, drive human behavior and relationships.

3. Mayer, Salovey and Caruso's EI Ability Model (Faltas, 2017)

This model suggests that information from the perceived understanding of emotions and managing emotions is used to facilitate thinking and guide our decision making. This EI framework emphasizes the four-branch model of EI.

The four-branch model

Mayer and colleagues (2004) developed the four-branch ability model of EI.

They suggest that the abilities and skills of EI can be divided into 4 areas – the ability to:

- Perceive emotion (1)
- Use emotion to facilitate thought (2)
- Understand emotions (3), and
- Manage emotion (4).

These branches, which are ordered from emotion perception through to management, align with the way in which the ability fits within the individual's overall personality (Mayer et al., 2004). In other words, branches 1 and 2 represent the somewhat separate parts of information processing that are thought to be bound in the emotion system – whereas, emotion management (branch 4) is integrated into his/her plans and goals (Mayer et al., 2004). Also, each branch consists of skills that progress developmentally from more basic skills through to more sophisticated skills.

1.2 NEED FOR THE STUDY

- Emotional intelligence is one of the important roles played in the organizations due to differences in the behavior of individuals.
- The need is to figure out the relationship between Emotional Intelligence and its effect on the performance of the employees and also to figure out the level of employees Emotional Intelligence to enhance their performance by taking different variables.
- Organizations should cultivate harmony among the employees for improving the productivity.
- In today's era people are very unstable in their emotions and find very difficult to manage them.
- These results in a work place hazard among workers in lot of an organization.
- Therefore each and every organization has to know the kind of emotional intelligence, prevails in the employees attitudes with respect to the workplace conflicts in the organization

1.3 OBJECTIVES OF THE STUDY

Primary objective

- To study on impact of emotional intelligence at workplace among employees in NTC Logistics India (P) Limited, Chennai.

Secondary objectives

- To understand the type of emotion experienced at work place
- To ascertain the effects of emotion on job practices
- To evaluate the impact of emotional intelligence on job performance
- To identify the strategies for management of emotional intelligence in the work place
- To obtain suggestions from the respondents to improve the emotional intelligence in the work place

1.4 SCOPE OF THE STUDY

- The scope of the study is confined to NTC Logistics India (P) Limited, Chennai.
- The main aim of this study is to analyse impact of emotional intelligence at workplace among employees in the company.
- This study also focuses on types & effects of emotion on job practices and identify the strategies for management of emotional intelligence in the work place.
- The sample taken for this study is 120.
- The study is to increase the employees' emotional intelligence at work place and to help in future why some employees are outstanding performers while others are not.
- Emotional Intelligence calls for recognizing and understanding of the issues in the organizations on the basis of the results organization can choose a strategy and actions to improve the performance of their employees.

1.5 LIMITATIONS OF THE STUDY

- As the research is done only in NTC Logistics India (P) Limited. So it cannot be applicable for other company.
- There is a chance for bias in the information given by the respondents.
- The study was based on sample hence results were not fully absolute.
- The sample of this study is only 120.
- Collecting data properly from employees become difficulty due to the time constraint.

1.6 RESEARCH METHODOLOGY

Research methodology is the specific procedures or techniques used to identify, select, process, and analyze information about a topic. In a research paper, the methodology section allows the reader to critically evaluate a study's overall validity and reliability. Research methodology simply refers to the practical "how" of any given piece of research. More specifically, it's about how a researcher systematically designs a study to ensure valid and reliable results that address the research aims and objectives.

RESEARCH DESIGN

A research design is the specialization of measures and procedures for the information needed to solve the problems the overall operation pattern of the framework of the project that stipulates what information is to be collected from which source and by what procedure.

The researches use descriptive research design in this study. It involves survey and a fact finding enquires of different kinds. The major purposes of descriptive research are the state of affairs as it exists at present.

SOURCES OF DATA COLLECTION

Data is collected from the employees of NTC Logistics India (P) Limited, Chennai.. The researcher had prepared a well structured questionnaire to study the employees' work life balance.

Primary Data

Primary data are those which are collected a fresh and for the first time and thus happen to be original in character. Primary data is collected directly from the worker i.e., data collected with the help of questionnaire method. In case of descriptive research primary data can be obtained through observation or through direct communication with respondents in one form or another or through personal interviews or through questionnaires. Questionnaires were employed to collect data.

Secondary Data

Secondary data means already available data. Here the secondary data were collected from the company profile, websites, internet, journals etc. The researcher also collected information through primary sources as well as secondary sources.

SAMPLING DESIGN

Sampling Technique

Sampling helps a lot in research. It is one of the most important factors which determines the accuracy of employee's research/survey result. This study uses Non-Probability Sampling technique. It does not rely on randomization. This technique is more reliant on the researcher's ability to select elements for a sample. Outcome of sampling might be biased and makes difficult for all the elements of population to be part of the sample equally. This study used Convenience sampling.

Convenience sampling:

This method is dependent on the ease of access to subjects such as surveying customers at a mall or passers-by on a busy street. It is usually termed as convenience sampling, because of the researcher's ease of carrying it out and getting in touch with the subjects. Researchers have nearly no authority to select the sample elements, and it's purely done based on proximity and not representativeness.

Population

This research study population consists of entire employees of NTC Logistics India (P) Limited, Chennai.

Sample Size

Sample size of this study is 120.

Sampling Unit

A sampling unit is one of the units into which an aggregate is divided for the purpose of sampling, each unit being regarded as individual and indivisible when the selection is made. In this study, sample unit is Chennai.

Research approach:

Quantitative research

Type of research design:

Descriptive study design

Research instrument:

Questionnaire is used as research instrument to collect data. A research questionnaire is typically a mix of close-ended questions and likert scale questions. The proposed questionnaire will be floated through google forms for data collection.

Type of questionnaire:

This research uses structured questionnaire, it contains definite, concrete and direct questions to be asked to collect data. Scaling technique is a method of placing respondents in continuation of gradual change in the pre-assigned values, symbols or numbers based on the features of a particular object as per the defined rules. In the scaling method, likert scaling method on scale of (1-5) is used.

Mode of collecting data:

The data is collected through questionnaire. It is floated using google forms or printed format questionnaire. Also, through face-to-face interview data can be collected.

RESEARCH HYPOTHESIS

- There is no significant relationship between the gender of the respondents and type of emotion experienced at work place.
- There is no significant relationship the age of the respondents and work environment in the organization.

TOOLS USED FOR ANALYSIS

Statistical analysis is a scientific tool that helps collect and analyze large amounts of data to identify common patterns and trends to convert them into meaningful information. In simple words, statistical analysis is a data analysis tool that helps draw meaningful conclusions from raw and unstructured data. The commonly used statistical tools for analysis of collected data are:

- Percentage analysis
- Chi Square analysis
- Correlation analysis

Percentage analysis

This method is used to compare two or more series of data, to describe the relationship or the distribution of two or more series of data. Percentage analysis test is done to find out the Percentage of the response of the response of the respondent. In this tool various Percentage are identified in the analysis and they are presented by the way of Bar Diagrams in order to have better understanding of the analysis.

$$\text{Percentage of respondents} = \frac{\text{Number of respondents}}{\text{Total respondents}} \times 100$$

Chi-square Analysis

A chi-squared test (symbolically represented as χ^2) is basically a data analysis on the basis of observations of a random set of variables. Usually, it is a comparison of two statistical data sets. This test was introduced by Karl Pearson in 1900 for categorical data analysis and distribution. So it was mentioned as Pearson's chi-squared test.

The chi-square test is used to estimate how likely the observations that are made would be, by considering the assumption of the null hypothesis as true. A hypothesis is a consideration that a given condition or statement might be true, which we can test afterwards. Chi-squared tests are usually created from a sum of squared falsities or errors over the sample variance.

Formula

The chi-squared test is done to check if there is any difference between the observed value and expected value. The formula for chi-square can be written as;

$$\chi^2 = \sum (O_i - E_i)^2 / E_i$$

where O_i is the observed value and E_i is the expected value.

Correlation Analysis

Correlation Analysis is statistical method that is used to discover if there is a relationship between two variables/datasets, and how strong that relationship may be.

Correlation Coefficients

There are usually three different ways of ranking statistical correlation according to Spearman, Kendall, and Pearson. Each coefficient will represent the end result as 'r'. Spearman's Rank and Pearson's Coefficient are the two most widely used analytical formulae depending on the types of data researchers have to hand:

$$r = \frac{n(\sum xy) - (\sum x)(\sum y)}{[n \sum x^2 - (\sum x)^2][n \sum y^2 - (\sum y)^2]}$$

Here,

n = Number of values or elements

$\sum x$ = Sum of 1st values list

$\sum y$ = Sum of 2nd values list

$\sum xy$ = Sum of the product of 1st and 2nd values

$\sum x^2$ = Sum of squares of 1st values

$\sum y^2$ = Sum of squares of 2nd values

CHAPTER II

2.1 INDUSTRY PROFILE

INDIAN LOGISTICS INDUSTRY

In today's world Logistics is considered as the backbone of an economy. Being the fastest evolving industry the Indian logistics sector is currently growing at a rate of 10.5% CAGR since 2017 and estimated to be of \$215 Bn by the end of 2020. The Indian logistics industry was valued at an estimated US\$ 130 billion in 2020-21. It has grown at a CAGR of over 16 per cent over the last five years. The industry comprises the following main segments:

- Freight and passenger transportation via road, rail, air and water
- Warehousing and cold-storage

The contribution from the movement of goods including freight transportation and storage is about 90 per cent. Aggregate freight traffic is estimated at about 2-2.3 trillion tonne kilometres. Road dominates the mode of freight transport mix and constitutes about 60 per cent of the total freight traffic. Rail and coastal shipping account for about 32 per cent and 7 per cent, respectively, while the share of inland waterways transportation and air is less than 1 per cent each.

Warehousing comprises industrial and agricultural storage. Of the total warehousing space of about 1,800 million sq ft, the industrial and agricultural segments constitute about 86 per cent and 14 per cent, respectively. Government organisations including Food Corporation of India, Central Warehousing Corporation and the state warehousing corporations account for about two-thirds of the agricultural warehousing segment¹. Warehousing also includes cold storage, comprising over 5,300 units; most of which are concentrated in the states of Uttar Pradesh, Punjab and West Bengal. According to the Ministry of Agriculture, at present, the cold chain capacity is about 9 million tonnes.

Air transport

Air cargo volume grew at a compound annual growth rate (CAGR) of about 8.5 per cent from 0.7 MMT in 1998-99 to 2.2 MMT in 2020-21. International traffic accounts

for about 64 per cent of the total air cargo traffic and domestic cargo accounts for the remaining 36 per cent. Between 1998-99 and 2020-21, domestic and international cargos have grown at a CAGR of 10.4 per cent and 7.6 per cent, respectively. Expanding cargo-handling infrastructure at airports, demand for speedy delivery, greater trade and commerce and increase in the number of flights operating – are some of the key reasons for this growth.

Future growth in international cargo traffic is expected to be fuelled by trade agreements, especially, with the Asia-Pacific region, and trade in sectors like electronics, garments and pharmaceuticals. Growth in domestic cargo traffic is expected to be led by expansion of industrial activity beyond existing centres. Investments in airport and logistics infrastructure are also expected to drive demand of air cargo.

Water transport

Shipping routes through coasts and inland waterways are primarily used for transportation of bulk freight. India possesses about 14,400 km of inland waterways. Over 3,600 km are navigable by large vessels, of which about 55 per cent is being used. To exploit the potential of this mode of transport, six national waterways have been declared; three of which are operational while three are being developed. In 2020-21, the estimated cargo movement via inland waterways was at around 89 million tonnes. The coastal-cargo traffic at major Indian ports has grown at a CAGR of about 2.6 per cent from 76 MMT in 1998-99 to 106 MMT in 2018-19. The freight via water is expected to grow further in the light of the Maritime Agenda 2010-2020, increasing contribution from non-major ports and growing focus on ports on the east coast.

Rail transport

Rail freight segment contributes over 60 per cent to the total rail revenue. Freight movement via railways has grown at a CAGR of around 5.1 per cent from 794 million tonnes in 2017-18 to 969 million tonnes in 2018-19. As per the Railway Budget, the government targeted freight volume of 1,047 million tonnes in 2019-20.

Roads transport

Unlike other modes of transport, roads address the demand for goods to cities as well as remote areas of the country. Since 1999-2000, road freight has increased from 467 billion tonne kilometres (BTKM) to 1,250 BTKM in 2018-19, at a CAGR of 8.6 per cent. It is estimated to have grown to 1,315 BTKM for 2017- 18. According to the Ministry of Road Transport and Highways, road freight is expected to reach 1,835 BTKMs by 2018-19.

National highways account for more than 40 per cent of the total road traffic. In the 12th Five-Year Plan period, the Government of India has set a target to construct 36,632 km of national highways in the period 2012-17, i.e., 2.65 times the target set in the previous plan period. Launched in 1998, the National Highways Development Programme (NHDP) aims to develop 50,000 km of National Highways by 2015 in seven phases and with an investment of US\$ 600 billion. Once completed, this is expected to further fuel the demand for road transport.

Warehousing and cold storage

The warehousing market is highly fragmented with organised players holding only about 8 per cent of the total warehousing space in India; which indicates tremendous opportunity. Demand for modern warehouses is on the increase. They are equipped with tall designs, modular racking systems, palletisation and use of automation systems.

As per the government's initiative of setting up freetrade warehousing zones (FTWZ), several free trade zones have been established across the country with the objective of facilitating trade of goods and services in free currency. FTWZs offer a singlewindow solution for multiple logistics activities, with particular focus on trade flow. Several new FTWZs are being set up by logistics players. For example, in 2012, DHL announced plans to set up three new FTWZs. At present, India has a cold chain capacity of around 9 million tonnes. The demand for additional cold storage capacity is expected to be about 15 million tonnes by the end of 12th Five-Year Plan period. It is expected that with the opening up of foreign direct investment (FDI) in multi-brand retail, organised food retailers would demand significant enhancements in cold chain and distribution infrastructure.

India's Logistics Sector Poised For Growth And Innovation Amidst Pandemic

It is a known fact that the pandemic brought significant changes in the corporate landscape and have compelled many companies and individuals to reinvent themselves to remain relevant. The traditional logistics industry, for instance, was pretty unorganised until half a decade back and is now witnessing a significant shift towards digitisation and contactless operations. While on the demand side, many customers that traditionally operated offline went online, there is a huge explosion of Direct-to-consume (D2C) brands seeking to bring the very best of "Made in India" products directly to the customer's doorstep.

Madan Sabnavis, Chief Economist, CARE Ratings reveals, "Logistics will witness an uptick post covid as the focus will progressively be on the entire supply chain of doorstep delivery. This means specific thrust on warehousing and packing/packaging to enable the smooth flow of goods. Warehousing will see a thrust mainly due to the higher farm produce to the market. The development of eNAM bodes well for building more warehousing space as farmers move to the market."

It is to be mentioned that the domestic logistics industry is highly fragmented and consists of over 1,000 active players which include large scale domestic players, leading entities of global players, the express arm of the government postal service and emerging start-ups specialising in e-commerce deliveries. As per research reports, the estimated size of the Indian logistics market is pegged at US\$ 215 billion and is growing at a CAGR of 10.5% and only 10-15 per cent of the overall market is owned by organised players. Out of the aforesaid amount, the online vertical is estimated between US\$ 20 and US\$30 billion by 2025.

"Growth in this industry is dependent on several factors. Firstly, higher growth in GDP which goes with a recovery entails higher movement of goods across the country. Secondly, warehousing today is an integral part of the e-commerce industry which is booming. Furthermore, the growth of the food processing industry in particular will lead to growth in private demand for warehousing space. Above all, growing exports will increase demand for efficient logistics services to cut costs and become more competitive," Sabnavis from CARE further added.

As per a recent report by Arthur D. Little India in collaboration with the CII, India's Logistics and supply chain costs currently amount to a staggering US\$400 billion, up to 14% of the GDP, compared to the global average of 8%, raising a competitiveness gap of approximately US\$ 180 billion. The booming e-commerce sector, which is witnessing robust growth in India since the last decade, has also facilitated many start-ups dealing in logistics to establish their business. As per TechSci Research, many such new-age startups such as BlackBuck, Delhivery, Rivigo, Blowhorn, Freightwalla, etc., have solidified the supply chain to bridge the gap in the fragmented and unorganized logistics industry in India.

For instance, Blowhorn has seen tangible improvement in the performance during the pandemic with volumes increasing by 50%+ compared to the pre-COVID era. "While the sector was deeply impacted, with the implementation of the right interventions, our business picked up rapidly. Our margins have improved and our customer base has diversified and expanded by over 50%," Mithun Srivatsa, CEO, Blowhorn.

Similarly, Locus, a technology platform that uses machine learning and proprietary algorithms to automate complex supply chain decisions, has seen 2.75X growth y-o-y since 2016. "The rapid growth of hyperlocal deliveries, e-commerce, and e-grocery; and the emergence of D2C brands. Customers are now at the centre of the supply chain and want to decide the how what, and where of every delivery," avers Krishna Khandelwal, Chief Business Officer, Locus.

Likewise, Freightwalla, a digital freight forwarder, was able to save 100,000 papers in 2020 through digitalization and is looking forward to increasing it to 20% - 30% in 2021. "The digital freight forwarding way is the future of freight forwarding. What has been done for the past maybe 100 years in a conventional way, we are doing away with that," reveals Sylvester D'Mello, Director-Operations, Freightwalla.

Interestingly, World Economic Forum (2016) had claimed that the digital transformation of the global logistics sector could translate into a value of US\$ 1.5 trillion for the participants and an additional US\$ 2.4 trillion worth of societal benefits by 2025,

Growth rate

This growth rate is based on the expectation that the new government will soon implement the GST regime and the logistics companies can optimize their operations to reduce cost and increase their margins. With the implementation of GST, the logistics companies, which are currently forced to set up many small warehouses across multiple cities can set up just a few, big warehouses region wise and can follow the hub-and-spoke model for freight movement from the warehouses to the different manufacturing plants, wholesale outlets, retail outlets and the various POS. This growth is also backed by the boom in the e-commerce sector and expansionary policies of the FMCG firms. This has increased the service geography of the logistics firms but they also have to meet the demands of quick delivery and tight service level agreements. Also, setting up of various industrial corridors along the dedicated freight route will metamorphose the warehousing business– from small warehouses spread across the country to large, global-size warehouses concentrated in a few hubs.

The proposed new goods and services tax (GST) regime and e-commerce will alter the landscape in warehousing, supply chain management and third party logistics business. GST implementation will be a game-changing event for businesses and particularly for organized logistics players. The report says logistics requirement for e-commerce will grow as exponentially as e-commerce.

Indian logistics sector is estimated to have grown at a healthy 15% in the last five years. However, growth in sub-sectors varies, with the lowest being in basic trucking operations and highest in supply chain and e-tailing logistics. Some studies estimate the share of India's logistics spend in GDP at 13% (versus 7-8% in developed countries), implying overall size of \$180-220 bn (direct costs +wastages from inefficiencies). A comparison with other countries shows inefficiencies are high in the Indian logistics sector.

GDP

The Indian logistics industry spends around 14% of the GDP on different types of cost incurred in logistics operation. The amount of cost incurred is very high in comparison to the logistics cost incurred by different nations. The logistics firms are moving from a traditional setup to the integration of IT and technology to their operations to reduce the costs incurred as well as to meet the service demands. The

industry as a whole has moved from being just service provider to the position where they provide end to end supply chain solutions to their customers.

India's logistics sector is poised for accelerated growth, led by GDP revival, ramp up in transport infrastructure, e-commerce penetration, impending GST implementation, and other initiatives like 'Make in India.' This offers opportunities across the spectrum for companies in transportation, storage, distribution, and allied services, according to a report by Motilal Oswald Securities Ltd. Empirical evidence suggests the Indian logistics industry grows at 1.5-2 times the GDP growth. Moreover, infrastructural bottlenecks that have stifled sector's growth and promoted inefficiency are being addressed by the government.

Major role players

- TVS Logistics Pvt. Ltd.,
- MAHINDRA Logistics Services Limited, SICAL Logistics,
- Jeena and Company Private Limited,
- TCI Logistics, Redington (India) Limited,
- TKM GLOBAL Logistics Limited,
- DELEX Cargo India Pvt. Ltd.,
- GSI Logistics Pvt. Ltd.,
- Drive India Enterprise Solution Limited (DIESL),
- SAL Logistics Pvt. Ltd.,
- Atlas Logistics Pvt. Ltd.,
- Gati-Kintetsu Express Pvt. Ltd.,
- Om Logistics Pvt. Ltd. and
- ABC India Ltd.

2.2 COMPANY PROFILE

NTC Logistics India (P) Limited

NTC Logistics India (P) Limited is a rapidly growing ISO [9001:2015, 14001:2015, OHSAS 18001:2007]-certified, multi-billion-rupee company that has brought innovation to the logistics industry by offering cost-effective and modern technology-driven solutions. Today, the company provides integrated end-to-end logistics solutions in the areas of Project Logistics, Freight Forwarding and Contract Logistics solutions to customers, worldwide.

Its Project Logistics division specializes in movement of heavy & ODC consignments, and renewable equipment. From budgeting, planning to successful project execution which includes route survey, civil work & site development, and crane services, it offers seamless turnkey solutions.

In the renewable energy space, NTC is the world's largest wind and solar energy logistics player. Its ODC fleet division is arguably the best in India in terms of its assets, infrastructure and technology. The recent acquisition of the wind blade adapter and the girder bridge is in line with this vision.

Design & fabrication of special equipment, and the maintenance of fleet, are well handled by qualified professionals & technicians in service centres pan India. Skilled drivers are the heart of the logistics business and NTC runs its own state-of-the-art institution – Institute of Driver Training and Research, to train and educate drivers to meet with situational challenges successfully, besides helping employees gain a footing in the logistics market. It ensures sustainable growth besides contributing positively toward societal change.

The company partners with numerous global players across 100 countries to deliver customized solutions to many industries including renewable, engineering & manufacturing, earth-moving, oil & gas, automobile, metals & mining, consumer durable, life-sciences & healthcare, and FMCG.

Its Freight Forwarding division provides top-drawer solutions to customers across the world through partners in over 100+ countries. Its highly qualified and

experienced service experts understand the complexities of the segment and offer the best solutions to customers in areas of air, sea, CHA, chartering and break-bulk. It has also consciously strengthened its business to gain a larger foothold, by the recent acquisitions.

Contract Logistics is the game changer in future global SCM operations. In line with the changing trends, we are investing in the vertical to help customers optimize business operations by offering world-class design, planning and distribution systems. The opportunities and challenges facing the logistics industry today are phenomenal. There is a greater imperative for us to bring down cost and enhance its competitiveness & service levels. It has already embarked on an aggressive & ambitious “Vision 2020” program to become India’s leading end-to-end logistics player with emphasis on contract logistics market share.

The best way forward to realize its “Vision 2020” is by investing in innovation, improving safety & quality standards, and absorbing talent. With time-tested values in place, game-altering initiatives, new capabilities and support from our stakeholders, NTC Logistics’ vision is likely to come true.

Vision, Mission & Values

Vision

NTC Logistics India [P] Limited is committed to be a globally acclaimed professional and innovative end-to-end logistics solutions provider with emphasis on quality, safety and timely delivery of services.

Mission

To exceed customers' expectations by delivering cost-effective and high-quality service on time, every time.

To be the market leader in multimodal & integrated logistics segment.

To build lasting customer relationships.

Values

- Passion- Energized action.
- Integrity- Honesty in every action.
- Quality- Perfection in every action.
- Commitment- Deliver as promised.
- Pioneering- One step ahead always

History of Service Centers

Service centers were planned and inaugurated in various places in due course of time. Today, there are seven such centers panning across India handling the vast maintenance & repair needs of the fleet. Some service centers have a bandwidth to handle fabrication and alteration of trailers to adapt to customers' unique needs.

Service Centers inaugurated in chronological order:

- The Chennai Service Centre was inaugurated in 2002.
- The Namakkal Service Centre was inaugurated in 2006.
- The Trichy Service Centre was inaugurated in 2007.
- The Kolhapur, Dobaspet and Tuticorin Service Centers were inaugurated in 2010.
- The Baroda Service Centre was inaugurated in 2011.

Facilities & Infrastructure

Stores - The service centres are well equipped with stores that carry spares of all leading automobile spares manufacturing companies. Its service centres can handle trailer fabrication/alterations. The service centres house highly qualified engineers and state-of-the-art equipment to repair and maintain movers, pullers, axles and tyres. The Chennai team handles fleet planning & operations.

The 24x7 toll-free system based in Chennai facilitates listening to crew/field staff's needs and their grievances. Manned by well-trained staff, the team records and addresses field grievances for resolution. Well-trained fleet operation management team is stationed in Chennai. All service centres are equipped with cafeteria,

restrooms and lodging for the moving crews: driver, co-drivers and operators. The Chennai facility provides food thrice a day to both crew and staff.

Industries

NTC is one of the leading business groups in India that provides world class multimodal logistics solutions. Its pioneers in project cargo movement. Its services include air, ocean freight forwarding, transportation and contract logistics. It has a strong national and international presence with 32 offices all over India and two office in Singapore & Malaysia. Through state-of-the-art international network, NTC offers single window solutions for all kinds of logistics requirements.

NTC Logistics India (P) Limited has been playing a lead role in shaping the Indian infrastructure and supply chain by successfully contributing to the transportation & logistics segment. It has served many industries including automobile, engineering & manufacturing, earth-moving & transportation, oil & gas, metals & mining, consumer durable, life-sciences & healthcare and FMCG.

It is a major logistics player in the energy sector, particularly the renewable energy segment. It has pioneered movement of wind equipment - the nacelles, wind blades and towers across the country. It is India's largest specialized fleet owners in the over dimensional cargo [ODC] segment. Its ODC fleet division is arguably the best in India in terms of its assets, infrastructure and innovations.

CHAPTER III

REVIEW OF LITERATURE

Neal M. Ashkanasy, Alana D. Dorris (2019), In this paper five-level model, which includes the following levels: (a) within-person temporal effects, (b) between-person factors, (c) interpersonal behaviors, (d) group and team leadership, and (e) the organization-wide view. They found that the consistent with past theory from Western samples, showing that the multilevel model of AET is widely applicable. Within these perspectives, we address the importance of affective events theory (AET) and its interaction with emotional intelligence, emotional labor, and emotional contagion, as well as the role of emotion in leadership and organizational culture and climate. We conclude by presenting an integrative model that shows how the five levels are linked, followed by discussion of measurement issues, ideas and areas for future research, and suggestions for practice.

Neal M. Ashkanasy, Alana D. Dorris (2019), “Emotions in the Workplace”, *The Annual Review of Organizational Psychology and Organizational Behavior*, Volume-4, Issue-6, Page no.234-239.

Paivi Hokka¹, Katja Vahasantanen¹ & Susanna Paloniemi (2019), This review aimed to elaborate how emotions and learning are understood in the field of workplace studies, and how emotions and learning at work are related. For the review, 31 scientific articles were selected and analysed. We found that emotions and learning were understood in a range of ways in the articles. Emotions were mainly defined as emotional experiences and responses, and learning at work mainly referred to learning through participatory practices. This paper concluded that the role of emotions has mainly been neglected, given the more general focus on rational and behavioural aspects in learning in workplaces.

Paivi Hokka¹, Katja Vahasantanen¹ & Susanna Paloniemi (2019), “Emotions in Learning at Work: a Literature Review”, *Vocations and Learning*, Volume-2, Issue-1, Page no.1172-1177.

Leah Davis (2019), This thesis explores why emotional intelligence is valuable in the workplace, arguing it helps to create positive employee morale. As our society becomes more diverse, so does the environment of the workplace. These

developments place increased demands on employees, requiring skills of social and emotional intelligence to function in newly dynamic work environments. Findings and recommendations emerge from an analysis of peer-reviewed journal articles, literature reviews, books, and case studies from the fields of business and psychology. Results verify that emotional intelligence is beneficial in the workplace due to increased workplace demands, employee morale, and informational diversity. This analysis also suggests that transformational leadership practices can help foster emotional intelligence. Given these findings, suggestions for future application are also noted.

Leah Davis (2019), “The Need for Emotional Intelligence in the Workplace”, Integrative, Religious, & Intercultural Studies, Volume-3, Issue-2, Page no.1-12.

Dr. Desti Kannaiah, Dr. R. Shanthi (2019), The scope of the study is to increase the employees emotional intelligence at work place and to help in future why some employees are outstanding performers while others are not. The study is descriptive in nature; relevant data has been collected from both primary and secondary source of information. Random sampling method was used to collect data from 150 respondents in the organization. The research found that most of the respondents are only average in their emotional competencies, therefore it is suggested that regular programmes at work should be held by the training and development team in order to improve the level of emotional intelligence thereby developing superior performance at work. The researcher from the study concluded that emotional intelligence is linked at every point of workplace performance and it is of utmost importance nowadays. Hence, to be successful in life Emotional intelligence plays a vital role.

Dr. Desti Kannaiah, Dr. R. Shanthi (2019), “A Study on Emotional Intelligence At Work Place”, European Journal of Business and Management, Volume-7, Issue-24, Page no.147-154.

Nasrijul Rivai¹, Erni Masdupi, Syahrizal (2019), Productivity is a measure of the quantity and quality of work done, considering the cost of the resources used. From the existing theories and research that has been done by several researchers about the relationship between these variables, we argue that emotional intelligence directly affects work productivity and also indirectly affects work productivity through work stress. Khahtani mentions if emotions are managed carefully can encourage trust,

loyalty, and commitment and can also increase productivity, innovation, and achievement in the individual, team, and organizational environment. This subsequent application can be used to examine employee productivity in public and private organizations. Because at this time the biggest influence of the role is coming not only from each individual but also from workplace facilities. Therefore, it can be concluded that emotional intelligence can affect employee work productivity.

Nasrijul Rivai¹, Erni Masdupi, Syahrizal (2019), “Effect of Emotional Intelligence, Work Environment, and Work Stress on Work Productivity”, *Advances in Economics, Business and Management Research*, Volume-64, Issue-2, Page no.502-510.

Joseph K Sambu (2019), This study examined how emotional intelligence of teachers relates to their job performance and length of service in a selected international school within Nairobi city in Kenya. Correlational design and survey method were utilized. A purposive sampling technique was adopted where the 47 teachers in the school were given questionnaires in which they self-evaluated themselves on the two variables; emotional intelligence and job performance. The length of service of the teachers was extracted from records in the HR files. Microsoft Excel was used to generate constants for both descriptive statistics such as mean scores and standard deviations and inferential statistics which included; Pearson product moment correlation, Spearman rank, the Spearman's rho, and t values. The research found positive correlations between emotional intelligence, job performance and the length of service.

Joseph K Sambu (2019), “The Impact of Emotional Intelligence on Job Performance: A Case of an International School in Nairobi, Kenya”, *International Journal of Innovative Research and Development*, Volume-8, Issue-5, Page no.127-135.

Dr. Srinivas Bandi, Ms. Neerupa Chauhan (2019), Employees are the back bone of any organization and to make them work effectively, many strategies are being followed. The current study presents the results of various academic papers selected from the large pool of database Emotional Intelligence. Articles have been selected based on their impact factor and number of citation. A structural approach has been used to establish the source of material for review. It is found that high emotional

intelligence of employees leads to better work performance and thereby increasing the organization commitment, which in-turn leads to decrease in turnover intention. From the above studies it can be concluded that Emotional Intelligence is a key analyst for employees to supervise their own emotions as.

Dr. Srinivas Bandi, Ms. Neerupa Chauhan (2019), “Effect of Emotional Intelligence On Employee Performance”, ISBR Management Journal, Volume-1, Issue-4, Page no.1-17.

Erman Cakit, Waldemar Karwowski , Tadeusz Marek , Magdalena Jaworek (2020), The objectives of the current study were to investigate the relationships among four work-related (WOR) affective feelings (WORAF) and to validate the WORAF questionnaire in a Turkish sample. A survey was performed including four constructs: (1) WOR feelings of happiness, (2) WOR feelings of anxiety, (3) WOR feelings of anger, and (4) WOR feelings of dejection. A total of 322 workers from various companies in Turkey completed a paper-based survey. A research model was developed, and its main components were estimated with partial least squares structural equation modeling (PLS-SEM). The results concluded that dejection and anger at work play a critical role in experienced anxiety in occupational settings. Similarly, dejection, anger, and anxiety at work play a crucial role in perceived happiness at work.

Erman Cakit, Waldemar Karwowski , Tadeusz Marek , Magdalena Jaworek (2020), “A Cross-Sectional Study of the Relationships between Work-Related Affective Feelings Expressed by Workers in Turkey”, International Journal of Environmental Research and Public Health, Volume-2, Issue-4, Page no.2-13.

Wadi B Alonazi (2020), The present study contributes to the literature on this contemporary topic by investigating the impact of EI on JP among nurses during COVID-19 crisis management in Saudi Arabia (SA). In a convenience sampling, 340 nurses from three tertiary hospitals completed an online survey assessing EI and JP during COVID-19 climax levels in March and April, 2020. Only nurses who had direct contact with patients diagnosed with COVID-19 were eligible. The Wong & Law EI scale (WLEIS) was used in a cross-sectional design to determine participants' EI. Empirically, JP was measured by the Individual Work Performance Questionnaire (IWPQ). Data analysis was performed using SPSS statistical software version 20.0

(IBM Corp). Nurses reported satisfactory levels of EI, and most of their practices were aligned with national standards during COVID-19, but slightly in inverse to EI. However, more research is necessary to understand the greater impact of stressors influencing JP to the extent that levels of EI are no longer satisfactory.

Wadi B Alonazi (2020), “The Impact of Emotional Intelligence on Job Performance During COVID-19 Crisis: A Cross-Sectional Analysis”, Psychology Research and Behavior Management, Page no.749-757.

Mamatha H S, Divyashree C (2020), The concept of Emotional intelligence has been considered as the capacity to recognize and deal with our own feelings and feelings of others. The concept of Employee performance has been defined as how well the employee performs his duties, roles and responsibilities in an organization. The data was collected from 80 respondents who work at MYMUL. The multi-factors were utilized in the investigation with Emotional insight and Employee execution. The essential and auxiliary information were utilized. The hypothesis was tested by Correlation and Regression method. SPSS software is used in the analysis to find the significant level. Random sampling is used with sample size of 80 respondents are chosen amongst the employees of MYMUL and survey was carried out. Thus, the research concluded that emotional intelligence has a minor impact on organizational commitment and performance of the employee.

Mamatha H S, Divyashree C (2020), “A Study on impact of Emotional Intelligence on Employee Job Performance”, International E Conference on Adapting to the New Business Normal – The way ahead, Volume-4 ,Issue-1 , Page no.1-20.

Jahanvi Bansal , Sapna Rana, Esha Jain(2020), Human beings are a complex species of reasons and emotions that bring along a lot of challenges for salespersons to convince prospective customers. Data was collected through primary sources viz. survey method by applying a structured questionnaire on emotional intelligence and job performance. Thus, the representative sample consisted of 233 respondents drawn from 70 organizations from the universe by using the simple random sampling technique from Delhi/NCR. Further, correlation and regression analysis were used to discover the linkage between emotional intelligence and job performance of sales executives. It is concluded that comparable researches can be embraced with different arrangements of representatives than that of the business

officials so as to widen the relevance of results concerning the association between emotional intelligence and performance.

Jahanvi Bansal , Sapna Rana, Esha Jain(2020), “Impact of Emotional Intelligence on Job Performance: A Study of Sales Executives”, Vivekananda Journal of Research, Volume-9, Issue-2, Page no.145-157.

Marcel Kern , Kai Trumpold, Dieter Zapf (2021), This study presents a framework for classifying service occupations based on the type of interaction between employees and customers to clarify the mixed relationships between emotion work and wellbeing. Data from 33 independent samples comprising 7,075 employees showed that all emotion work variables were positively related to emotional exhaustion. Service interaction type measured by expert ratings was used to test under what circumstances negative emotion requirements and emotion-rule dissonance are challenge stressors with positive consequences. Results found that negative emotion requirements were positively related to personal accomplishment when interactions were highly complex and employees were highly required to identify with customers. The present study concluded that the more recent research trend and provides a first but not sufficient explanation that should be retested in prospective studies.

Marcel Kern , Kai Trumpold, Dieter Zapf (2021), “Emotion work as a source of employee well- and ill-being: the moderating role of service interaction type”, European Journal Of Work And Organizational Psychology, Volume-30, Issue-6, Page no.850–871.

Lara Carminati (2021), This perspective article is grounded in a cognitive and context-dependent view on emotions. By considering emotions as socially embedded and constructed, the different but related concepts of Emotion Management and Emotional Intelligence can be introduced. Yet, research juxtaposing and applying them within the healthcare sector to explain healthcare professionals’ multifaceted emotional experiences at work is still scarce. Hence, this article contributes to the literature on emotions by offering an overarching perspective on how the juxtaposition of Emotion Management and Emotional Intelligence may help healthcare professionals to bridge the developmental transition between these two crucial abilities which, in turn, can help them overcome emotional difficulties in complex situations.

Such integration would positively influence individuals' behavioral and mental health, as well as the overall quality of the healthcare system.

Lara Carminati (2021), "Emotions, Emotion Management and Emotional Intelligence in the Workplace: Healthcare Professionals Experience in Emotionally-Charged Situations", *Frontiers in Sociology*, Volume-6, Issue-1, Page no.1-21.

ZhongwuLi, YapengLin (2021), This research proposes and verifies a model to examine the internal mechanism and boundary condition of the relationship between emotional intelligence, emotional labor, perceived organizational support, job performance. This research conducts questionnaire surveys on Chinese employees to collect the sample data. In total, 266 service employees were collected. The results suggest that emotional intelligence can promote employee job performance. The conclusions from the analyses above not only further verify and develop some previous points on emotional intelligence and employee job performance but also derive certain management implications for promoting employee job performance from the perspective of organizational support.

ZhongwuLi, YapengLin (2021), "Impact of Emotional Intelligence on Job Performance", *Turkish Journal of Computer and Mathematics Education*, Volume-12, Issue-6, Page no.3511-3524.

Dr. Sharfras Navas, Dr. M. Vijayakumar, Najmudeen Sulthan (2022), This paper aims to analyze to which extend the emotional intelligence (EI) may play a major role in employees' emotional experiences at work. This study conducts a systematic literature review and 342 results were retrieved, of which 52 were selected for the analysis. The results containing emotional intelligence at workplace and the productivity after bringing emotional intelligence (EI) to the workplace. This study found that business leaders realised how important these "emotionally intelligent" individuals are to a company's success as emotional intelligence is crucial in the workplace. It is seen to be twice as valuable as analytical and technical skills in the job. The systematic literature review is restricted to the Elsevier SCOPUS database. This study provides an overview of how emotional intelligence help business at workplace.

Dr. Sharfras Navas, Dr. M. Vijayakumar, Najmudeen Sulthan (2022), “A Review On Employees Emotional Intelligence At The Workplace”, Journal of Positive School Psychology, Volume-6, Issue-8, Page no.5665-5672.

Biqian Zhang, Lei Zhao (2022), Research on the relationship between emotions and job performance is ubiquitous, yet few scholars have examined the combined effects of different emotions. This study, we investigated the relationships between emotion fluctuation and perceived service performance using experience sampling data analysis methods. The ESM was adopted in this research to conduct a dynamic rolling survey on frontline service employees over 18 consecutive working days. Based on the experience sampling method (ESM), data (N = 810) obtained from 187 frontline employees of 35 bank branches over 18 consecutive days supports our hypotheses. Finally, sleep quality moderated the relationship between emotions and service outputs in the same way as RESE.

Biqian Zhang, Lei Zhao (2022), “The Influence of Employee Emotion Fluctuation on Service Performance: An Experience Sampling Data Analysis”, Frontiers in Psychology, Volume-13, Issue-1, Page no.1-14.

Christopher Schlaegel, Robert L. Engle, Guido Lang (2022), In this exploratory study we integrate and extend these two approaches, using a novel perspective to better understand the structure of the EI-job satisfaction and the EI-job performance relationship. Using commonality analysis and data from Germany, India, as well as the U.S. we partition the explained variance for job satisfaction, in- role performance, and extra-role performance into the variance that is uniquely explained by the individual EI dimensions and the variance that is common to sets of EI dimensions. Furthermore, the findings offer insights on how unique and common effects vary across countries. Partitioning the unique and commonly shared variance allows us to assess the true predictive power of individual EI dimensions and of sets of EI dimensions. The findings have several implications for theory and research and offer avenues for further research.

Christopher Schlaegel, Robert L. Engle, Guido Lang (2022), “The Unique And Common Effects Of Emotional Intelligence Dimensions On Job Satisfaction And Facets Of Job Performance: An Exploratory Study In Three Countries”, The

Riham Soliman(2022), The aim of this research is to investigate, the impact of emotional intelligence training on job satisfaction in an education firm located in the United Arab Emirates (UAE). Mixed methods case study was done on 50 employees from one single company, who were selected based on their low Job satisfaction rate according to the yearly satisfaction questionnaire done by their company. All 50 employees attended Emotional Intelligence training for 5 days with a total of 40 training hours. After 3 months of completing the training, the employees undergo a satisfaction survey to assess the impact of the training. Analyses were done using SPSS to examine the correlation and the impact of Emotional intelligence (EI) Training and Job Satisfaction (JS). The results of this study must be interpreted with caution, as the data were collected from the employees of a single company and only fifty employees

Riham Soliman(2022), “The Relation between Emotional Intelligence Training and Job Satisfaction - Case Study - In the United Arab Emirates”, **Open Journal of Business and Management, Volume-10, Issue-1, Page no.1834-1852.**

Demir Lima, Jyxhel Spahi, Venet Shala (2022), The primary goal is to analyse this behaviour of individuals in the workplace, emphasize emotional intelligence in companies in Kosovo, and explain whether good management of this behaviour by the company affects the organizational success and improves employee performance. In the study, both quantitative and qualitative research methods were used. The participants were composed of 120 HR professionals and senior company executives, including Senior Managers, Line Manager, Senior Officer, administrative staff and other relevant positions. The data were collected using a questionnaire developed by the researchers and analyzed via chi square test of independence. The results shows that the workplace requires performing various activities and performing these activities; the individual must interact with others such as work colleagues, managers, etc.

Demir Lima, Jyxhel Spahi, Venet Shala (2022), “The Management of Emotional Intelligence in The Workplace Impact on Improving Employee Performance”, **Quality Access to Success, Volume-23, Issue-1, Page no.297-301.**

Aditya Kumar (2022), This research paper attempts to analyze the impact of emotional intelligence on the managerial effectiveness of executives in an organization, by carrying out an exhaustive review of existing literature. According to the findings of this study, emotionally intelligent managers are more likely to have a positive influence on their organization's employees than managers with a lower emotional quotient. It is crucial for an organisation to implement strategies to improve emotional intelligence in the workplace. The study is qualitative and not backed by quantitative data as emotions are not practically quantifiable but can be observed. The present study illustrates the necessity of emotional intelligence in management. It highlights the importance of an emotionally intelligent work environment and also provides strategically driven solutions to inculcate emotional intelligence in the workplace. The growing amount of research in organisational psychology has found emotional intelligence to be one of the most important abilities in a manager.

Aditya Kumar (2022), "The Impact of Emotional Intelligence on Managerial Effectiveness", International Journal of Research in Engineering, Science and Management, Volume 5, Issue 1, Page no.266-269.

CHAPTER IV

DATA ANALYSIS AND INTERPRETATION

TABLE NO: 4.1

GENDER OF THE RESPONDENTS

Gender	No. of respondents	Percent
Male	84	70.0
Female	36	30.0
Total	120	100.0

Source: Primary Data

INTERPRETATION

The above table shows that 70.0% of the respondents are male and 30.0% of the respondents are female.

Thus the majority of the respondents are male.

CHART NO: 4.1

GENDER OF THE RESPONDENTS

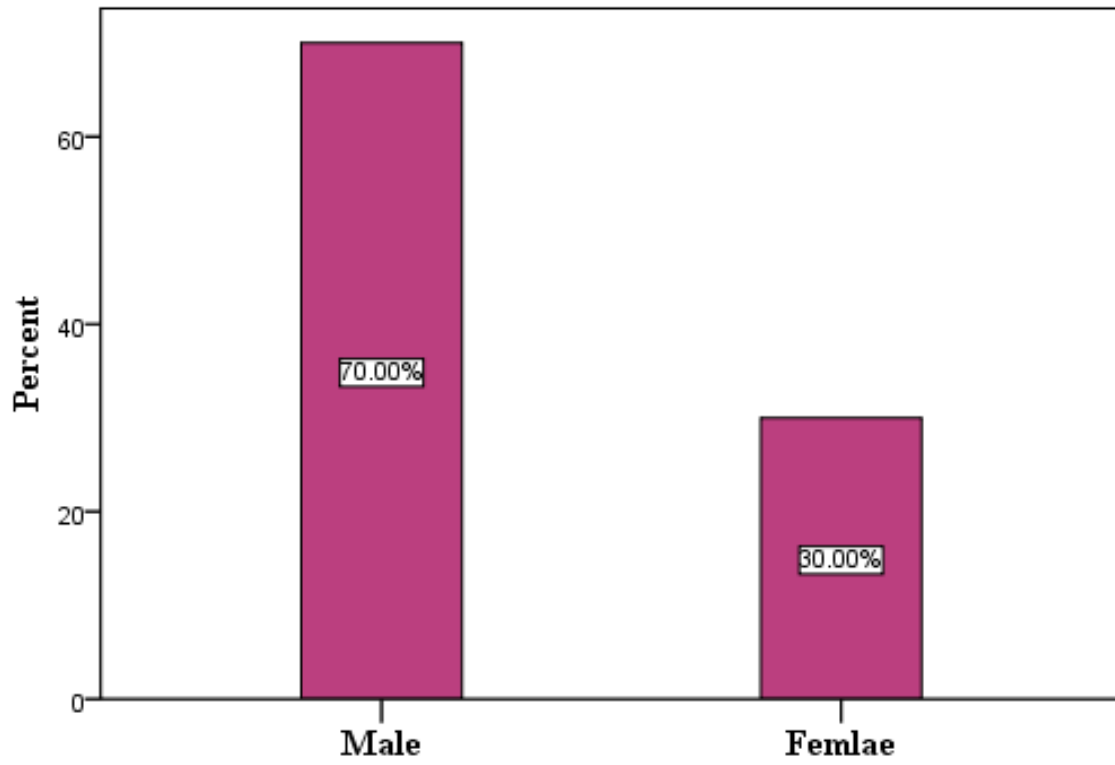


CHART NO: 4.2

AGE OF THE RESPONDENTS

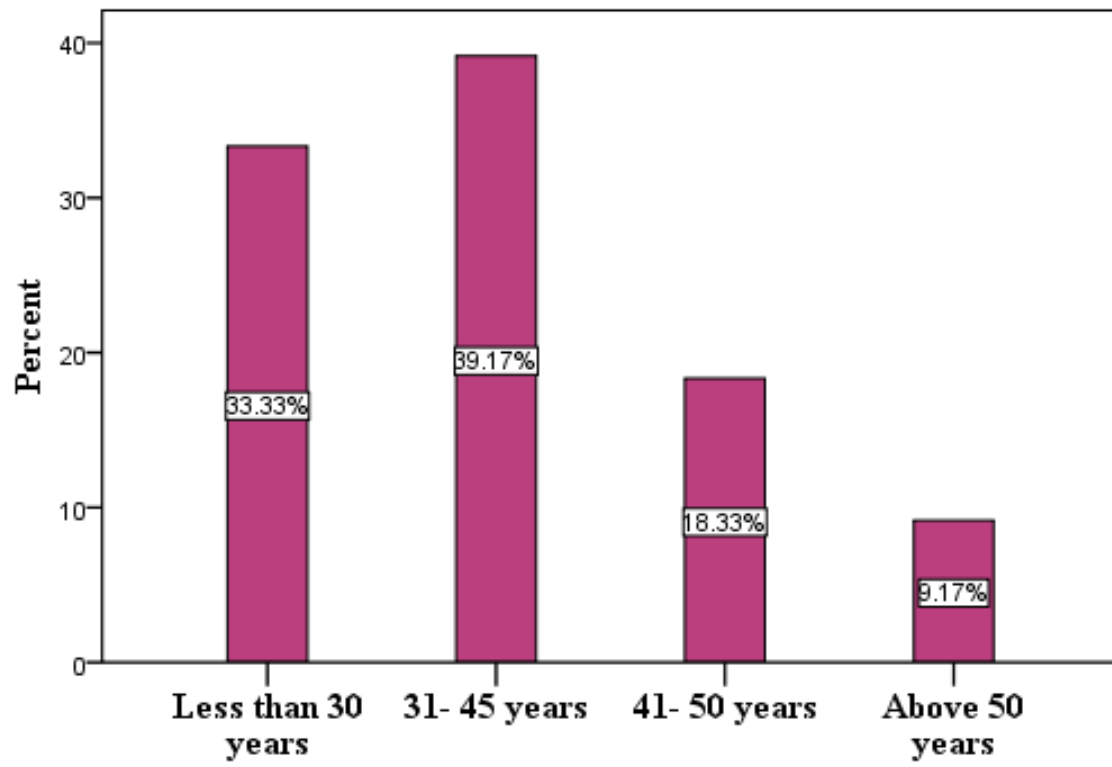


TABLE NO: 4.3

MARITAL STATUS OF THE RESPONDENTS

Gender	No. of respondents	Percent
Single	54	45.0
Married	66	55.0
Total	120	100.0

Source: Primary Data

INTERPRETATION

The above table shows that 45.0% of the respondents are single and 55.0% of the respondents are married.

Thus the majority of the respondents are married.

CHART NO: 4.3

MARITAL STATUS OF THE RESPONDENTS

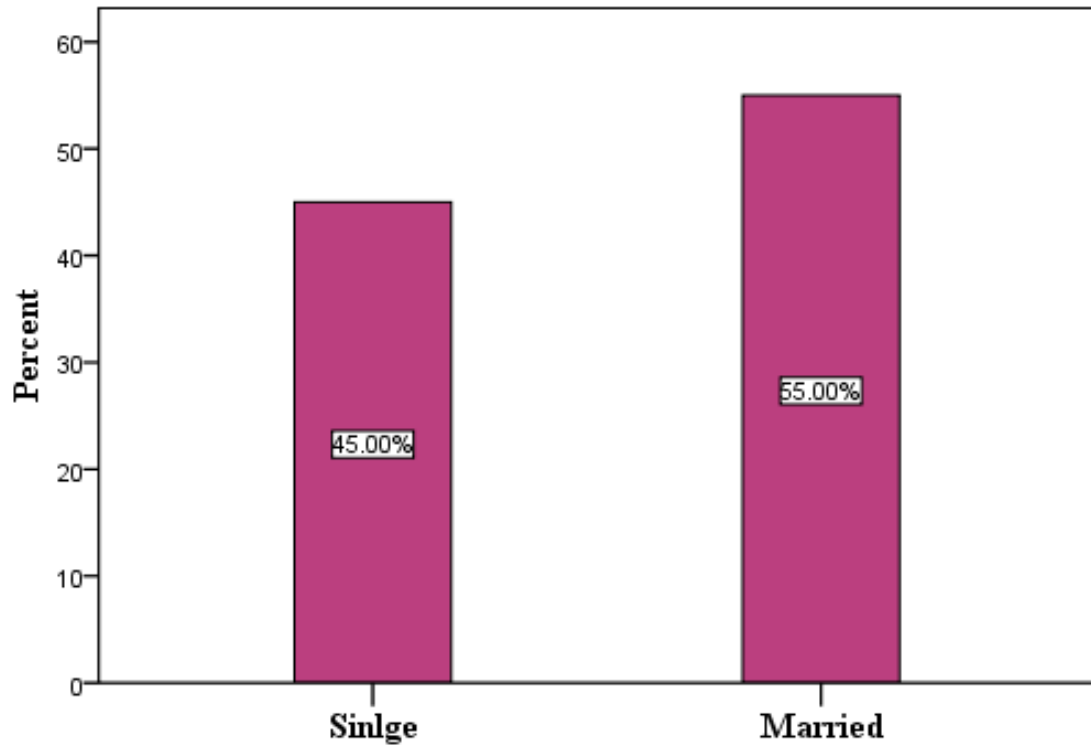


TABLE NO: 4.4

EDUCATIONAL QUALIFICATION RESPONDENTS

Educational	No. of respondents	Percent
Upto HSC	15	12.5
UG	23	19.2
PG	62	51.7
Professional	20	16.7
Total	120	100.0

Source: Primary Data

INTERPRETATION

The above table shows that 12.5% of the respondents have completed upto HSC, 19.2% of the respondents have completed UG, 51.7% of the respondents have completed PG and 16.7% of the respondents have completed Professional educational qualification.

Thus the majority of the respondents are PG degree.

CHART NO: 4.4

EDUCATIONAL QUALIFICATION RESPONDENTS

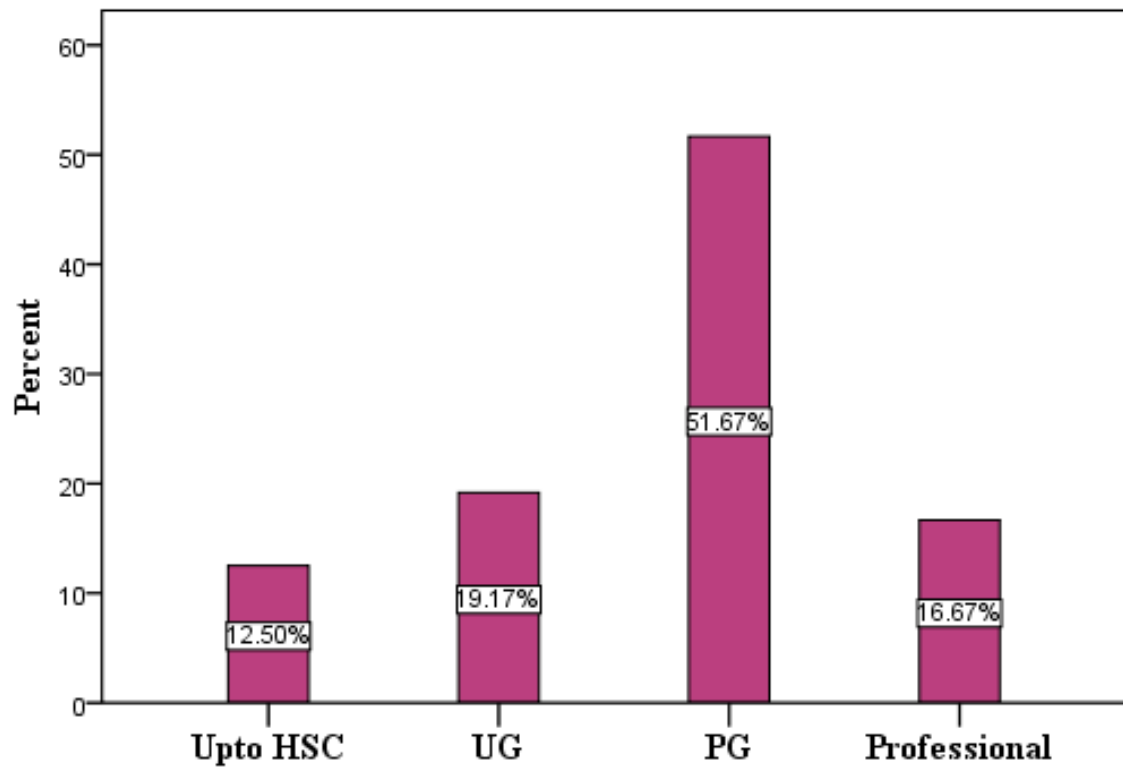


TABLE NO: 4.5

EXPERIENCE OF THE RESPONDENTS

Years	No. of respondents	Percent
Less than 5 years	36	30.0
5 – 10 years	45	37.5
11-15 years	26	21.7
Above 15 years	13	10.8
Total	120	100.0

Source: Primary Data

INTERPRETATION

The above table shows that 30.0% of the respondents have less than 5 years, 37.5% of the respondents have 5-10years, 21.7% of the respondents have 11-15years and 10.8% of the respondents have above 15years experience.

Thus the majority of the respondents have 5-10 years experience.

CHART NO: 4.5

EXPERIENCE OF THE RESPONDENTS

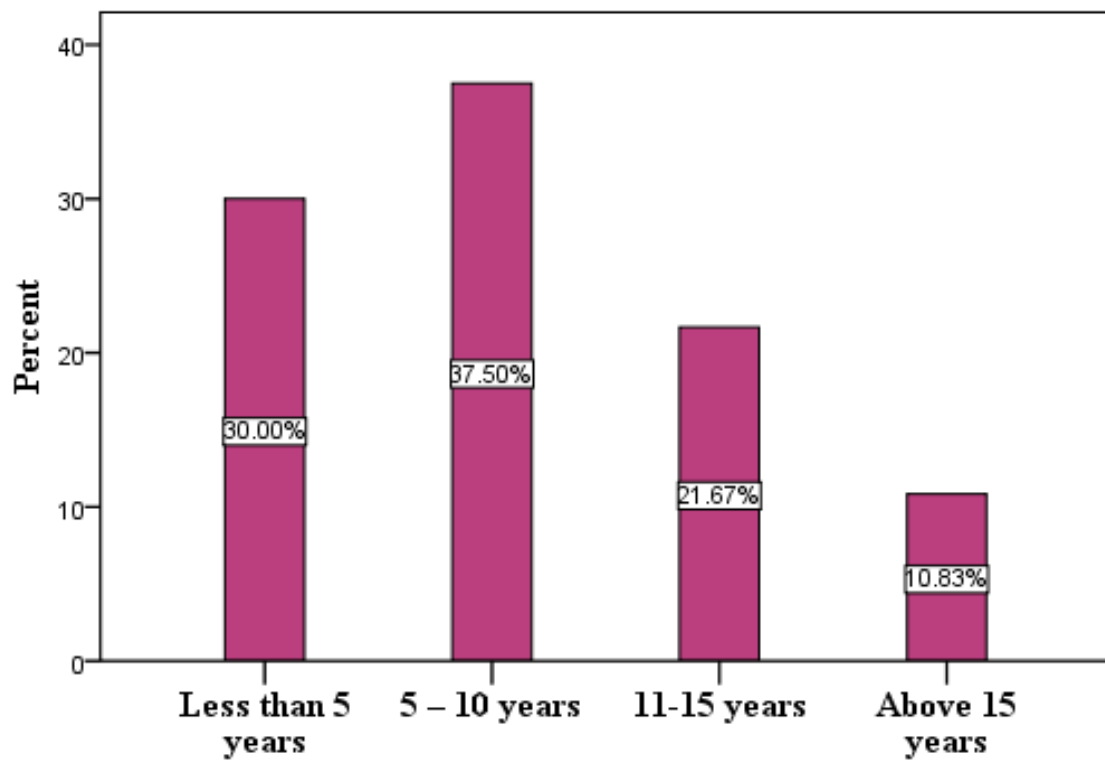


TABLE NO: 4.6
SALARY OF THE RESPONDENTS

Particulars	No. of respondents	Percent
Below Rs. 10,000	15	12.5
Rs. 10,001 – 15,000	34	28.3
Rs. 15,001- 20,000	56	46.7
Above Rs. 20,000	15	12.5
Total	120	100.0

Source: Primary Data

INTERPRETATION

The above table shows that 12.5% of the respondents have below Rs.10,000, 28.3% of the respondents have Rs.10, 001-15,000, 46.7% of the respondents have Rs.15,001-20,000 and 12.5% of the respondents have above Rs.20,000 as their income level.

Thus the majority of the respondents have Rs.15, 001-20,000 as their income level.

CHART NO: 4.6

SALARY OF THE RESPONDENTS

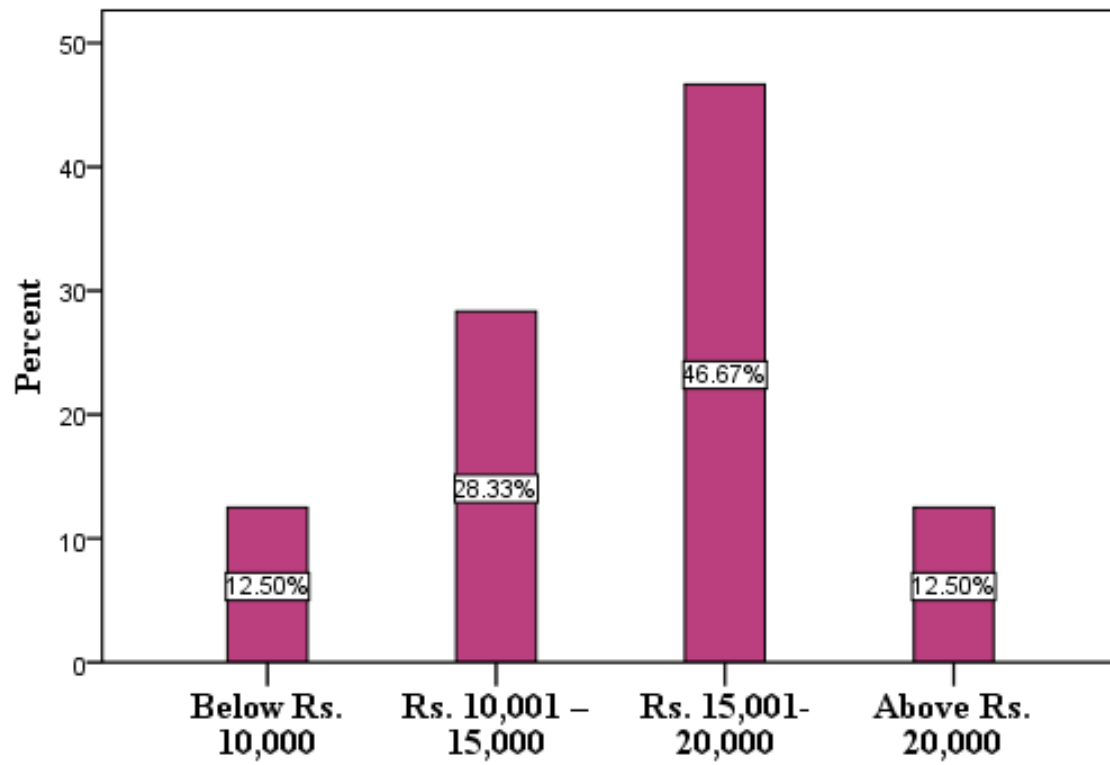


TABLE NO: 4.7
FEEL ANGER IN DISAPPOINTMENT IN WORK PLACE

Particulars	No. of respondents	Percent
Strongly agree	45	37.5
Agree	38	31.7
Neither agree nor disagree	11	9.2
Disagree	14	11.7
Strongly disagree	12	10.0
Total	120	100.0

Source: Primary Data

INTERPRETATION

The above table shows that 37.5% of the respondents are strongly agree, 31.7% of the respondents are agree, 9.2% of the respondents are neither agree nor disagree, 11.7% of the respondents are disagree and 10.0% of the respondents are strongly disagree towards the feel anger in disappointment in work place.

Thus the majority of the respondents are strongly agree towards the feel anger in disappointment in work place.

CHART NO: 4.7

FEEL ANGER IN DISAPPOINTMENT IN WORK PLACE

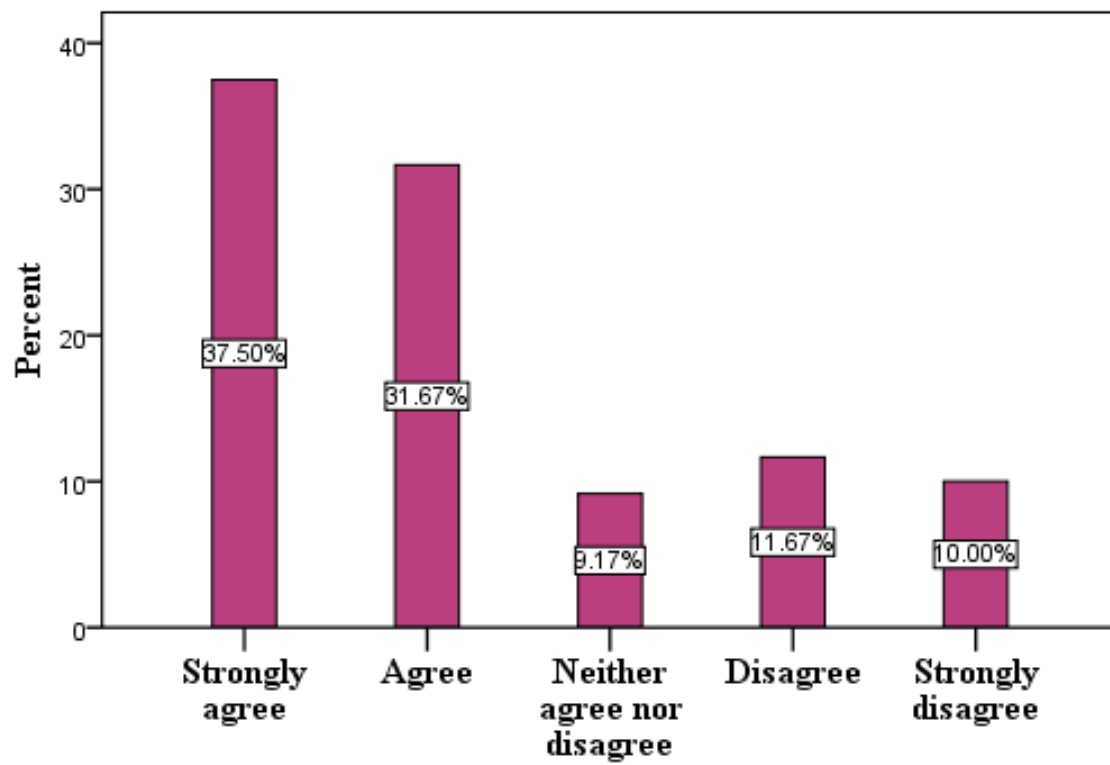


TABLE NO: 4.8

FEEL OF SADNESS WHEN DOES MONOTONY WORK

Particulars	No. of respondents	Percent
Strongly agree	35	29.2
Agree	36	30.0
Neither agree nor disagree	25	20.8
Disagree	10	8.3
Strongly disagree	14	11.7
Total	120	100.0

Source: Primary Data

INTERPRETATION

The above table shows that 29.2% of the respondents are strongly agree, 30.0% of the respondents are agree, 20.8% of the respondents are neither agree nor disagree, 8.3% of the respondents are disagree and 11.7% of the respondents are strongly disagree towards the feel of sadness when does monotony work.

Thus the majority of the respondents are agree towards the feel of sadness when does monotony work.

CHART NO: 4.8

FEEL OF SADNESS WHEN DOES MONOTONY WORK

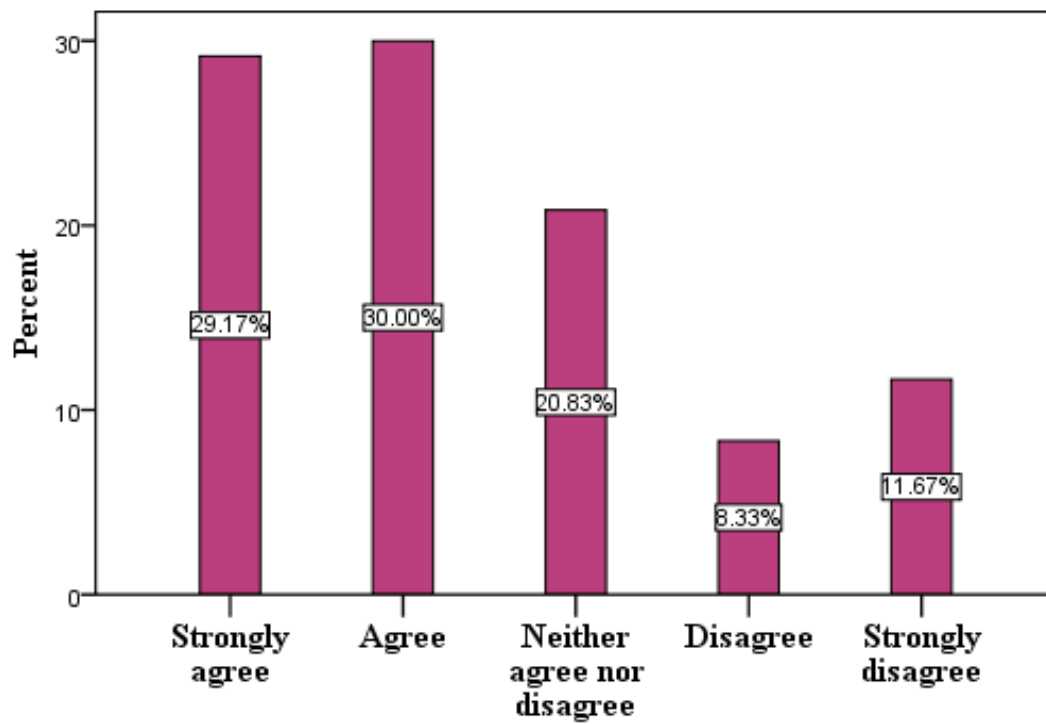


TABLE NO: 4.9
FEAR ON JOB SECURITY

Particulars	No. of respondents	Percent
Strongly agree	20	16.7
Agree	25	20.8
Neither agree nor disagree	57	47.5
Disagree	14	11.7
Strongly disagree	4	3.3
Total	120	100.0

Source: Primary Data

INTERPRETATION

The above table shows that 16.7% of respondents are strongly agree, 20.8% of the respondents are agree, 47.5% of the respondents are neither agree nor disagree, 11.7% of the respondents are disagree and 3.3% of the respondents are strongly disagree towards the fear on job security.

Thus the majority of the respondents are neither agree nor disagree towards the fear on job security.

CHART NO: 4.9

FEAR ON JOB SECURITY

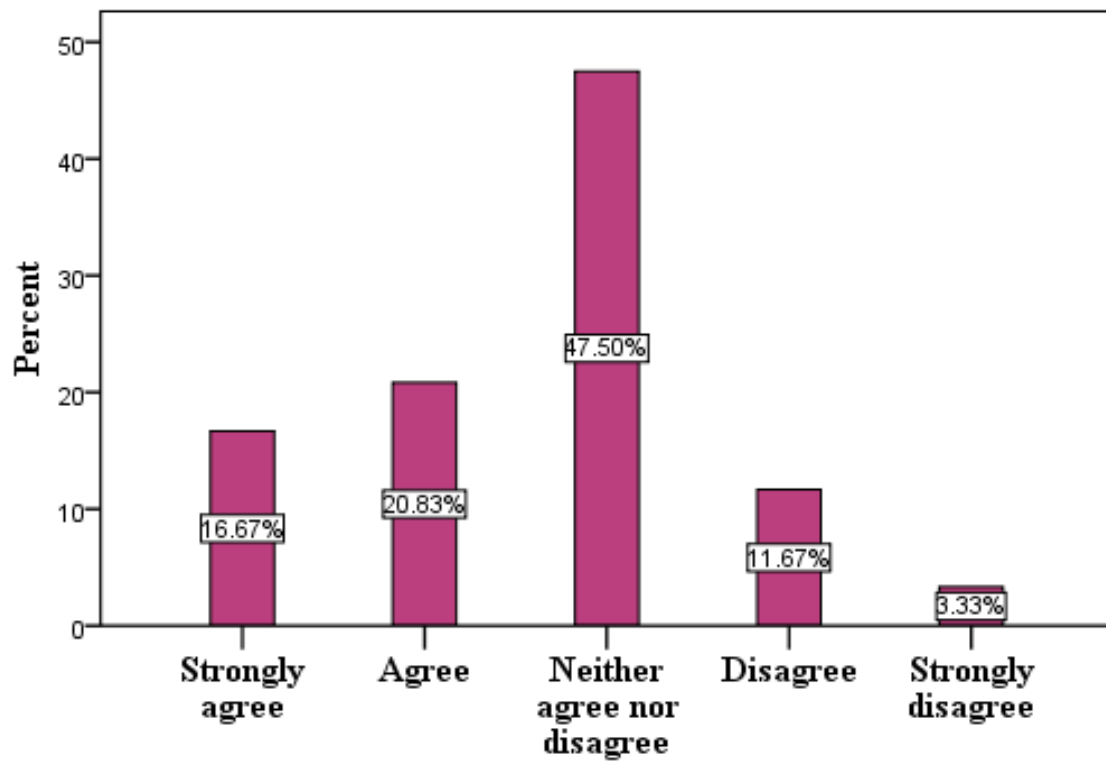


TABLE NO: 4.10

EXPRESSION OF LOVE AND AFFECTION IN THE TEAM

Particulars	No. of respondents	Percent
Strongly agree	48	40.0
Agree	30	25.0
Neither agree nor disagree	20	16.7
Disagree	15	12.5
Strongly disagree	7	5.8
Total	120	100.0

Source: Primary Data

INTERPRETATION

The above table shows that 40.0% of respondents are strongly agree, 25.0% of the respondents are agree, 16.7% of the respondents are neither agree nor disagree, 12.5% of the respondents are disagree and 5.8% of the respondents are strongly disagree towards the expression of love and affection in the team.

Thus the majority of the respondents are strongly agree towards expression of love and affection in the team.

CHART NO: 4.10

EXPRESSION OF LOVE AND AFFECTION IN THE TEAM

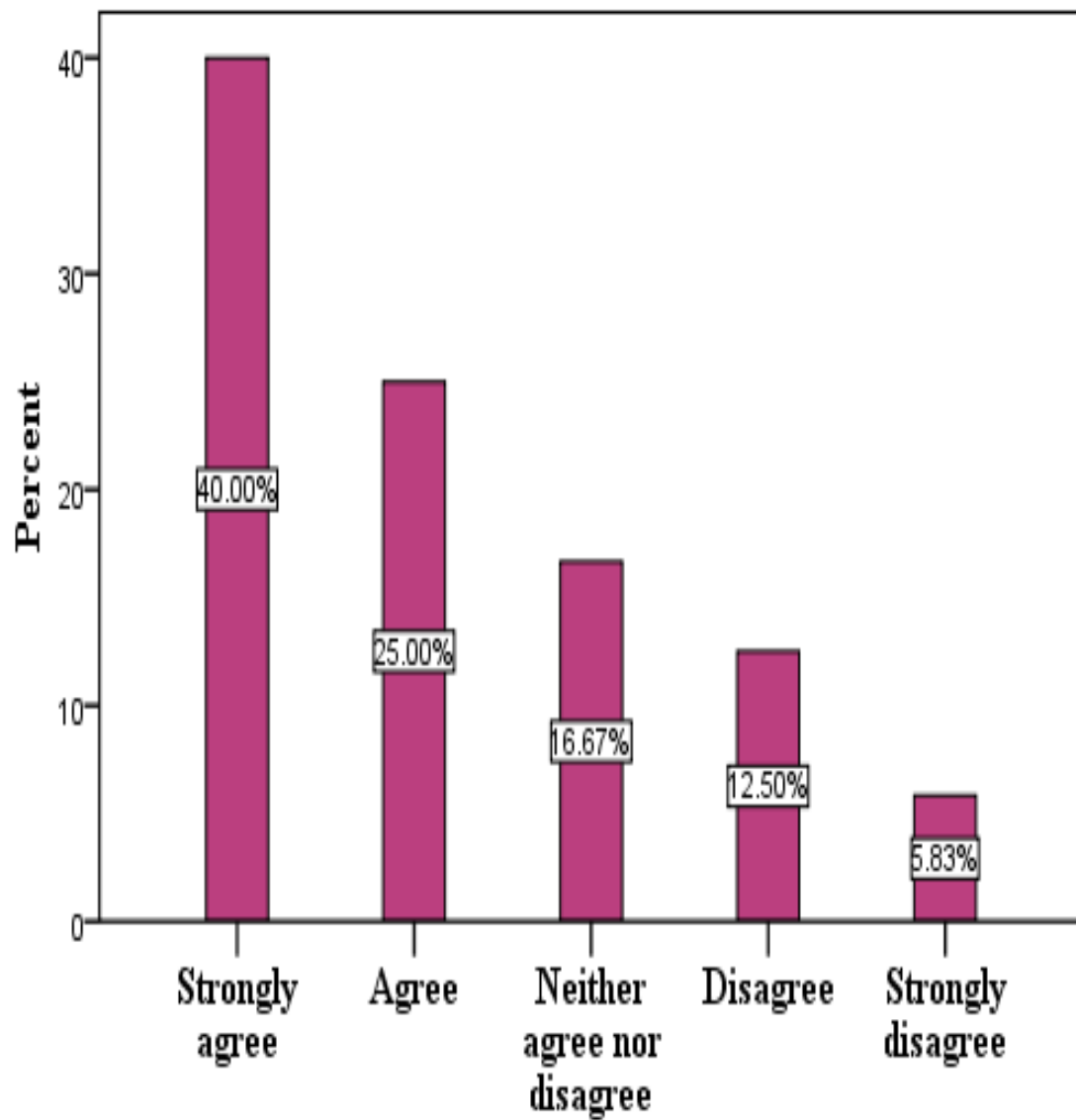


TABLE NO: 4.11

FEEL OF ENJOYMENT IN THE WORK PLACE

Particulars	No. of respondents	Percent
Strongly agree	40	33.3
Agree	34	28.3
Neither agree nor disagree	22	18.3
Disagree	19	15.8
Strongly disagree	5	4.2
Total	120	100.0

Source: Primary Data

INTERPRETATION

The above table shows that 33.3% of respondents are strongly agree, 28.3% of the respondents are agree, 18.3% of the respondents are neither agree nor disagree, 15.8% of the respondents are disagree and 4.2% of the respondents are strongly disagree towards the feel of enjoyment in the work place.

Thus the majority of the respondents are strongly agree towards the feel of enjoyment in the work place.

CHART NO: 4.11

FEEL OF ENJOYMENT IN THE WORK PLACE

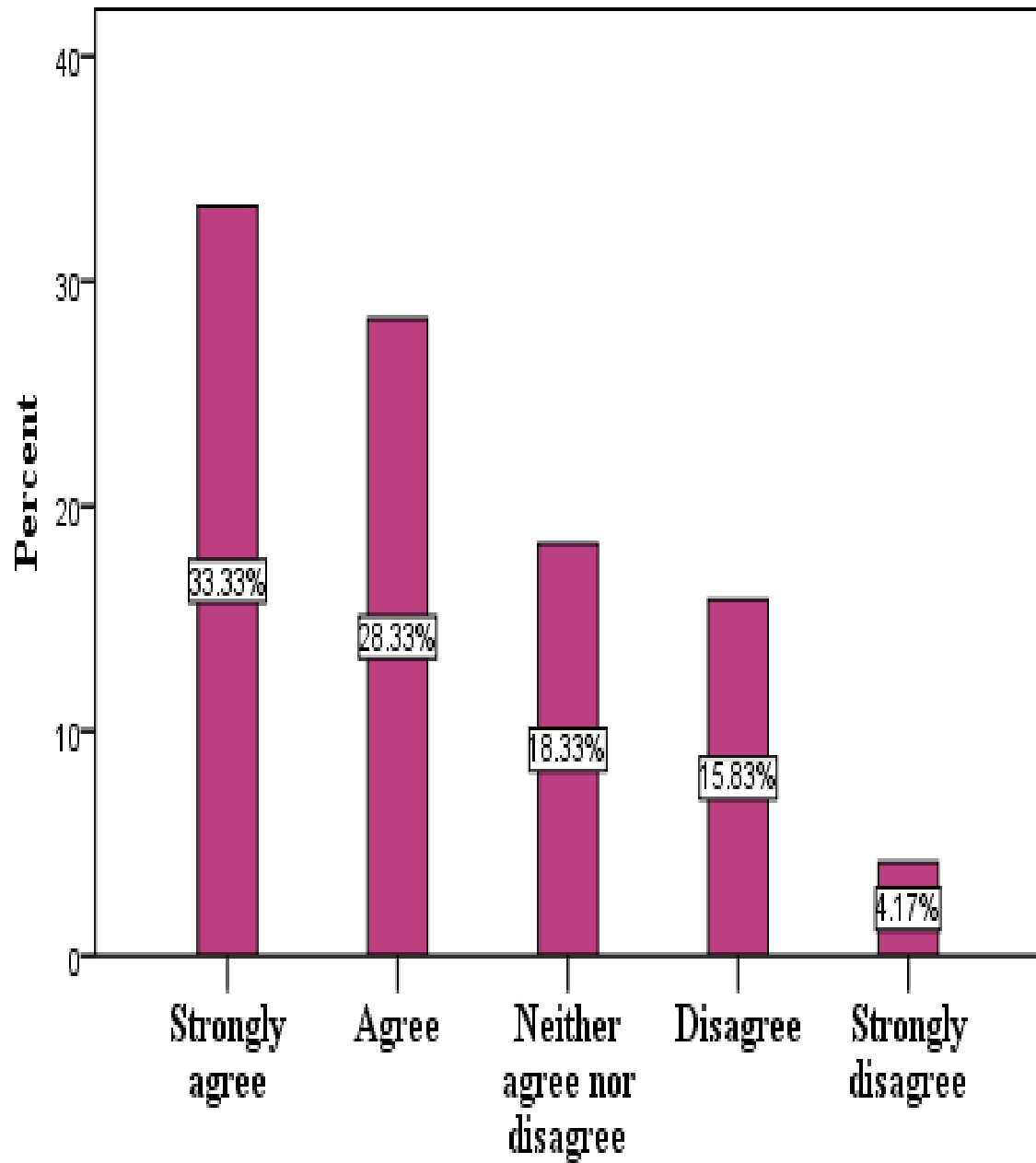


TABLE NO: 4.12

FEEL OF SYMPATHY AMONG THE WORKING PEOPLE

Particulars	No. of respondents	Percent
Strongly agree	24	20.0
Agree	48	40.0
Neither agree nor disagree	20	16.7
Disagree	15	12.5
Strongly disagree	13	10.8
Total	120	100.0

Source: Primary Data

INTERPRETATION

The above table shows that 20.0% of respondents are strongly agree, 40.0% of the respondents are agree, 16.7% of the respondents are neither agree nor disagree, 12.5% of the respondents are disagree and 10.8% of the respondents are strongly disagree towards the feel of sympathy among the working people.

Thus the majority of the respondents are agree towards the feel of sympathy among the working people.

CHART NO: 4.12

FEEL OF SYMPATHY AMONG THE WORKING PEOPLE

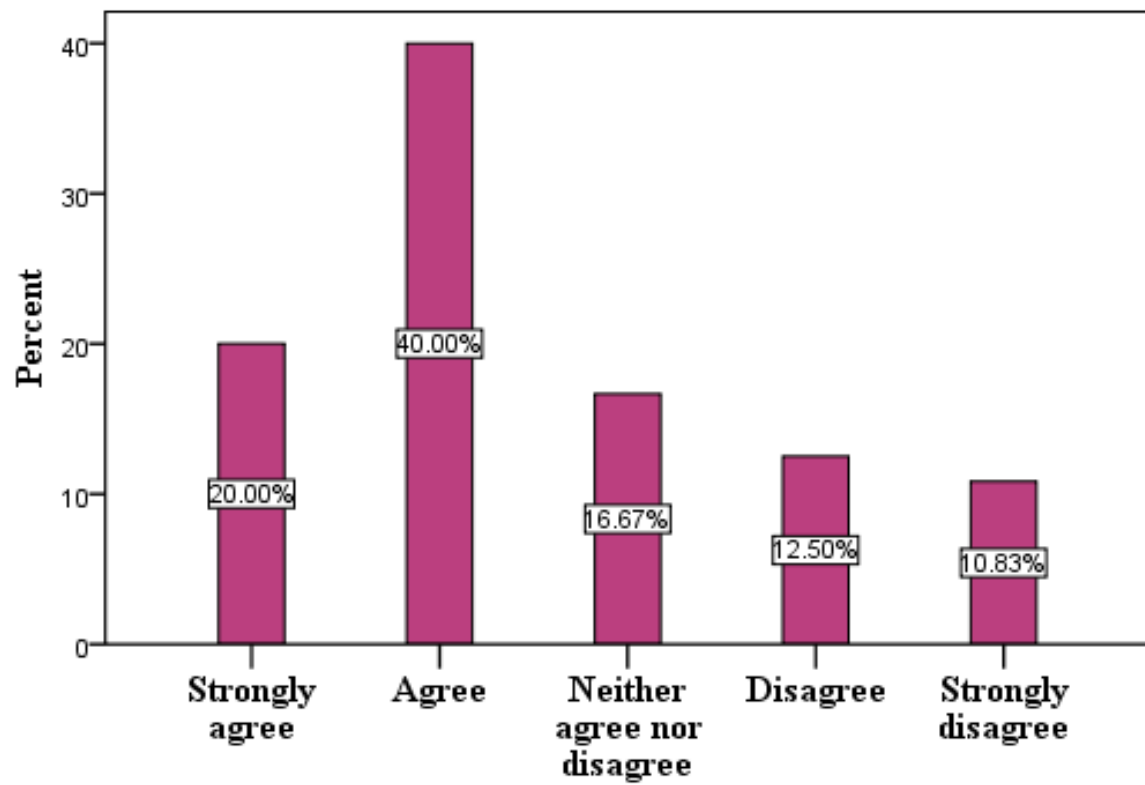


TABLE NO: 4.13

EMOTIONALLY ATTACHED TO THE ORGANISATION

Particulars	No. of respondents	Percent
Strongly agree	36	30.0
Agree	32	26.7
Neither agree nor disagree	26	21.7
Disagree	16	13.3
Strongly disagree	10	8.3
Total	120	100.0

Source: Primary Data

INTERPRETATION

The above table shows that 30.0% of respondents are strongly agree, 26.7% of the respondents are agree, 21.7% of the respondents are neither agree nor disagree, 13.3% of the respondents are disagree and 8.3% of the respondents are strongly disagree towards the feel of sympathy among the working people.

Thus the majority of the respondents are strongly agree towards the feel of sympathy among the working people.

CHART NO: 4.13

EMOTIONALLY ATTACHED TO THE ORGANISATION

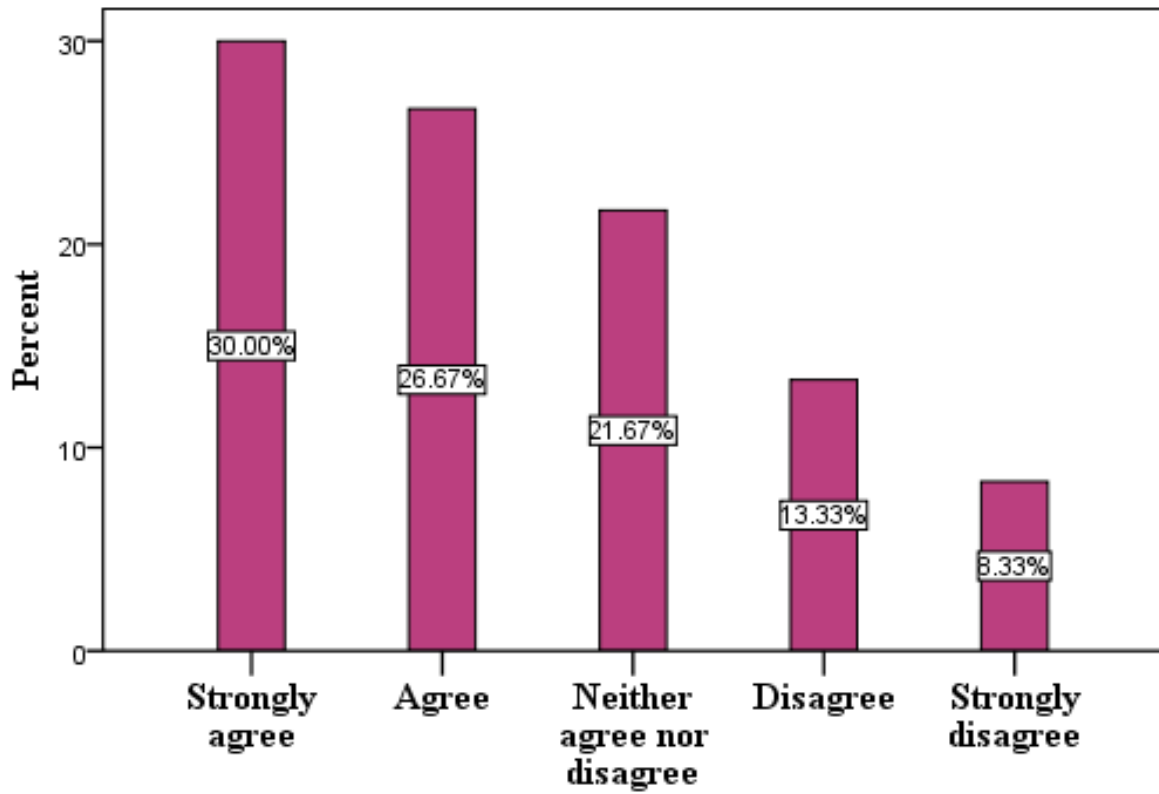


TABLE NO: 4.14

FEEL OF SENSE OF ACHIEVEMENT IN THE JOB

Particulars	No. of respondents	Percent
Strongly agree	32	26.7
Agree	38	31.7
Neither agree nor disagree	22	18.3
Disagree	16	13.3
Strongly disagree	12	10.0
Total	120	100.0

Source: Primary Data

INTERPRETATION

The above table shows that 26.7% of respondents are strongly agree, 31.7% of the respondents are agree, 18.3% of the respondents are neither agree nor disagree, 13.3% of the respondents are disagree and 10.0% of the respondents are strongly disagree towards the feel of sense of achievement in the job.

Thus the majority of the respondents are agree towards the feel of sense of achievement in the job.

CHART NO: 4.14

FEEL OF SENSE OF ACHIEVEMENT IN THE JOB

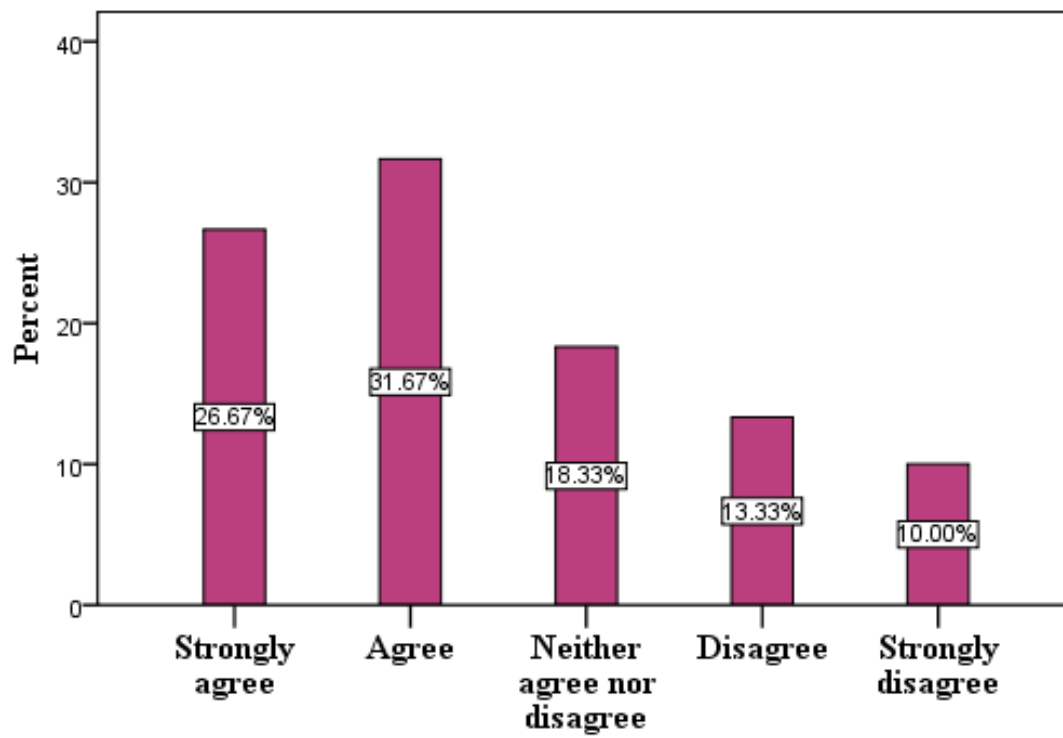


TABLE NO: 4.15

FEEL OF PERSONAL INVOLVEMENT IN THE JOB

Particulars	No. of respondents	Percent
Strongly agree	20	16.7
Agree	20	16.7
Neither agree nor disagree	22	18.3
Disagree	11	9.2
Strongly disagree	47	39.2
Total	120	100.0

Source: Primary Data

INTERPRETATION

The above table shows that 16.7% of respondents are strongly agree, 16.7% of the respondents are agree, 18.3% of the respondents are neither agree nor disagree, 9.2% of the respondents are disagree and 39.2% of the respondents are strongly disagree towards the feel of personal involvement in the job.

Thus the majority of the respondents are strongly disagree towards the feel of personal involvement in the job.

CHART NO: 4.15

FEEL OF PERSONAL INVOLVEMENT IN THE JOB

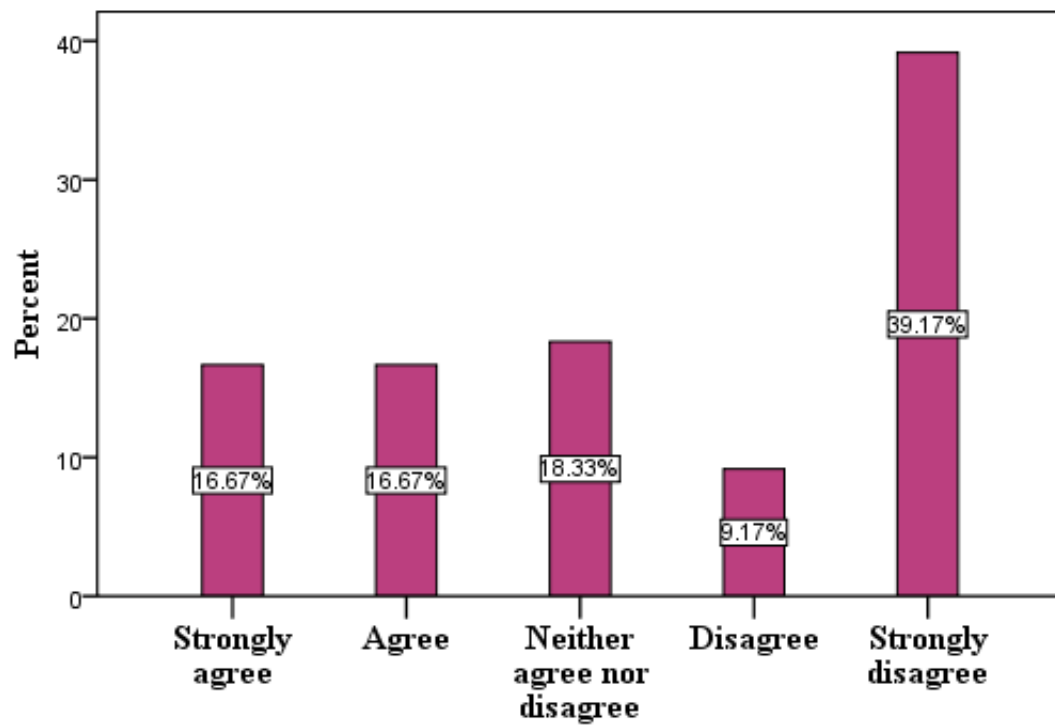


TABLE NO: 4.16
FEEL TO ACHIEVE WORK GOALS

Particulars	No. of respondents	Percent
Strongly agree	36	30.0
Agree	32	26.7
Neither agree nor disagree	24	20.0
Disagree	18	15.0
Strongly disagree	10	8.3
Total	120	100.0

Source: Primary Data

INTERPRETATION

The above table shows that 30.0% of respondents are strongly agree, 26.7% of the respondents are agree, 20.0% of the respondents are neither agree nor disagree, 15.0% of the respondents are disagree and 8.3% of the respondents are strongly disagree towards the feel to achieve work goals.

Thus the majority of the respondents are strongly agree towards the feel to achieve work goals.

CHART NO: 4.16

FEEL TO ACHIEVE WORK GOALS

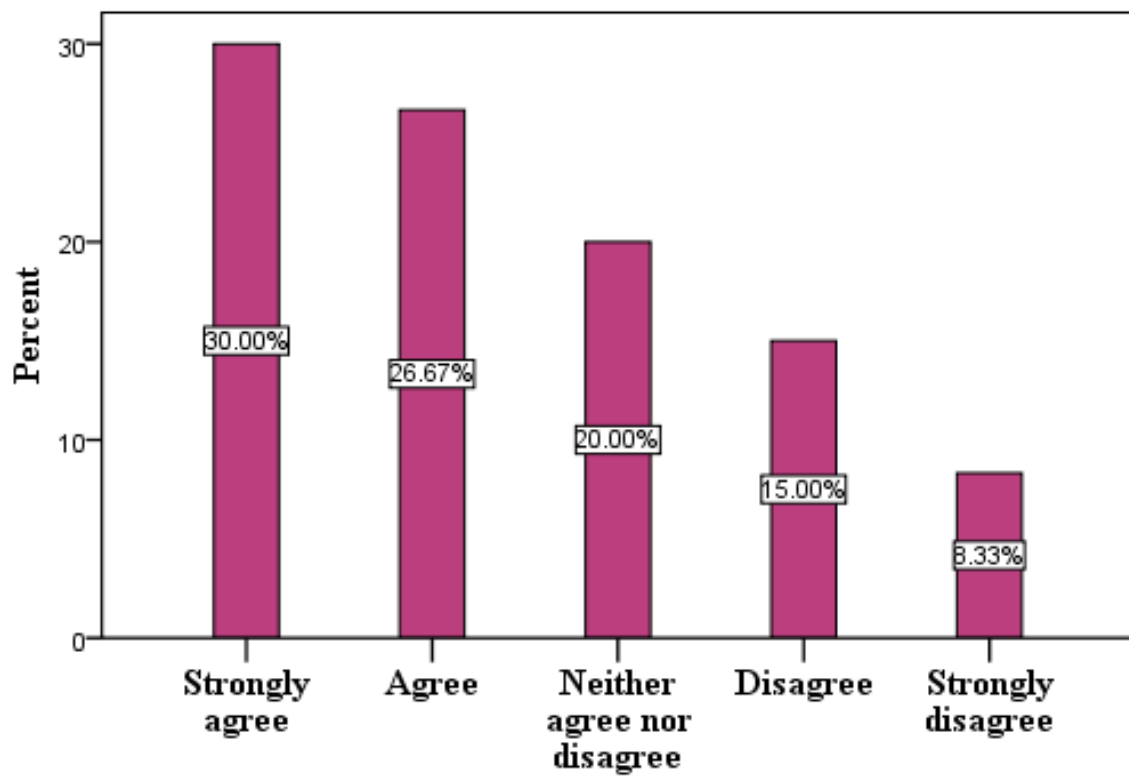


TABLE NO: 4.17

FEEL THAT DEPRESSED DUE TO MORE WORK

Particulars	No. of respondents	Percent
Strongly agree	34	28.3
Agree	36	30.0
Neither agree nor disagree	26	21.7
Disagree	14	11.7
Strongly disagree	10	8.3
Total	120	100.0

Source: Primary Data

INTERPRETATION

The above table shows that 28.3% of respondents are strongly agree, 30.0% of the respondents are agree, 21.7% of the respondents are neither agree nor disagree, 11.7% of the respondents are disagree and 8.3% of the respondents are strongly disagree towards the feel that depressed due to more work.

Thus the majority of the respondents are agree towards the feel that depressed due to more work.

CHART NO: 4.17

FEEL THAT DEPRESSED DUE TO MORE WORK

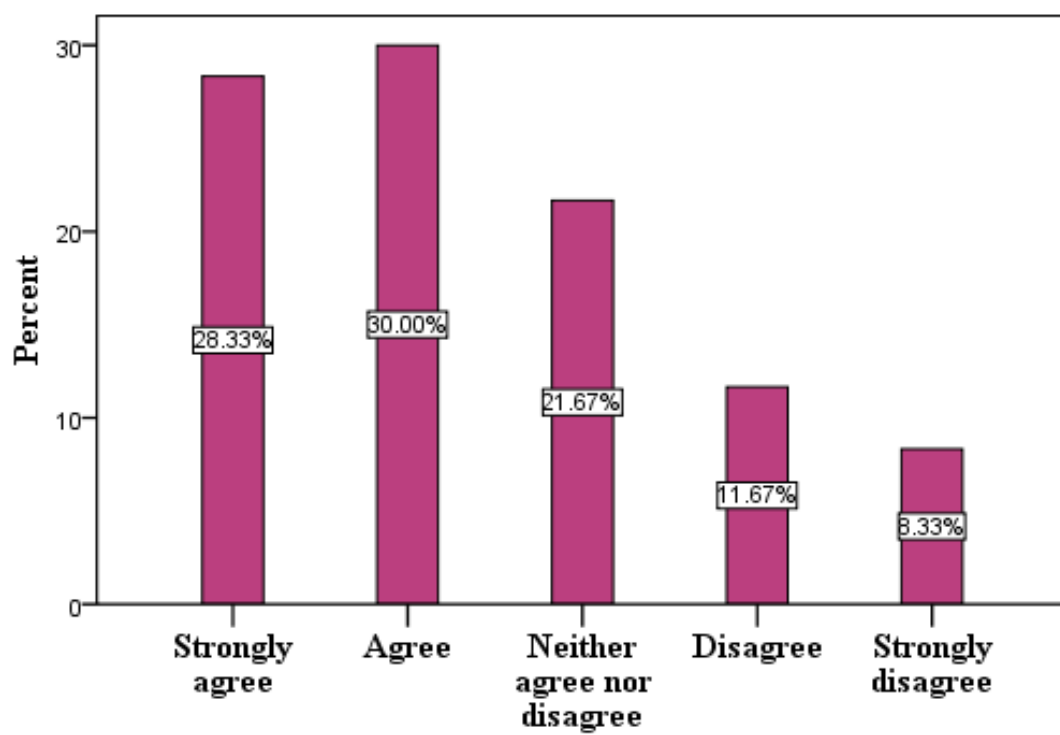


TABLE NO: 4.18

EMOTIONAL INTELLIGENCE LEADS TO INCREASE IN PRODUCTIVITY

Particulars	No. of respondents	Percent
Strongly agree	40	33.3
Agree	35	29.2
Neither agree nor disagree	20	16.7
Disagree	21	17.5
Strongly disagree	4	3.3
Total	120	100.0

Source: Primary Data

INTERPRETATION

The above table shows that 33.3% of respondents are strongly agree, 29.2% of the respondents are agree, 16.7% of the respondents are neither agree nor disagree, 17.5% of the respondents are disagree and 3.3% of the respondents are strongly disagree towards the emotional intelligence leads to increase in productivity.

Thus the majority of the respondents are strongly agree towards the emotional intelligence leads to increase in productivity.

CHART NO: 4.18

EMOTIONAL INTELLIGENCE LEADS TO INCREASE IN PRODUCTIVITY

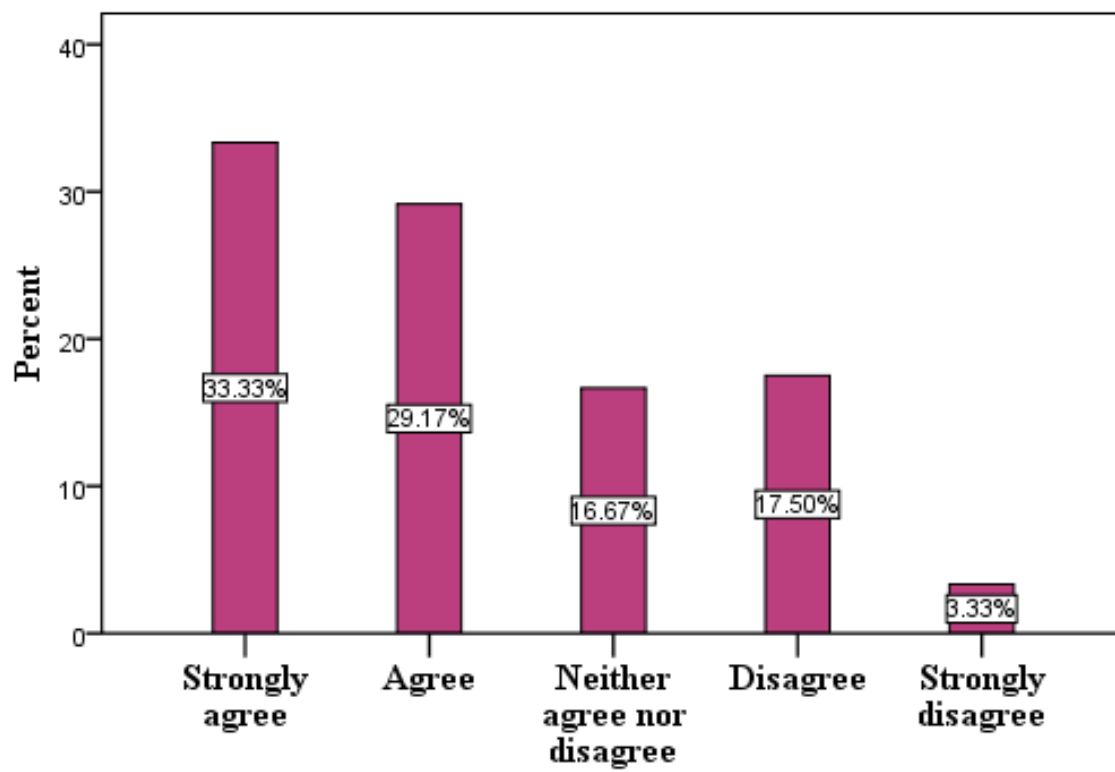


TABLE NO: 4.19

**EMOTIONAL INTELLIGENCE REDUCES THE GRIEVANCES AND COMPLAINTS
RELATED TO WORK**

Particulars	No. of respondents	Percent
Strongly agree	30	25.0
Agree	55	45.8
Neither agree nor disagree	15	12.5
Disagree	14	11.7
Strongly disagree	6	5.0
Total	120	100.0

Source: Primary Data

INTERPRETATION

The above table shows that 25.0% of respondents are strongly agree, 45.8% of the respondents are agree, 12.5% of the respondents are neither agree nor disagree, 11.7% of the respondents are disagree and 5.0% of the respondents are strongly disagree towards the emotional intelligence reduces the grievances and complaints related to work.

Thus the majority of the respondents are agree towards the emotional intelligence reduces the grievances and complaints related to work.

CHART NO: 4.19

EMOTIONAL INTELLIGENCE REDUCES THE GRIEVANCES AND COMPLAINTS RELATED TO WORK

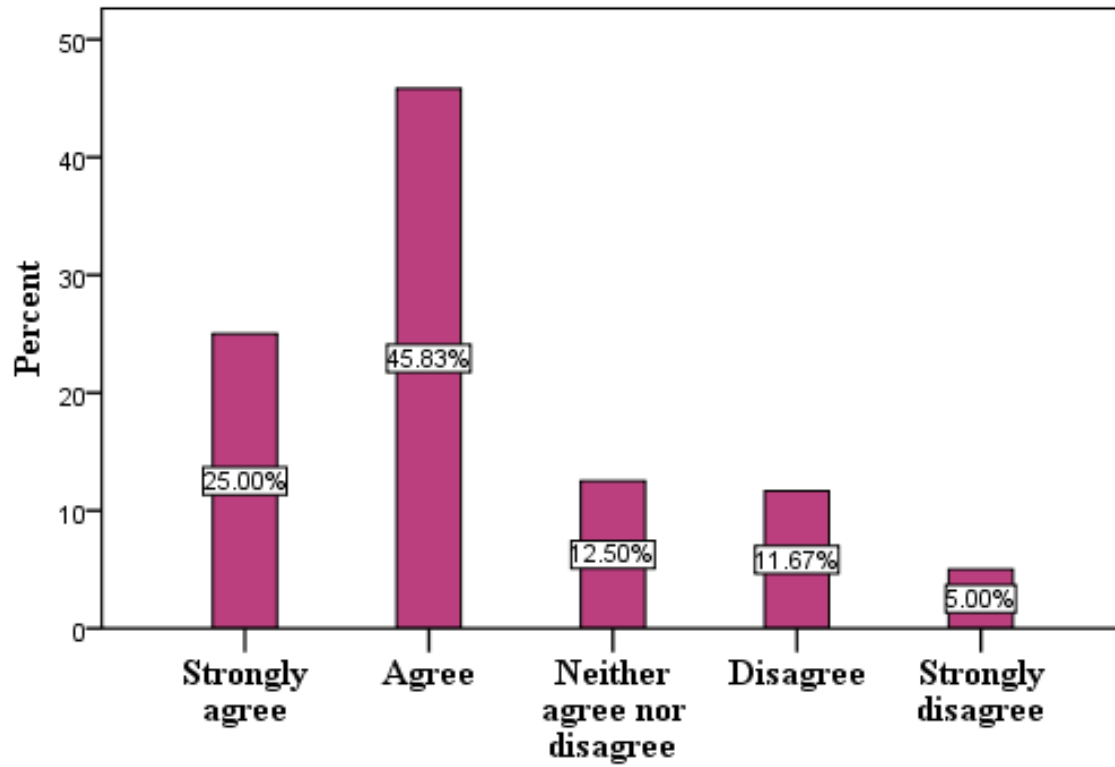


TABLE NO: 4.20

QUALITY OF SERVICE TO THE CUSTOMERS

Particulars	No. of respondents	Percent
Strongly agree	46	38.3
Agree	34	28.3
Neither agree nor disagree	10	8.3
Disagree	14	11.7
Strongly disagree	16	13.3
Total	120	100.0

Source: Primary Data

INTERPRETATION

The above table shows that 38.3% of respondents are strongly agree, 28.3% of the respondents are agree, 8.3% of the respondents are neither agree nor disagree, 11.7% of the respondents are disagree and 13.3% of the respondents are strongly disagree towards the quality of service to the customers.

Thus the majority of the respondents are strongly agree towards the quality of service to the customers.

CHART NO: 4.20

QUALITY OF SERVICE TO THE CUSTOMERS

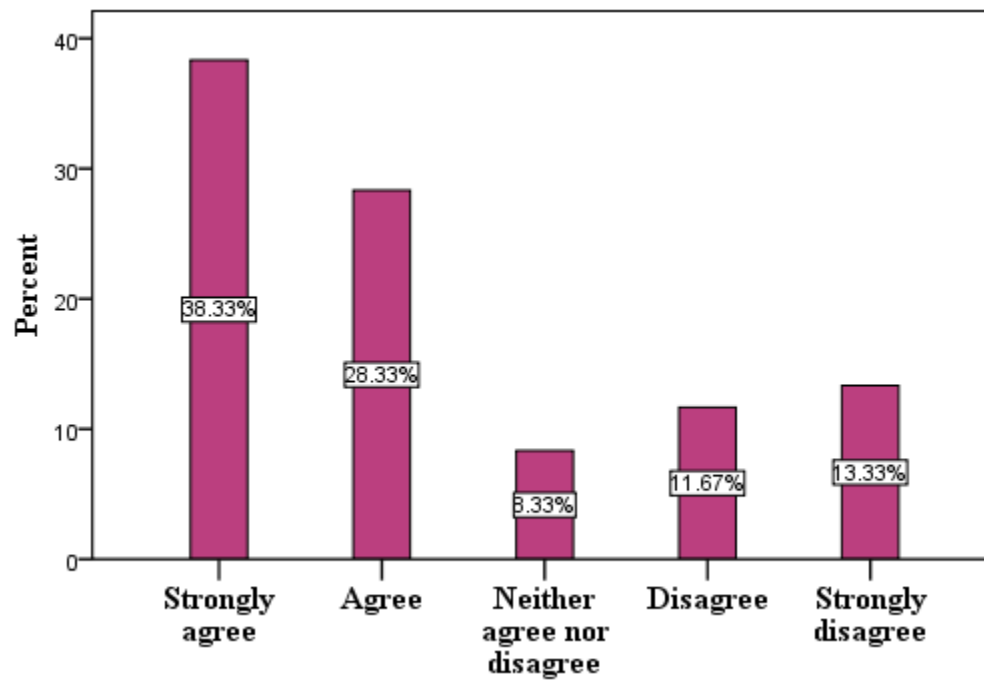


TABLE NO: 4.21
EMPLOYEE MORALE

Particulars	No. of respondents	Percent
Strongly agree	14	11.7
Agree	32	26.7
Neither agree nor disagree	50	41.7
Disagree	16	13.3
Strongly disagree	8	6.7
Total	120	100.0

Source: Primary Data

INTERPRETATION

The above table shows that 11.7% of respondents are strongly agree, 26.7% of the respondents are agree, 41.7% of the respondents are neither agree nor disagree, 13.3% of the respondents are disagree and 6.7% of the respondents are strongly disagree towards the employee morale.

Thus the majority of the respondents are neither agree nor disagree towards employee morale.

CHART NO: 4.21

EMPLOYEE MORALE

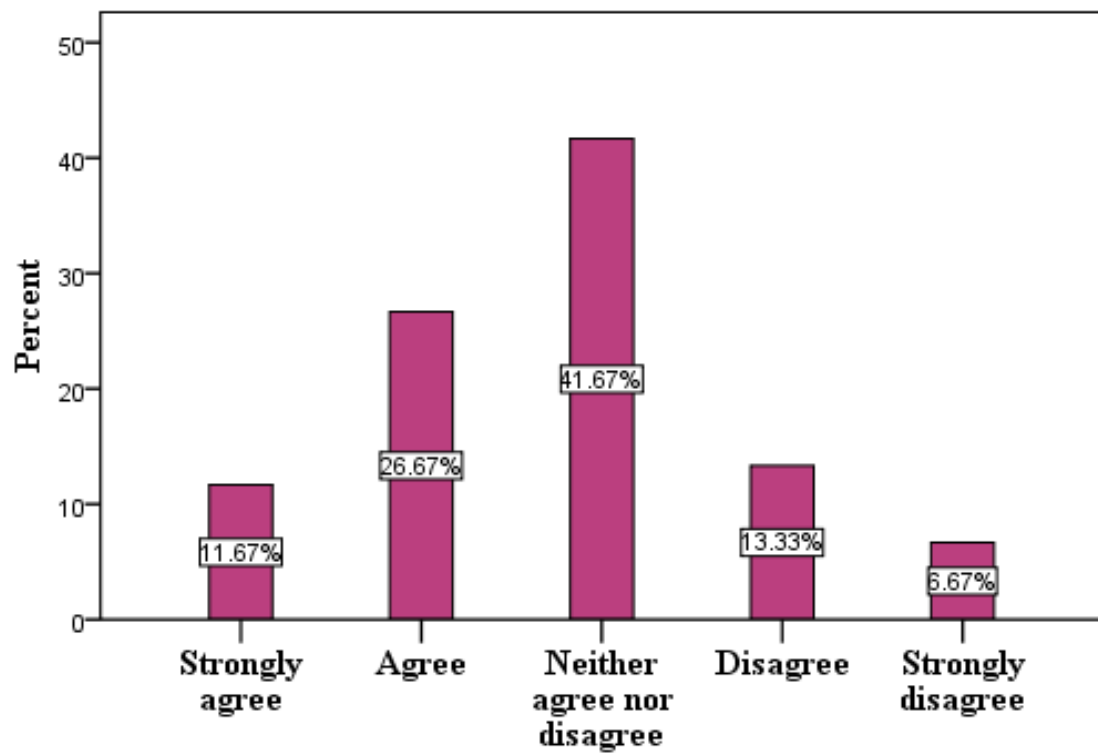


TABLE NO: 4.22

EMOTIONAL INTELLIGENCE IMPROVES THE TEAM PERFORMANCE

Particulars	No. of respondents	Percent
Strongly agree	34	28.3
Agree	46	38.3
Neither agree nor disagree	20	16.7
Disagree	15	12.5
Strongly disagree	5	4.2
Total	120	100.0

Source: Primary Data

INTERPRETATION

The above table shows that 28.3% of respondents are strongly agree, 38.3% of the respondents are agree, 16.7% of the respondents are neither agree nor disagree, 12.5% of the respondents are disagree and 4.2% of the respondents are strongly disagree towards the emotional intelligence improves the team performance.

Thus the majority of the respondents are agree towards the emotional intelligence improves the team performance.

CHART NO: 4.22

EMOTIONAL INTELLIGENCE IMPROVES THE TEAM PERFORMANCE

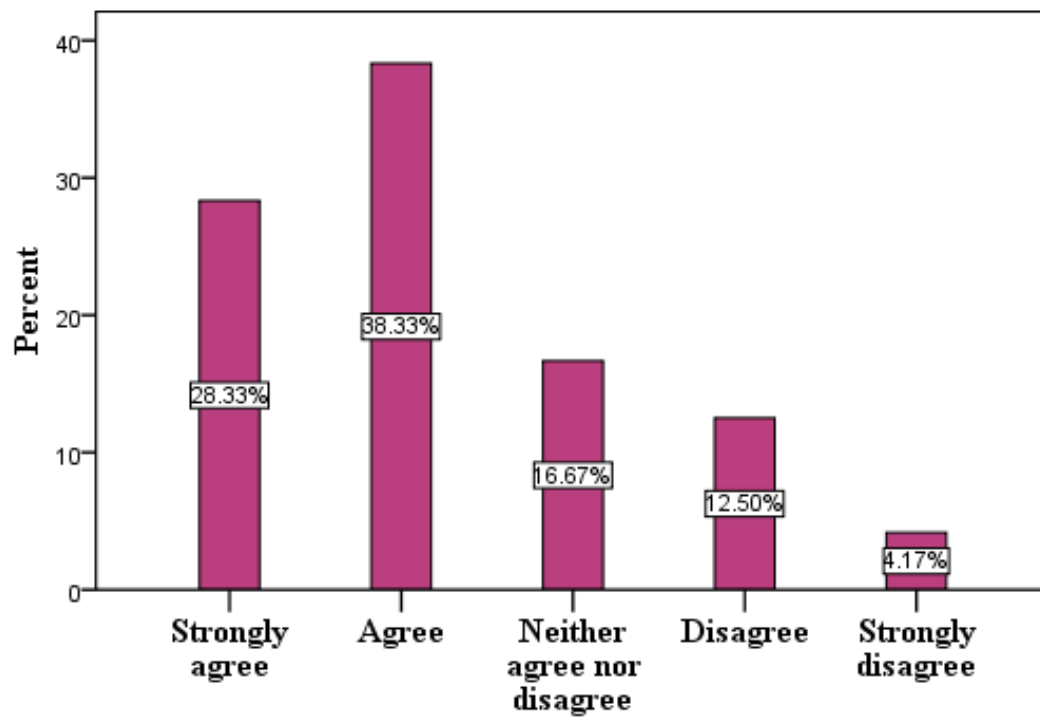


TABLE NO: 4.23

NEED OF SELF AWARENESS

Particulars	No. of respondents	Percent
Strongly agree	34	28.3
Agree	15	12.5
Neither agree nor disagree	41	34.2
Disagree	12	10.0
Strongly disagree	18	15.0
Total	120	100.0

Source: Primary Data

INTERPRETATION

The above table shows that 28.3% of respondents are strongly agree, 12.5% of the respondents are agree, 34.2% of the respondents are neither agree nor disagree, 10.0% of the respondents are disagree and 15.0% of the respondents are strongly disagree towards the need of self awareness.

Thus the majority of the respondents are neither agree nor disagree towards need of self awareness.

CHART NO: 4.23

NEED OF SELF AWARENESS

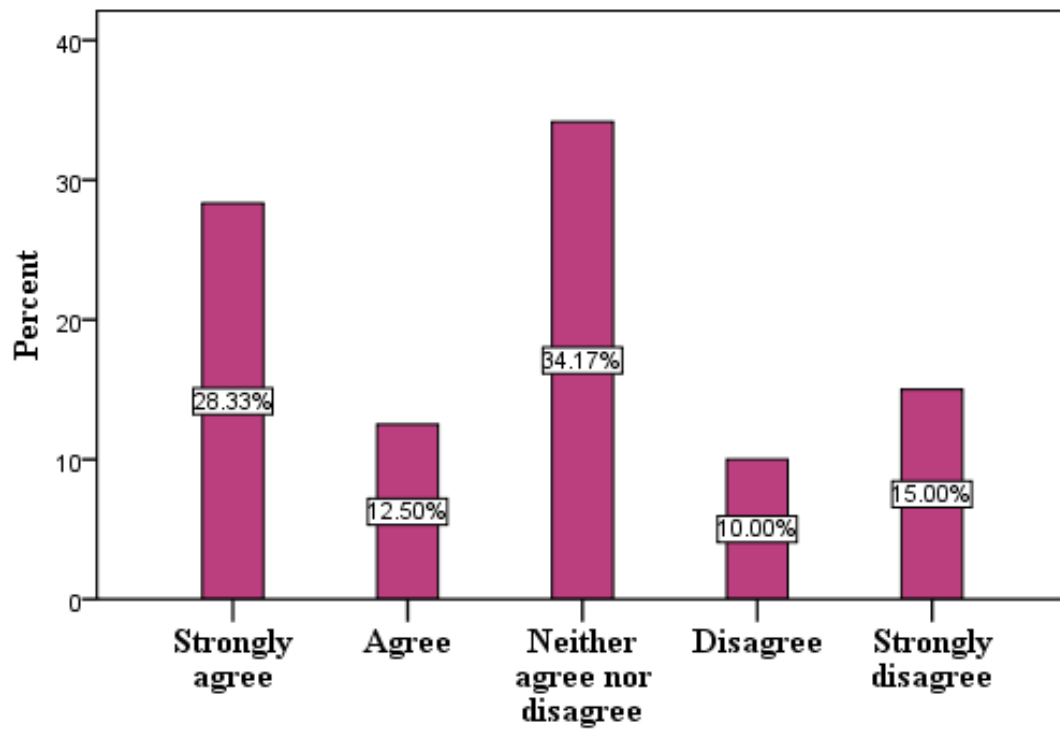


TABLE NO: 4.24**A NEED OF ADAPTABILITY ON THE WORKING ENVIRONMENT**

Particulars	No. of respondents	Percent
Strongly agree	28	23.3
Agree	34	28.3
Neither agree nor disagree	24	20.0
Disagree	16	13.3
Strongly disagree	18	15.0
Total	120	100.0

Source: Primary Data

INTERPRETATION

The above table shows that 23.3% of respondents are strongly agree, 28.3% of the respondents are agree, 20.0% of the respondents are neither agree nor disagree, 13.3% of the respondents are disagree and 15.0% of the respondents are strongly disagree towards the need of adaptability on the working environment.

Thus the majority of the respondents are agree towards the need of adaptability on the working environment.

CHART NO: 4.24

A NEED OF ADAPTABILITY ON THE WORKING ENVIRONMENT

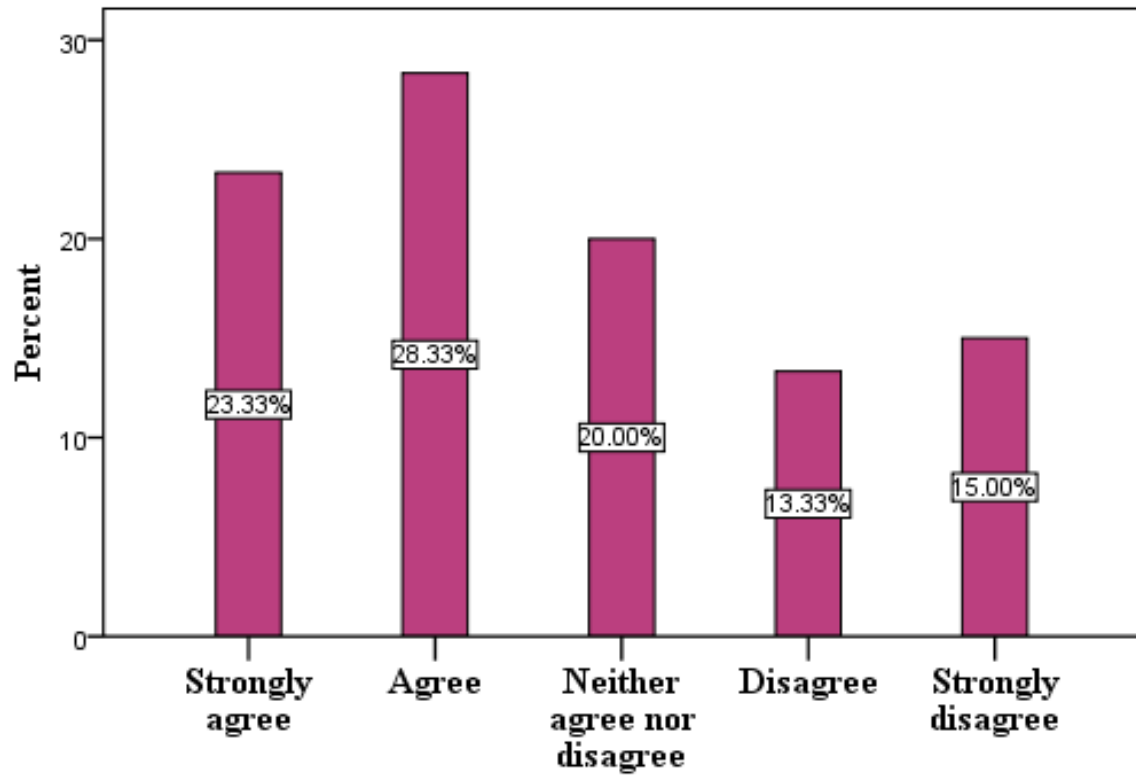


TABLE NO: 4.25

BUILDING STRONG RELATIONSHIP MANAGEMENT AMONG THE PEERS

Particulars	No. of respondents	Percent
Strongly agree	24	20.0
Agree	18	15.0
Neither agree nor disagree	22	18.3
Disagree	46	38.3
Strongly disagree	10	8.3
Total	120	100.0

Source: Primary Data

INTERPRETATION

The above table shows that 20.0% of respondents are strongly agree, 15.0% of the respondents are agree, 18.3% of the respondents are neither agree nor disagree, 38.3% of the respondents are disagree and 8.3% of the respondents are strongly disagree towards the building strong relationship management among the peers.

Thus the majority of the respondents are disagree towards the building strong relationship management among the peers.

CHART NO: 4.25

BUILDING STRONG RELATIONSHIP MANAGEMENT AMONG THE PEERS

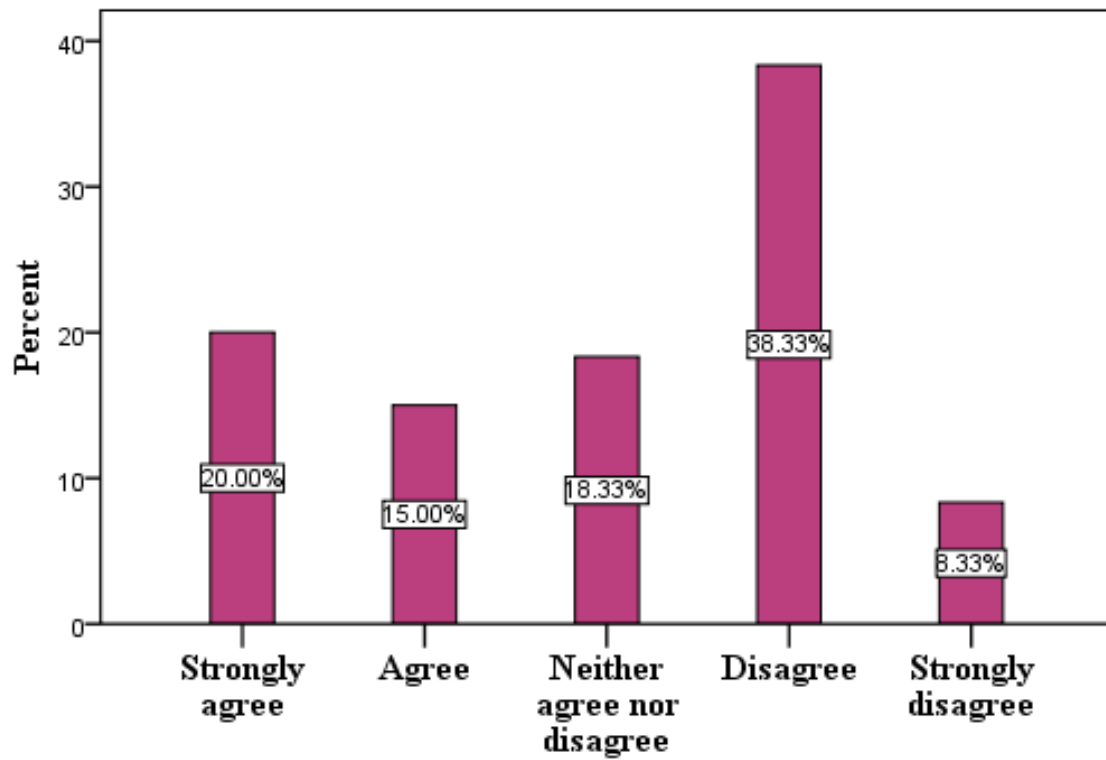


TABLE NO: 4.26

TRUST AND CONFIDENCE

Particulars	No. of respondents	Percent
Strongly agree	50	41.7
Agree	32	26.7
Neither agree nor disagree	18	15.0
Disagree	12	10.0
Strongly disagree	8	6.7
Total	120	100.0

Source: Primary Data

INTERPRETATION

The above table shows that 41.7% of respondents are strongly agree, 26.7% of the respondents are agree, 15.0% of the respondents are neither agree nor disagree, 10.0% of the respondents are disagree and 6.7% of the respondents are strongly disagree towards the trust and confidence.

Thus the majority of the respondents are strongly agree towards the trust and confidence.

CHART NO: 4.26

TRUST AND CONFIDENCE

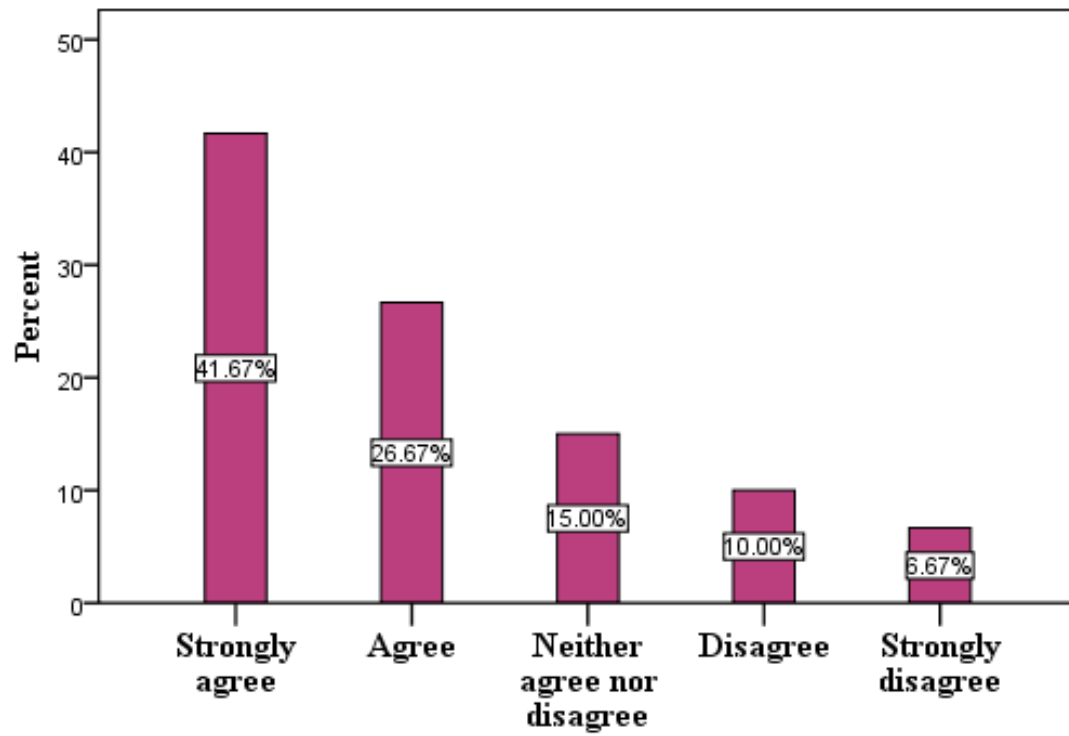


TABLE NO: 4.27

NEED OF WORK LIFE BALANCE

Particulars	No. of respondents	Percent
Strongly agree	14	11.7
Agree	67	55.8
Neither agree nor disagree	17	14.2
Disagree	16	13.3
Strongly disagree	6	5.0
Total	120	100.0

Source: Primary Data

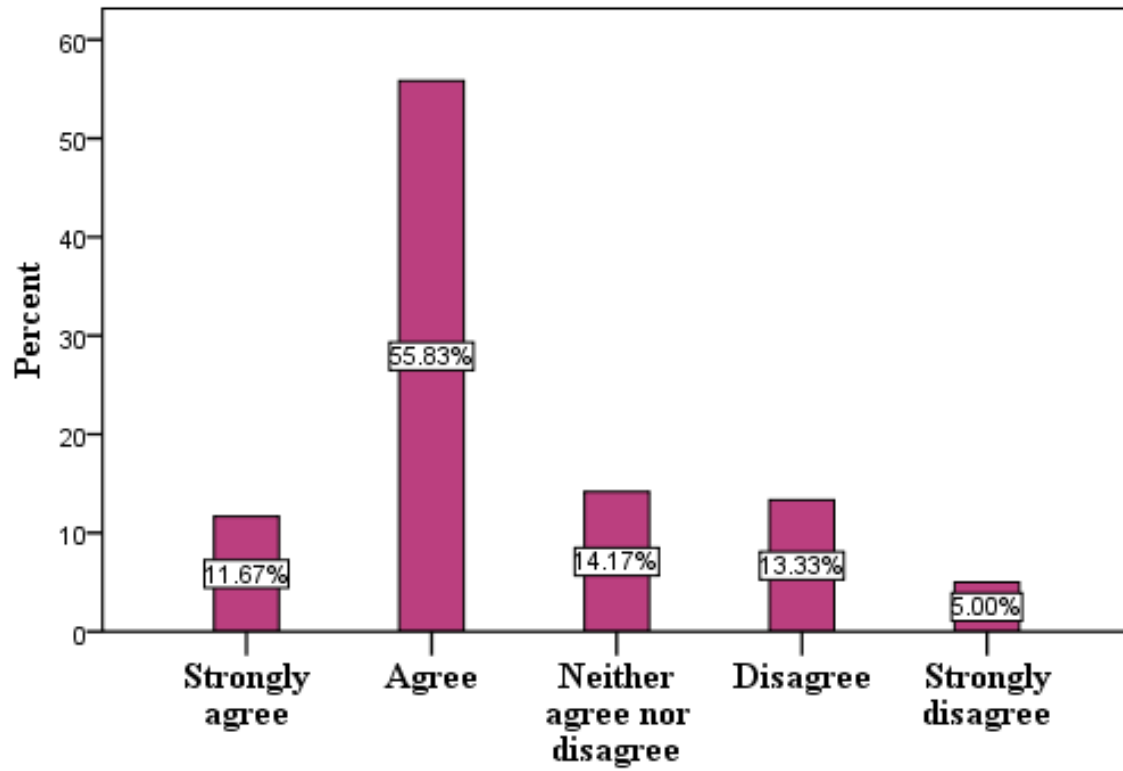
INTERPRETATION

The above table shows that 11.7% of respondents are strongly agree, 55.8% of the respondents are agree, 14.2% of the respondents are neither agree nor disagree, 13.3% of the respondents are disagree and 5.0% of the respondents are strongly disagree towards the need of work life balance.

Thus the majority of the respondents are agree towards the need of work life balance.

CHART NO: 4.27

NEED OF WORK LIFE BALANCE



CHI-SQUARE ANALYSIS

RELATIONSHIP BETWEEN THE GENDER OF THE RESPONDENTS AND TYPE OF EMOTION EXPERIENCED AT WORK PLACE

HYPOTHESIS TESTING

Null hypothesis (Ho):

There is no significant relationship between the gender of the respondents and type of emotion experienced at work place.

Alternative hypothesis (H1):

There is some significant relationship between the gender of the respondents and type of emotion experienced at work place.

Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
GENDER OF THE RESPONDENTS AND TYPE OF EMOTION EXPERIENCED AT WORK PLACE	120	100.0%	0	.0%	120	100.0%

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	115.767 ^a	22	.000
Likelihood Ratio	140.328	22	.000
Linear-by-Linear Association	84.467	1	.000
N of Valid Cases	120		

a. 40 cells (87.0%) have expected count less than 5. The minimum expected count is .30.

INTERPRETATION:

As per the above table, it is inferred that the P value is 0.000; it is significant to 5% (0.05) significant level. The minimum expected count is 0.30. Thus alternative hypothesis is accepted and it is finding that there is some significant relationship between the gender of the respondents and type of emotion experienced at work place.

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CORRELATION ANALYSIS

RELATIONSHIP BETWEEN THE AGE OF THE RESPONDENTS AND WORK EFFECTS OF EMOTION ON JOB PRACTICES

Correlations

	AGE OF THE RESPONDENTS	EFFECT
AGE OF THE RESPONDENTS	Pearson Correlation	.864**
	Sig. (2-tailed)	.000
	N	120
EFFECT	Pearson Correlation	.864**
	Sig. (2-tailed)	.000
	N	120

**. Correlation is significant at the 0.01 level (2-tailed).

INTERPRETATION:

The Above table indicates that out of 120 respondents, co-efficient of correlation between the age of the respondents and effect of retention in the organization is 0.864. It is below 1. So there is positive relationship between the age of the respondents and work environment in the organization.

CHAPTER-V

FINDINGS, SUGGESTION AND CONCLUSION

5.1 FINDINGS

- 70.0% of the respondents are male.
- 42.5% of the respondents are in the age group of 31 - 45 years.
- 55.0% of the respondents are married.
- 51.7% of the respondents are PG degree.
- 37.5% of the respondents have below 5-10 years experience.
- 46.7% of the respondents have Rs.15, 001-20,000 as their income level.
- 37.5% of the respondents are strongly agree towards the feel anger in disappointment in work place.
- 30.0% of the respondents are agree towards the feel of sadness when does monotony work.
- 47.5% of the respondents are neither agree nor disagree towards the fear on job security.
- 40.0% of the respondents are strongly agree towards expression of love and affection in the team and 33.3% of the respondents are strongly agree towards the feel of enjoyment in the work place.
- 40.0% of the respondents are agree towards the feel of sympathy among the working people.
- 30.0% of the respondents are strongly agree towards the feel of sympathy among the working people.
- 31.7% of the respondents are agree towards the feel of sense of achievement in the job and 39.2% of the respondents are strongly disagree towards the feel of personal involvement in the job.

- 30.0% of the respondents are strongly agree towards the feel to achieve work goals.
- 30.0% of the respondents are agree towards the feel that depressed due to more work.
- 33.3% of the respondents are strongly agree towards the emotional intelligence leads to increase in productivity.
- 45.8% of the respondents are agree towards the emotional intelligence reduces the grievances and complaints related to work and 38.3% of the respondents are strongly agree towards the quality of service to the customers.
- 41.7% of the respondents are neither agree nor disagree towards employee morale.
- 38.3% of the respondents are agree towards the emotional intelligence improves the team performance.
- 34.2% of the respondents are neither agree nor disagree towards need of self awareness.
- 28.3% of the respondents are agree towards the need of adaptability on the working environment.
- 38.3% of the respondents are disagree towards the building strong relationship management among the peers.
- 41.7% of the respondents are strongly agree towards the trust and confidence.
- 55.8% of the respondents are agree towards the need of work life balance.
- There is some significant relationship between the gender of the respondents and type of emotion experienced at work place.
- There is positive relationship between the age of the respondents and work environment in the organization.

5.2 SUGGESTIONS AND RECOMMENDATIONS

- The employees must control their anger through the disappointment in the work place.
- There should not be any monotony work in the organization to prevent the feel of sadness among the employees.
- The organization must facilitate job security for the employees in order to reduce fear about the job.
- There should be unity in the team and the team must ensure to express love affection.
- The organization must ensure to make enjoy the employees in the work place without affecting the normal course of business.
- There must be sympathy among the employees to bond as a team to achieve organizational goals.
- The employees must have feel of the emotionally attached together and it will be helpful to the organization to complete the task in stipulated time period.
- The employees have the sense to achieve the job and no one should deviate from the organizational goals.
- The organization must monitor the employees to have personal involvement among them.
- There should be appropriate work load. There will depression among employees when there is too much work load in the organization.
- The organization must ensure to have the characteristics of emotional intelligence among the employees since it impacts on productivity.
- The complaints and grievances must be redressed by the organization to lead them in positive way.

- There must be quality of services in all aspects by the employees to the customers.
- The organization must ensure that there is morale among the employees in the work place.
- There should be development and growth in team performance for the organization.
- The employees must have the self awareness in connection with emotional intelligence in the work environment.
- The employees must have the skill of adaptability of the environment which turns them to achieve their tasks in all circumstances.
- The organisation must ensure to have a strong team with good rapport to achieve the task mutually.
- The team members must have trust with each other and have confidence in the work place.
- The organization must ensure the work life balance among the employees to increase productivity of the concern.

5.3 CONCLUSION

Emotional intelligence plays an important role for employees in the organization. Handling emotions is an important requirement for a HR for himself and among the employees as well. This will help to increase organizational commitment, improve productivity, efficiency, retain best talent and motivate the employees to give their best. This study on NTC Logistics India (P) Limited, Chennai confirms that both emotional intelligence and work life balance together create organizational success and develop competitive advantage for organizations. Understanding the potential and the talent that the employees and ensure the difference that employees bring to the work place and value them to make it a part of the organizational success. The researcher from the study concludes that emotional intelligence is linked at every point of workplace performance and it is of utmost importance nowadays. Hence, to be successful in life Emotional intelligence plays a vital role.

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ANNEXURE

QUESTIONNAIRE

A STUDY ON IMPACT OF EMOTIONAL INTELLIGENCE AT WORKPLACE AMONG EMPLOYEES IN NTC LOGISTICS INDIA (P) LIMITED, CHENNAI

1. Name:

2. Gender

- a) Male b) Female

3. Age

- a) Less than 30 years b) 31- 45 years c) 41- 50 years d) Above 50 years

4. Marital status

- a) Single b) Married

5. Educational qualification

- a) Upto HSC b) UG c) PG d) Professional e) Diploma

6. Experience

- a) Less than 5 years b) 5 – 10 years c) 11-15 years
d) Above 15 years

7. Salary (Per month)

- a) Below Rs. 10,000 b) Rs. 10,001 – 15,000 c) Rs. 15,001-20,000
d) Above Rs. 20,000

Type of emotion experienced at work place

	Strongly agree	Agree	Neither agree nor	Disagree	Strongly disagree
8. There is a feel of anger in disappointment in work place					
9. There is feel of sadness when does monotony work					
10. There is a fear on job security					
11. There is an expression of love and affection in the team					
12. There is a feel of enjoyment in the work place					
13. There is feel of sympathy among the working people					

Effects of emotion on job practices

	Strongly agree	Agree	Neither agree nor	Disagree	Strongly disagree
14. There is a feel of emotionally attached to the organisation					
15. There is a feel of sense of achievement in the job					
16. There is a feel of personal involvement in the job					

17. There is a feel to achieve work goals					
18. There is a feel that depressed due to more work					

Impact of emotional intelligence on job performance

	Strongly agree	Agree	Neither agree nor	Disagree	Strongly disagree
19. Emotional intelligence leads to increase in productivity					
20. Emotional intelligence reduces the grievances and complaints related to work					
21. It enhances the quality of service to the customers.					
22. It boosts the employee morale.					
23. Emotional intelligence improves the team performance.					

Strategies for management of emotional intelligence

	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
24. There is a need of self awareness					
25. There is a need of adaptability on the working environment					
26. There must be building strong Relationship management among the peers					
27. There must be trust and confidence					
28. There is a need of work life balance					

29. Suggestions
