

**A STUDY ON EMOTIONAL INTELLIGENCE OF EMPLOYEES IN
RELATION TO ORGANIZATIONAL CITIZENSHIP BEHAVIOUR.**

Submitted in partial fulfillment of the requirements for the award of

MASTER OF BUSINESS ADMINISTRATION

By

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SCHOOL OF MANAGEMENT STUDIES
SATHYABAMA INSTITUTE OF SCIENCE AND TECHNOLOGY
(DEEMED TO BE UNIVERSITY)

Accredited with Grade "A" by NAAC | 12B Status by UGC |

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BONAFIDE CERTIFICATE

This is to certify that this Project Report is the bonafide work of **ARIVU SELVI G M (41410035)** who carried out the project entitled "**A STUDY ON EMOTIONAL INTELLIGENCE OF EMPLOYEES IN RELATION TO ORGANIZATIONAL CITIZENSHIP BEHAVIOR**" under my supervision from January 2023 to May 2023

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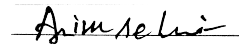
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DECLARATION

I **ARIVU SELVI G M (41410035)** hereby declare that the Project Report entitled “**A STUDY ON EMOTIONAL INTELLIGENCE OF EMPLOYEES IN RELATION TO ORGANIZATIONAL CITIZENSHIP BEHAVIOR.**” done by me under the guidance of **Dr. Mathan N** is submitted in partial fulfillment of the requirements for the award of Master of Business Administration degree.

DATE: 05/05/2023



PLACE: CHENNAI

ARIVU SELVI G M

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CHAPTER 1

1.1 ABSTRACT

The main aim of this research is to know the Employee's Perception of HR Practices followed in the organization. The study is descriptive in nature. Emotional intelligence is the state of mind that balances the responses of human beings towards those stimuli that trigger an excessive flow of adrenalin. It is very much responsible for the way we express our thoughts, interchange our ideas and tackle day to day problems. Emotional intelligence (EI) is emerging as a critical factor for sustaining high performance. In times to come there will be immense impact of the work related demands on employees' work efficiency and output. This study aims to investigate the influence of various factors on EI of the services sector employees. The paper also tends to understand the respondents perception towards various factors that contribute towards EI. Organizational citizenship behavior (OCB) is a term that's used to describe all the positive and constructive employee actions and behaviors that aren't part of their formal job description. It's anything that employees do, out of their own free will, that supports their colleagues and benefits the organization as a whole. OCB is not something that's required from employees to do their job and it's not part of their contractual tasks.

INTRODUCTION

1.2 Introduction:

Human resources are the most important source of organisation, and one of their most important characteristics is their emotions, which play a significant role in their lives. Emotions are a source of inborn wisdom that provides us with potential information on a daily basis. Emotional intelligence refers to the ability to recognise and understand one's own and others' emotions. Emotional intelligence (EI) is the ability to recognise, comprehend, experience, and express human emotions in a healthy and productive manner.

Emotional intelligence entails the ability to perceive, evaluate, and express emotion, as well as the ability to access and/or generate emotional knowledge and the ability to regulate emotion in order to promote emotional and intellectual development.

People are living beings with thoughts and emotions. They established the organisations in order to help people. Organizations exist to accomplish their goals. Human Resources are an organization's most important workforce. Everyone is "THE PEOPLE": individual employees, superior-subordinate relationships, internal teams, and officials. An emotionally intelligent manager in an organisation creates a smart working environment that attracts enthusiastic employees who are eager to do work and participate because they want to.

Official hierarchy plays a significant role in organisational behaviour; all employees, from the top to the bottom, are linked. Top-level management should always ensure that employees see their employers striving for a better future for both their customers and themselves. Self-assessments, surveys, and other data-gathering tools are used to stay in touch with the organisation and the people with whom they work.

The dispersed decision-making characteristic of this system allows people directly involved in the job to make their own decisions. Flexible authority, informal relationships, constructive criticism of ideas among members, and few written rules and regulations to avoid negative emotional conflict and reactions towards others are some of the characteristics. This organisational behaviour practice leads to greater

emotional stability and a more generalist orientation No working environment exists independently. It is a part of a very large chain system. It influences the attitudes of people, affects working conditions, and provides competition for resources and power. Effectively managing these situations requires a highly stable mind, constant and close vigilance, adaptability to changes, and to manage problematic situations through good decision making. Those organizations which have emotional intelligence as a part of their training program can manage their external environment more effectively than those that are materialistic. It helps people grow in self-control and responsibility and creates an environment in which all employees may contribute to the limits of their improved abilities.

It is a personal skill to understand one's own emotions and feelings, but awareness of an organisation and administrative units is a social skill to comprehend the ethos within which those emotions function. Emotional intelligence is the ability to understand other people's emotions and how they are affected by the organisation. It Helps us to serve better in an organisation.

1.3 INDUSTRY PROFILE

The information technology (IT) industry in India has become one of the fastest growing industries in the world during the last decade, attracting international attention. In FY2008, the Indian IT-ITES industry increased at a rate of 33%. India is increasingly being hailed as a global leader in incremental software development. The industry grew from 4 billion to 58.8 billion dollars, employing over 2 million people. The IT-BPO industry has become a growth engine for the economy, significantly contributing to increases in GDP, urban employment, and exports in order to achieve the goal of a "young and resilient India." Although India's domestic market is expanding, exports remain the primary source of development. Software and services (IT services) and IT enabled services are two main categories that have contributed significantly to the industry's exports. Despite the fact that the atmosphere is one of cautious optimism in the face of the current recession, the industry is predicted to develop sustainably over the next two years. However, while the industry has an enormous opportunity for expansion, as competition grows and China emerges as a major threat, all players in the Indian IT industry must work together to ensure that India reaches its full potential and maintains its leading position in the future.

DEMAND OF IT INDUSTRY:

Breadth of service offering- Indian players have concentrated their efforts on developing domain understanding and competencies in order to provide higher value to clients' projects and processes. From low-end application development to high-end integrated IT solutions, service offerings have changed. The global interest in business process re-engineering, the economic imperatives of outsourcing in developed countries, the cost-effective maintenance of existing mainframe systems, and the ongoing development of new software for PCs have all played key roles.

Cost Advantage- The major driver of outsourcing expansion is lower operating costs. The cost savings for MNCs are anticipated to be roughly 20–40% of the company's original costs.

Apart from decreasing administrative and labour costs, the federal and state governments provide fiscal and non-fiscal benefits to businesses, further reducing costs.

Quality of process- India is home to more than 55 percent of the world's SEI CMM Level 5 organizations, and the country is likely to have the highest number of ISO certified businesses.

Abundance of qualified software engineers- Indian software professionals have made a name for themselves in the global market by providing exceptional value in the form of high quality software at a reasonable cost. With over half of its population under the age of 25, India is ideally positioned to satisfy the growing demand for IT-ITES experts. Every year, leading companies hire over 10,000 new staff.

SWOT ANALYSIS:

STRENGTHS

- Abundant manpower
- Cheaper workforce than their Western counterparts. According to Nasscom, The wage difference is as high as 70-80 percent when compared to their Western counterparts
- Dedicated workforce aiming at making a long-term career in the field
- Round-the-clock advantage for Western companies due to the huge time difference
- Lower response time with efficient and effective service
- Operational excellence

WEAKNESSES

- The cost of telecom and network infrastructure is much higher in India than in the US.
- Manpower shortage
- Marketing problem

- Cultural difference
- Legal lacuna
- Local infrastructure
- Political opposition from developed countries

OPPORTUNITIES

- To work closely with associations like nasscom.
- Indian ITES companies should work closely with Western governments and assuage their concerns and issues
- India can be branded as a quality ITES destination rather than a low-cost destination.
- Market potential

THREATS

- The anti-outsourcing legislation in the US state of New Jersey
- Workers in British Telecom have protested against outsourcing of work to Indian BPO companies
- Other ITES destinations such as China, Philippines and South Africa could have an edge on the cost factor
- Slowdown of demand

Emotional intelligence:

Emotional intelligence (EI) refers to the ability to perceive, control, and evaluate emotions. Some researchers suggest that emotional intelligence can be learned and strengthened, while others claim it's an inborn characteristic.

The ability to express and control emotions is essential, but so is the ability to understand, interpret, and respond to the emotions of others. Imagine a world in which you could not understand when a friend was feeling sad or when a co-worker was angry. Psychologists refer to this ability as emotional intelligence, and some experts even suggest that it can be more important than IQ in your overall success in life.

Emotion is a wide range of observable behaviours, expressed feelings, and changes in the state of mind and body. Feelings, emotions, our likes, and dislikes, give our individual lives meaning and cause us to be happy or unhappy, satisfied or dissatisfied. Intelligence is the ability to acquire and apply knowledge and skills. Emotional Intelligence is the ability to deal with other people successfully. By understanding one's own feelings they can understand and evaluate others. According to Daniel Goleman, there are five main elements of emotional intelligence.

Self-awareness implies an in-depth study of an individual's emotions, positives/assets, limitations, needs and ambitions. Self-awareness can be developed by investing time identifying the domains of improvement and making an honest attempt to build up that attribute of yours.

Self-awareness can be built by true reflection of yours on a daily basis. This means that quality time has to be spent on exposing your mind to innate thoughts. Individuals with a high level of self-awareness would basically be candid, not only to themselves but also to other individuals. They know the impact of their feelings on themselves as well as on other individuals, and on the functioning of the organization.

Self-aware people are surely self-confident. They have a thorough understanding and knowledge of their strengths. They will look for support only when required. They will always play safe. They will only take projects which they can

complete efficiently within time deadlines. They know their vision very clearly and they will not accept projects which are a hindrance to their values or personal and organizational vision.

Self-regulation is like a continuous internal discussion. It ensures that we are no longer bound to our feelings. People who are self-regulated know how to deal with their feelings in an effective way. These people are quite logical and they ensure that an environment of justice and reliance prevails in the organization. Such an environment ensures less internal conflicts and greater productivity.

Self-regulation is nothing but governing the disturbing drives and feelings. It is fundamental to our proficiency to manage dynamism in the environment faced by us. It is also about feeling optimistic and venting optimism to others. Self-regulation provides you an option to either be in control of your emotions or let your emotions be in control of you. Self-regulation mainly includes self-discipline and control, credibility, diligence, flexibility and bringing about revolution.

Motivation is an urge to work and learn for inner motives other than monetary and prestige reasons is what inner motivation is. Motivation is a drive to accomplish things which are out of your own expectations as well as others expectancies.

Motivated people are passionate people. They are inclined towards learning more, are proud of their remarkable achievement, and look out for innovative tasks. They are keen in discovering new methodologies of performing. They are quite inquisitive about the reasons why tasks are performed in a particular manner and not the other. Highly motivated people are very optimistic, even when they don't meet the organizational benchmarks set upon them.

Empathy means selflessly taking into account the feelings of the workforce during rational decision-making. It is the proficiency to understand the emotional state of mind of others and to deal with them accordingly.

Social Skills People with great social skills excels in change management and conflict resolution. They are excellent communicators. They have huge contacts and a high capability to build connections. They are proficient in team management. They possess a trait of eloquence, i.e., they are effective persuaders

EQ vs IQ

Intelligence is a difficult term to define because it can mean different things to different people. Intelligence is frequently defined as the general mental ability to learn and apply knowledge to manipulate your surroundings, as well as the ability to reason and think abstractly. Intelligence is defined in education as the ability to learn, understand, or deal with novel or difficult situations. It is the ability to apply knowledge to manipulate one's environment or to think abstractly as measured by objective criteria, such as an IQ test, in psychology. It is believed to be the result of a combination of inherited characteristics and environmental factors such as developmental and social factors. General intelligence is frequently said to include a variety of specific abilities such as verbal ability.

Another significant distinction between emotional intelligence (EQ) and IQ is that EQ assesses how you interact with others. To lead or start a successful business, you must be able to hire and manage effective and efficient employees. To do this effectively, you must get people to work together in harmony, which necessitates managing many people's emotions. In comparison to a low EQ person, a highly emotional intelligent person can manage this effectively. An IQ test cannot determine this.

People who can effectively manage other people's emotions have better social and healthy relationships. High-IQ individuals are more likely to be antisocial or socially abnormal. People who have high emotional intelligence are more socially accepted and successful.

The Intellect Quotient (IQ) is a number or a count of a person's intelligence. A person's quotient of intellect is compared and evaluated in a conventional IQ test based on the scores of others taking the same exam. People are increasingly depending on IQ testing for a variety of reasons these days. In conjunction with personality testing, IQ exams have become a criterion for educational institutions and business workplaces. People use Intelligence Quotients to determine a person's mental age, which is the level of comprehension and performance at a certain age. A standard IQ test would consist of activities that need mental capacity and range in difficulty level. Emotional intelligence (EQ) is a measure of one's ability to use both

emotional and cognitive thought. Empathy, intuition, creativity, flexibility, resilience, stress management, leadership, integrity, authenticity, intrapersonal skills, and interpersonal skills are examples of emotional intelligence skills. It involves the limbic system, which is located in the lower and central parts of the brain. It also primarily involves the amygdala, which has the ability to scan everything that happens to us in real time to determine whether or not it is a threat.

Emotional intelligence refers to the effectiveness of an existent's response to his or her own passions or feelings and to those of others. A person with high emotional intelligence is veritably complete at understanding and duly responding in an applicable way to the nuances of social situations. An emotionally intelligent person can use his or her understanding of emotion in harmony with good logic chops to make reasonable opinions while maintaining good connections.

A person with low emotional intelligence will probably misinterpret, deny or disregard the impact of mortal emotion that's present in nearly every social situation. A person with alexithymia, a severe state of low emotional intelligence, lacks the verbal capability to express emotion or to describe feelings in others. Those who struggle with alexithymia report to psychologists feeling no emotion at each, as well as a lack of featuring, featuring and creative imagining.

Emotional intelligence, like other aspects of intelligence, lies on a broad diapason, with a large periphery for normal situations of emotional intelligence. Analogous to a test for a person's intelligence quotient (Command), the position or score of emotional intelligence can be determined and anatomized for individual people. These tests aim to show how a person responds to the passions of others, as well as how he understands his own, how he deals with social situations and the felicitousness of his response through a series of questions that mimic real life circumstances. Unlike other forms of intelligence, some experimenters believe that emotional intelligence can be tutored or trained. They believe that with practice, a person can replace former low intelligence behaviours with more applicable bones and therefore ameliorate her relations with others as well as her own quality of life.

Organizational citizenship behaviour:

Organizational behaviour refers to the thoughts, feelings, emotions, and behaviours of people in the work environment. Understanding individual behaviour is difficult, but understanding group behaviour in an organizational setting is a monumental task.

As Nadler and Thushman put it: “Understanding one individual’s behaviour is challenging in and of itself; understanding a group that is made up of different individuals and comprehending the many relationships among those individuals is even more complex. Ultimately, the organisation’s work gets done through people, individually or collectively, on their own or in collaboration with technology. Therefore, the management of organisational behaviour is central to the management task – a task that involves the capacity to “understand” the behaviour patterns of individuals, groups and organisations, to “predict” what behavioural responses will be elicited by various managerial actions and finally to use this understanding and these predictions to achieve “control”

Organisational behaviour can then be defined as: “The study of human behaviour in organisational settings, the interface between human behaviour and the organisational context, and the organisation itself.”

1.4 COMPANY PROFILE

ZOHO Corporation is an Indian multinational technology company that makes web-based business tools. It is best known for the online office suite offering ZOHO.

The company was founded in 1996 by Sridhar Vembu and Tony Thomas and has a presence in seven locations with its global headquarters in Chennai, Tamil Nadu, India, and corporate headquarters outside of Austin in Del Valle, Texas. Radha Vembu, Shridhar Vembu's sister, owns a majority stake in the company. From 1996 to 2009, the company was known as AdventNet, Inc. AdventNet expanded operations into Japan in 2001. ZOHO CRM was released in 2005, followed by the releases of Projects, Creator and Sheet in 2006. ZOHO expanded into the collaboration space with the release of ZOHO Docs and ZOHO Meeting in 2007. In 2008 the company added invoicing and mail applications, reaching one million users by August of that year. In 2009, the company was renamed ZOHO Corporation after its online office suite. The company remains privately owned. In 2017 ZOHO launched ZOHO One, a comprehensive suite of over forty applications. ZOHO reached more than 50 million customers in January 2020. The products are Online office suite CRM software. The Revenue of ZOHO is ₹4,385Cr (US\$580 million) (2020). The Operating Income is ₹800Cr (US\$110 million) (2020).

Number of employees in ZOHO is 10,000+.

SERVICES:

- ZOHO CRM
- ZOHO People
- ZOHO Books
- ZOHO Invoice
- ZOHO Desk

ZOHO CRM

Zoho CRM covers the entire lifecycle of customer relations from lead generation to service and back. Zoho CRM is feasible to small as well as large enterprises that need cross departmental CRM including support for marketing, sales, service, and tech. It acts as a single repository to bring sales, marketing and customer support activities together and streamline the process and policy and people in one platform.

Zoho CRM Key Features:

- Automation of sales to screen leads and fast track deals like cross-sells up-sells.
- Marketing automation to manage lead generation campaigns and to calculate results.
- Cases and approaches to streamline sales/helpdesk service processes.

ZOHO PEOPLE

Zoho People is an intelligent, user-friendly HR software application that belongs to a complete Zoho suite for small business solutions. This famous HR management platform provides SMBs with a full suite of business applications and tools. Moreover, it is a versatile and user-friendly tool that can be implemented out of the box immediately. This online Software is designed to control the entire range of HR processes within an organization. This will help to ensure that the potential of your employees is maximized. It is also ideal for companies searching for an HR platform that can be easily implemented without needing any further configuration.

Zoho People Key Features:

- All-in-one human resources platform.
- Fully scalable and integrated.
- Do it with the Self-Service Portal.
- Automated alerts to employees.
- Sturdy method for learning management.

ZOHO BOOKS

Zoho Books is an online accounting tool for handling every company's financial aspects. This can manage invoices, bills, inventory, banking, and even perform mobile accounting effectively. The interactive accounting software aims to help small business owners better manage their finances. The application is user-friendly and allows businesses to easily create and send online financial forms designed by professionals. It is a one step platform for managing accounting tasks and organizing transactions.

Zoho Books Key Features:

- Machined workflows.
- Tracking and managing projects.
- Integration stripe for faster reconciliation.
- Runs on every computer and operating system.
- Operates in more than 10 languages including German, English, and Japanese.

ZOHO INVOICE

A web-based invoicing software, this app is perfect for both freelancers and small businesses who want customers to project a more professional image. Zoho Invoice allows them to create their customized invoices, or to use templates for quick invoicing. The software would also be useful for companies with foreign clients or who bill by the hour.

Zoho Invoice Key Features:

- Multilingual language functioning (up to 10 languages).
- Connect to the gateway portal for payment or accept credit cards.
- Tracking time for by-the-hour billing.
- Role-based access that lets staff record their working hours.
- Self-service portal which enables clients to view transactions and account statements.

ZOHO DESK

It is a cloud recruiting app that helps to quickly track new talent from sourcing to hiring. Zoho Recruit is the main convenience of placing communication, documentation, and collaboration tools in one hiring platform. It substantially streamlines the entire recruiting process from publishing work items to handling resumes and shortlisting of eligible candidates to onboard hiring and recruitment.

Zoho Desk Key Features:

- Documentation and Reporting.
- Including Email via Outlook.
- CRM.
- Tracking of applicants.
- Collaboration,
- Social media integration.

The above review is of the most successful of Zoho's creative product offerings for apps today. Essentially all of these 6 business applications in Zoho have similar elements but are distinguished by certain specific features and specifications. For starters, they're all integrated solutions, they can all work with each other, but they do work as stand-alone applications.



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SEZ Unit

INTERNSHIP CERTIFICATE

This is to certify that Mr/Ms. **Arivu Selvi G M - INT207** has undergone his/her internship training in **Zoho Corporation Private Limited**, from 17-Aug-2022 to 06-Apr-2023. During this period, his/her performance and conduct were found to be good.

Yours Sincerely,

For Zoho Corporation Private Limited

Amrutha K S

Associate HR

Date of issue: 17 Apr 2023



Corporate Identification No: **U40100TN2010PTC075961**
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1.5 NEED FOR THE STUDY:

The research is required to determine the impact of emotional intelligence on employee performance. It aids in identifying the factors that contribute to degrading employee performance. It also necessitates an understanding of others' strengths, values, motivations, and emotions, as well as the ability to emotionally connect with others, build rapport, and get things done. It is also necessary to investigate the relationships between the organisation and its employees. Also, whether the employees can deal with stress and maintain emotional control.

1.6 OBJECTIVE:

PRIMARY OBJECTIVE:

To study on emotional intelligence in relation to organizational citizenship behaviour.

SECONDARY OBJECTIVE:

- To study that emotional intelligence is affected by demographic variables.
- To find on the level of employees self-awareness and self-regulation.
- To find out how employees' emotions affect their nature of work.
- To study employees how they are being socialize with their colleagues.

1.7 SCOPE:

The study helps employees improve their emotional quotient. This, in turn, helps them to reduce stress and increase company productivity. It also contributes to increased employee job satisfaction. This research will aid in understanding the relationship between organisational citizenship behaviour and emotional intelligence. It also allows us to determine whether or not the employees are stressed in their workplace. It is beneficial to be aware of employees' proclivity to assist their co-workers.

1.8 LIMITATIONS OF THE STUDY:

- Collecting data properly from employees becomes difficult due to the time constraint. There is a chance for bias in the information given by the respondents. The major limitation of the research was the employees are not willing to provide their views. The study is limited to 150 respondents.

CHAPTER 2

REVIEW OF LITERATURE

Joseph VCiarrochi(2000) analysed and critically evaluated the Emotional Intelligence (EI) construct (the ability to perceive, understand, and manage emotions), as measured by the Multi-factor Emotional Intelligence Scale (MEIS in press). We administered the MEIS to Australian undergraduates along with a battery of IQ, personality, and other theoretically relevant criterion measures, including life satisfaction and relationship quality. We also induced moods in the students and examined whether people high in EI were better than others at managing their moods and preventing their moods from biasing their social judgments. Analyses revealed that EI was not related to IQ but was related, as expected, to specific personality measures (e.g., empathy) and to other criterion measures (e.g., life satisfaction) even after controlling for IQ and personality traits. EI was also related to people's ability to manage their moods, but not to their ability to prevent moods from biasing their judgments. IQ was surprisingly related to both these mood processes. The results suggest that the EI construct is distinctive and useful, but that traditional IQ may also be important in understanding emotional processes.

Ioannis Nikolaou, Ionnis Tsaousis(2002) opined the purpose of the present study is to explore the relationship between emotional intelligence and sources of occupational stress and outcomes on a sample of professionals in mental health institutions. A total of 212 participants were administered the Emotional Intelligence Questionnaire as well as the Organizational Stress Screening Tool (ASSET), a new organizational screening tool, which measures workplace stress. The results were in the expected direction showing a negative correlation between emotional intelligence and stress at work, indicating that high scorers in overall EI suffered less stress related to occupational environment. A positive correlation was also found between emotional intelligence and organizational commitment, which according to the ASSET model is considered as a consequence of stress, suggesting a new role for EI as a determinant of employee loyalty to organizations. Finally, the relationship between EI, job stress, and various demographic variables such as gender, age, and education was investigated and results are discussed in the light of the organizational framework

Patricia Moriarty, Finian Buckley(2003) examined the use of teams in the workplace is an accepted facet of current working life. Training is undertaken with a view to equipping students for the eventual transition to a workplace which demands the social scientific skills of being an active, contributing, co-operative team member. The use of content and process in a practical-based learning situation is the focus of this study, which assesses a range of learning approaches used to acquire a knowledge of the skills required for team working. The division of the course into content and task-related aspects on the one hand, and process and subjective experience on the other, is evaluated from the point of view of the skills it transfers to the course participant. The concept of emotional intelligence is measured to ensure the practical application of theory on team working to the experience of team functioning. The results indicate the success of this approach and demonstrate its ease of transfer to the workplace training environment.

Emma J. Donaldson- Feilder (2004) explains psychological acceptance (acceptance) and emotional intelligence (EI) are two relatively new individual characteristics that are hypothesised to affect well-being and performance at work. This study compares both of them, in terms of their ability to predict various well-being outcomes (i.e. general mental health, physical well-being, and job satisfaction). In making this comparison, the effects of job control are accounted for; this is a work organisation variable that is consistently associated with occupational health and performance. Results from 290 United Kingdom workers showed that EI did not significantly predict any of the well-being outcomes, after accounting for acceptance and job control. Acceptance predicted general mental health and physical well-being but not job satisfaction, and job control was associated with job satisfaction only. Discussion focuses on the theoretical and applied implications of these findings. These include support for the suggestion that not controlling one's thoughts and feelings (as advocated by acceptance) may have greater benefits for mental well-being than attempting consciously to regulate them (as EI suggests).

Abraham Carmeli and Sidika Nihal Colakoglu, (2005) analysed the study about the emotional intelligence moderates the relationship between affective commitment and Organisational Citizenship Behaviours - altruism and compliance. In other words, the positive

relationship between affective commitment and organizational citizenship behaviours and altruism was stronger for high emotional intelligence individuals.

Darolia and Darolia (2005) examined the role of emotional intelligence in coping with stress and emotional control behaviour. The study clearly established that emotionally intelligent people who are able to understand and recognize their emotions, manage themselves appropriately so that their impulsiveness and aggression is kept under control in stressful situations

Meera Shanker and Omer Bin Sayeed (2006) formulated a paper on “Assessing Emotionally Intelligent Managers: Development of an Inventory and relationship with managers’ professional development”. The findings suggest that emotionally intelligent managers are most valued human resources for the organization as they extensively contribute to organization’s capability and resourcefulness

Dong, Qingwen (2007) examined emotional intelligence as operational based on Goleman’s (1998) conceptualization including self-awareness, self-regulation, motivation, empathy, and social skills.

Krishnaveni, R., & Deepa, R. (2008) analysed that today’s workplace is dynamic in nature and is characterized by time deadlines, cross-cultural teams, work pressures, and work-family conflicts, which in turn result in a highly stressed workforce. These factors have a negative impact on the well-being of employees and the effectiveness of an organization. The individual competencies of the workforce are strong determinants of an organization’s success.

Every employee is expected to perform certain duties or tasks according to job specification, terms of employment and supervisors expectations. However, some individuals perform certain duties far beyond the expected outputs (Okediji, Esin, Sanni & Umoh, 2009). Some deliberately contribute to the progress and efficiency of the organization, while others go out of their way to motivate and assist their colleagues to complete their assigned tasks. These extra role behaviours beyond the call of duty do not attract any personal benefits and are not provided for in the organization’s reward system (Onyishi, 2007). Such extra role behaviour is described as Organizational citizenship behaviour (Organizational Citizenship Behaviour).

Abraham Carmeli & Zvi E. Josman (2009) suggests that individuals who are high in emotional intelligence are likely to exhibit a higher level of performance outcomes. However research acknowledges the need to further establish the connection between emotional intelligence and work outcomes. We address this call by empirically examining the relationship between emotional intelligence and two aspects of work outcomes (task performance and two forms of organizational citizenship behaviors, altruism and compliance). Emotional intelligence was assessed by Schutte et al.'s (1998) self-report measure of emotional intelligence, whereas work outcomes were assessed by the employees' supervisors. The findings show positive relationships between emotional intelligence and employees' work outcomes.

Khalid & et.al.,(2009) from the study result it shows a clear tendency for student's deviance to be elevated when sportsmanship is weak. Employee's who exhibit low levels of sportsmanship are more likely to engage in deviant behaviours. If employee emotional intelligence is improved, deviant behaviour related to organisational tasks would be reduced. OCB-O is beneficial behaviour towards organizations such as obeying existing informal rules to maintain order. Whereas OCB-I are behaviours that directly benefit other individuals and indirectly also contribute to the organization, such as helping to complete the work of colleagues who were not present that day (L. J. Williams and Anderson, 1991).

Karen Albertsen(2009) examined emotional Intelligence helps individuals to realize the fact that their decisions are going to affect others in a positive or a negative manner and therefore they should consider the consequences of their decisions. Finally, social skills allow the individuals to come close to their peers and subordinates and understand their emotional needs."

Hur, Berg & Wilderom (2010) opined motivation can be affected by emotions because emotional intelligence represents the ability of a person to manage his own emotions and to take the emotional state of others into consideration, and how a person reacts to an emotional state can determine his success or failure in the workplace Contemporary studies reveal the substantial role of EI and its influence on different dimensions such as educational achievement, professional performance,

management and leadership, cooperation, passionate workforce, anxiety, and family-work balance (Ashkanasy & Daus, 2002; Fulmer & Barry, 2004; Humphrey, 2006; Humphrey et al., 2008).

Self awareness is to identify one's weaknesses and strengths (Shahzad et al., 2011) and it is a management of one's internal states, impulses, and resources to facilitate reaching goals, it is also considered as managing one's own discipline and values.

Hyo SunJung Hye HyunYoon (2012) describes the purpose of this study is to understand the interrelationships among the emotional intelligence of employees in a deluxe hotel, their counterproductive work behaviors, and organizational citizen behaviour. The sample of this study consists of 319 food and beverage (F&B) employees of a five-star hotel in Korea. The results showed that as elements of emotional intelligence, others' emotion appraisal, use of emotion, and self-emotion appraisal significantly affected counterproductive work behaviors, whereas self-emotion appraisal and use of emotion affected organizational citizen behaviour. In addition, moderating effects were evident related to job positions in the causal relationships among emotional intelligence, counterproductive work behaviors, and organizational citizen behaviour. Limitations of this study and future research directions are also discussed.

In Muhdiyanto & Hidayati (2013) explains that emotional intelligence can encourage an employee to manage feelings, self-motivation, empathy and cooperation with others. When an employee has a self-motivated and high social skill, it will encourage the organization to behave in cooperative, helpful, considerate and conscientious manner beyond the formal requirements. This behaviour often appears in an organization which is often called organizational citizenship behaviour. The above statement is in line with a study conducted by Mojtaba Rafiei (2017) that states that emotional intelligence gives a positive and significant effect on organizational citizenship behaviour.

Self-Awareness as recognizing one's own feelings, strength, weaknesses, abilities and limitations . Self-Management as the ability to regulate decreasing affects like anxiety, anger and to inhibit emotional impulsivity. Social Awareness has the ability to read the currents of emotions and political realities in groups.

Nagar, Minakshi [13] in his research on the role of demographic factors in Emotional intelligence among bank managers in India concluded that no relationship between demographic factors such as gender, educational qualifications and marital status. Sample size was 261 which involved managers working in both public and private sector banks in various parts of Rajasthan.

Desti et al. (2015) analysed that EI helps employees increase self-awareness, expression of emotion, creativity, increase tolerance, enrich trust and unity, boost relationships within and

across the organization and thereby amend the procedures of every employee and organization as a whole. EI is one of the key features that create strategic managers in the organization. EI plays an important role in the organization and becomes an important measure to evaluate effective employees, increase productivity and trust in and throughout the organization.

Khalili A (2017) explains the purpose of this paper is to examine the transformational leadership (TL) – employees' organizational citizenship behavior (OCB) and employees' emotional intelligence (EI) – employees' OCB associations. In addition, this study explored the moderating role of employees' EI on the TL – employees' OCB relationship. Iranian organizations should invest in TL and EI training and in the selection of managers with TL style and employees with a good level of EI in order to enrich the OCB of employees.

Ahmad Chehab, Amro Kabbara, Bassam Hallak, Yaser Shamseddine (2018) examined at earlier times, professional and academic institutions relied solely on intelligence quotient (IQ) in determining the potential to excel at work or in studies. Salovey and Mayer (1990) defined Emotional Intelligence (EI) as a form of social intelligence that involves the ability to monitor one's own and others' feelings and emotions, to discriminate among them, and to use this information to guide one's thinking and action. As companies became aware of the high influence that emotions have on the performance of their employees, they joined the movement to find methods for the development of emotional intelligence skills. Those skills are mainly: Identifying emotions, Using Emotions, Understanding Emotions, and Managing Emotions. This paper covers the importance of the implementation of those skills in a workplace, the most recent trends in developing those skills, and the means to

assess the development of those skills. Finally, real case examples will be presented in the final part of the paper to capture the practices that some of the most successful companies are doing. All this will give a thorough understanding about the theoretical and practical approaches in EI development and their effectiveness in upgrading employee performance.

Sania Khan (2019) explains that understanding the determinants of student learning outcomes and their academic performance is never easy. Most of the studies examined the impact of emotional intelligence (EI) and intelligence quotient (IQ) on academic performance discreetly, and their combined influence was not studied. The study identifies various dimensions of EI and IQ and investigates their impact on university business students' academic performance comparatively among private and public university students. The data relevant to this study were collected from 416 students of various Business Colleges of Saudi central province universities, using an online survey questionnaire. Structural equation modeling analysis using SPSS AMOS was used to evaluate the data. The private students possess a significant IQ, and their academic performance is primarily driven by IQ and with high EI; whereas public sector students possess moderate EI with insignificant IQ levels and tend to perform average in their academics. All the measurement items of EI and IQ explained only 43.6% of variance in public student's performance and 56.3% in private student's performance. The study argues the cognitive intelligence is very purposive in academics but narrow in nature and does not extend the horizon of student's lifelong learning. Therefore, EI is vital and plays a prominent role in supporting their IQ as well. The study is limited to only business students; therefore, findings may not be generalized to other academic domains and for master level students. It suggests conducting further studies to explore relationships among various exogenous variables.

Tiffany Oliver (2020) described that rather than focusing exclusively on executive leadership, this study analyzes the significance of emotional intelligence across the entire employee spectrum of organizations. The data from a significant number of studies support the premise that high levels of emotional intelligence are just as critical at the subordinate level of organizations as was originally believed to be for the upper echelon of organizations. No longer should emotional intelligence be considered a tool exclusively for the managers' toolkit, but rather, it is a tool of resilience, adaptability, and success for all employees throughout the entire organization.

Neal M. Ashkanasy, Catherine S. Daus(2020) analysed emotional intelligence is a widely used, but controversial construct, and has been adapted and applied extensively in workplace research. This entry is structured around three "streams" of thought in modeling and measuring emotional intelligence. Stream 1 refers to the original definition of the construct by Peter Salovey and Jack Mayer, measured in terms of ability (similar to IQ). Stream 2 refers to approaches based on the Salovey-Mayer definition, but measured using self- or peer-report. Stream 3 refers to models not based in the work of Salovey and Mayer measured using self- or peer-report. All three streams have been shown to have predictive validity, although this is most likely caused by overlap with personality in the instance of the Stream 3 measures. It is recommended that scholars steer clear of Stream 3 models if they wish to study emotional intelligence as originally defined.

Al Mahdali(2021) opined the aim of this study was to analyze the effect of servant leadership, emotional intelligence, and self-efficacy on organizational citizenship behavior and employee performance of state-owned banks in Palu City. The research sample was 178 respondents who were employees of state-owned banks in Palu City with proportional random sampling technique consisting of Bank BNI 46, Bank Mandiri, Bank Rakyat Indonesia, Bank Tabungan Negara, as well as BNI Sharia, BTN Sharia, BRI Sharia and Bank Mandiri Sharia in the city. Hammer. Data were analyzed using structural equation modeling (SEM). The results indicated servant leadership, emotional intelligence. Self-efficacy had a significant effect on the organizational citizenship behavior of state-owned bank employees in Palu City. Further, servant leadership, self-efficacy, organizational citizenship behavior had a significant effect on the performance of state-owned bank employees in Palu City

had a significant effect on the performance of state-owned bank employees in Palu City.

Khairul Umam (2021) examined the low level of employee performance within a company will have an impact on its business operations. The objective of this study is to identify how employees' performance (EP) is affected by job competency (JC), emotional intelligence (EI), and organizational citizenship behavior (OCB). The sample of this study is all employees of Hotel Horison Pekalongan. The type of this study is explanatory research. Data were collected using a questionnaire and interview on Hotel Horison employees. The data was analyzed by regression and path analysis. The analytical instrument used IBM SPSS Statistic 23. The study results showed that: 1) JC has a positive and significant effect on EP and OCB, 2) EI has a positive and significant effect on EP and OCB, 3) OCB has a positive and significant effect on EP, 4) JC on EP through OCB has a partially significant effect, 5) but EI on EP through OCB has no significant effect. Based on the results of the study, the author suggests that Hotel Horison Pekalongan provides training related to supporting employee competencies, designs and creates programs that can build internal bonds between employees, and requires line managers to motivate employees, in order to improve employee performance.

Onabote, Gabriel(2021)analysed that in view of the increasing importance of adaptive performance in unpredictable work environments, the current study aims to explore the underlying mechanisms of trait emotional intelligence and adaptive performance. Integrating the perspective of person-situation interaction and the distal-proximal framework of motivation, we propose a mediated moderation model to investigate how trait emotional intelligence and situational strength interactively influence adaptive performance and whether self-efficacy mediates the moderated relationship. Using an empirical study of 236 participants, we found that the effect of trait emotional intelligence on adaptive performance was moderated by situational strength. The results showed that the impact of trait emotional intelligence on adaptive performance via self-efficacy was higher in weak situations than in strong situations. Our findings reveal the importance of situational strength and provide new insight into the role of self-efficacy as a proximal motivational mechanism underlying the interaction effect.

Poor emotional intelligence creates huge complications in the workplace. The consequences include diminished employee's productivity and deteriorating leadership performance. Guided by the principles of emotional intelligence theory, this correlational study investigated the relationship between emotional intelligence (EI) and leadership performance at four selected Fast-Moving Consumer Goods (FMCG) companies in Lagos State. The study relied on primary data gathered using the Work Profile EI Questionnaire to measure emotional intelligence, while leadership performance scale questionnaire was used to evaluate leadership performance.

Farah Jihan, Ilham Mubaraq Ritonga, Arasy Ayu Setiamy (2022) examined this study aimed to determine the effect of emotional intelligence on workplace spirituality. To find out the effect of emotional intelligence and workplace spirituality on organizational citizenship behavior partially. To determine the effect of emotional intelligence on organizational citizenship behavior through workplace spirituality on Guardian Employees in Medan City. The total population in this study amounted to 150 people as a sample using a saturated sampling technique. The analysis technique used is path analysis.

HuiYang (2022) describes the results that showed that Emotional intelligence had a significant effect on the workplace spirituality for Guardian Employees. Emotional intelligence has no significant effect on organizational citizenship behavior in Guardian Employees. Workplace spirituality has a significant effect on organizational citizenship behavior in Guardian Employees. There is no significant effect of emotional intelligence on organizational citizenship behavior through workplace spirituality on Guardian Employees.

Demir Lima , Jyxhel Spahi , Venet Shala (2022) defined Emotional Intelligence (hereinafter EI) as the ability of an individual to recognize another person's emotions and specific behaviour, namely the behaviour of that individual with himself and in relationships with other members. Through this research, our 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 revealed that the workplace requires performing various activities and performing these activities; the individual must interact with others such as work colleagues, managers, etc. Consequently, the interaction of different individuals to perform the tasks required in the workplace necessarily involves developing emotional intelligence by closely analysing the behaviour of different individuals concerning others and themselves.

Aditya Kumar (2022) examined and understands how emotional intelligence can affect managerial effectiveness and the work environment, and provide strategy-driven solutions to promote an emotionally intelligent work environment. Design/Methodology/Approach: 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. Findings: 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. Research Limitations: The research presented is purely theoretical, and may not always apply to real-life scenarios because the management styles of managers are varied across organizations. The study is qualitative and not backed by quantitative data as emotions are not practically quantifiable but can be observed. Practical Implications: Emotionally intelligent managers should be viewed as key elements in driving an organization forward, in order to maintain a healthy work environment for themselves and their subordinates. Emotional intelligence should be considered one of the key factors that must be evaluated as criteria for selecting candidates for management positions in an organisation.

CHAPTER 3

RESEARCH METHODOLOGY

3.1 RESEARCH:

Research is “creative and systematic work undertaken to increase the stock of knowledge“. It involves the collection, organization, and analysis of information to increase understanding of a topic or issue. A research project may be an expansion on past work in the field. To test the validity of instruments, procedures, or experiments, research may replicate elements of prior projects or the project as a whole.

The research methodology adopted in this report is based on secondary data. The information gathered is based on the data from various journals, newspapers and magazines. The nature of the report is descriptive. The researcher has focused on bringing together the role, impact, challenges, limitations ,services, awareness and ways to increase awareness about internet banking services among the Indian customers and making people aware about its different services and benefits.

3.2 DEFINITION OF RESEARCH:

Research is defined as the creation of new knowledge and/or the use of existing knowledge in a new and creative way so as to generate new concepts, methodologies and understandings. This could include synthesis and analysis of previous research to the extent that it leads to new and creative outcomes.

3.3 Research Design:

Research design refers to the overall strategy utilized to carry out research that defines a succinct and logical plan to tackle established research question(s) through the collection, interpretation, analysis, and discussion of data. The type of design chosen for this study is descriptive research.

Descriptive analysis:

Descriptive research is a research design that is used to investigate different phenomena and situations. It always targets to answer questions like how the situation happened, when in terms of the time or date, where in terms of the place it happened, and what the issue or phenomenon is. The research design majorly focuses on explaining more of the population; therefore, it integrates different

research methods for its success. It is a unique kind of design because there is no manipulation of the variable; rather, the researcher uses observation to measure the findings.

3.4 Sampling Design:

Convenience sampling is a non-probability sampling technique where subjects are selected because of their convenient accessibility and proximity to the researcher. Convenience sampling otherwise known as availability sampling is a method that relies on data collection from population members who are conveniently available to participate in study. The researcher using such sample cannot sufficiently make generalizations about the total population from this sample because it would not be representative enough.

3.5 Sample Size:

The sample size is defined as the number of observations used for determining the estimations of a given population. The size of the sample has been drawn from the population. Sampling is the process of selection of a subset of individuals from the population to estimate the characteristics of the whole population.

Tool Used for calculations: SPSS

3.6 PERIOD OF STUDY:

This period of study for the project was about 90 days. The entire project is based on the response collected from the 150 participants in 90 days time.

3.7 DATA COLLECTION :

Primary data :

Primary data are collected through questionnaire methods. The questionnaire is mailed to respondents who are expected to read and understand the questions and write down the reply in the space meant for the purpose in the questionnaire itself. The respondents have to answer the questions on their own.

Questionnaires

This method of data collection is quite popular, particularly in case of big enquiries. It is being adopted by private individuals, research workers, private and public organisations and even by governments. In this method a questionnaire is sent (usually by post) to the persons concerned with a request to answer the questions and return the questionnaire. A questionnaire consists of a number of questions printed or typed in a definite order on a form or set of forms. The questionnaire is mailed to respondents who are expected to read and understand the questions and write down the reply in the space meant for the purpose in the questionnaire itself. The respondents have to answer the questions on their own. The method of collecting data by mailing the questionnaires to respondents is most extensively employed in various economic and business surveys.

STRUCTURE OF QUESTIONNAIRE:

Questionnaire was divided into two sections. First part was designed to know general information about respondents and the second part contained the respondents opinion about financial planning and knowledge

- Basic introduction
- Personal details
- Research related question
- Perception question
- Likert Scaling question

Secondary data :

The secondary data are collected through literature review, websites, and magazines and also from the past records.

3.8 STATISTICAL TOOL:

There are various statistical tools which are used in analyzing data. The following tools are used for representing and analyzing data.

3.8.1 CHI SQUARE:

Pearson's Chi Square Test is used to determine whether there is a statistically significant difference between the expected frequencies and the observed frequencies.

HYPOTHESIS FRAMED:

H0: There is no significant difference between Employment Status and Empathy

H1: There is a significant difference between Employment Status and Empathy

Employment Status * I willingly help others who have work related problems Crosstabulation

			I willingly help others who have work related problems					Total
			Agree	Disagree	Neutral	Strongly agree	Strongly disagree	
Employment Status	Contract Employee	Count	3	1	1	1	1	7
		Expected Count	3.7	.2	1.6	1.2	.3	7.0
	Full Time Employee	Count	69	4	30	23	3	129
		Expected Count	68.7	4.2	28.9	22.1	5.1	129.0
	Internship	Count	5	0	2	0	1	8
		Expected Count	4.3	.3	1.8	1.4	.3	8.0
	Trainee	Count	4	0	1	2	1	8
		Expected Count	4.3	.3	1.8	1.4	.3	8.0
	Total	Count	81	5	34	26	6	152
		Expected Count	81.0	5.0	34.0	26.0	6.0	152.0

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	11.476 ^a	12	.489
Likelihood Ratio	10.548	12	.568
N of Valid Cases	152		

a. 16 cells (80.0%) have expected count less than 5. The minimum expected count is .23.

Since the p value is less than 0.05 we accept alternate hypothesis and we reject null hypothesis. so there is significant difference between the Employment status of respondents and Empathy.

3.8.2 CORRELATION:

Correlation is a statistical term describing the degree to which two variables move in coordination with one another. If the two variables move in the same direction, then those variables are said to have a positive correlation. If they move in opposite directions, then they have a negative correlation.

Hypothesis Framed:

H0: There is no significant relationship between Self Awareness and self regulation.

H1: There is a significant relationship between Self Awareness and self regulation.

→ Correlations

[DataSet1]

Correlations

		I recognize how my feelings affect my performance.	I know how to calm myself down when I feel anxious or upset.
I recognize how my feelings affect my performance.	Pearson Correlation	1	.154
	Sig. (2-tailed)		.059
	N	152	152
I know how to calm myself down when I feel anxious or upset.	Pearson Correlation	.154	1
	Sig. (2-tailed)	.059	
	N	152	152

Inference:

The correlation value is 0.154. This means there is positive correlation between self awareness and self regulation. Hence it is negligible Correlation.

CHAPTER IV

DATA ANALYSIS AND INTERPRETATION

Percentage Analysis

The process of data analysis helps in gaining insight from data. It is the process of inspecting, narrowing, transforming, and modeling data from a huge amount of information or data. The percentage is one of the essential components of data analysis, which helps find a value from a huge amount of data and information. The data is examined, and hence the conclusion is drawn for expanding knowledge and decision on various subjects.

- The percentage is used across many domains and hence is used to express various things like discounts, bank interest rates, rates of inflation, media data, etc. It is a good and important quantifier of financial aspects.
- It is used in expressing various types of observable changes or factors like sales, losses, market share, etc. Hence, it helps in converting data into mathematical values.
- The calculation of percentages requires understanding and application of arithmetic. Hence, it helps understand the year-on-year changes and comparisons in the data.

Table 4.1.1 Age of the Respondents

Age	No of Respondents	Percentage
Below 20	5	3.3 %
21-30	107	70.4 %
31-40	32	21.1 %
Above 41	8	5.3 %
Total	152	100

Source:Primary Data

Age

152 responses

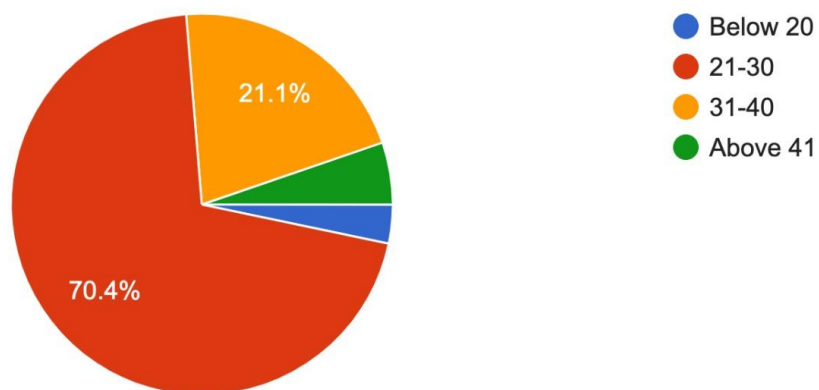


Chart 4.1.1: Age of the respondents

Interpretation:

From the above table it is interpreted that the number of respondents who are Below 20 Years of age are 3.3%, between 20-30 years of age are 70.4%, between 30-40 years are 21.1% above 40 years age of respondents are 5.3 %.

Inference:

Majority 70.4 % of the respondents are aged between 21-30 years.

Table 4.1.2: Gender of the respondents

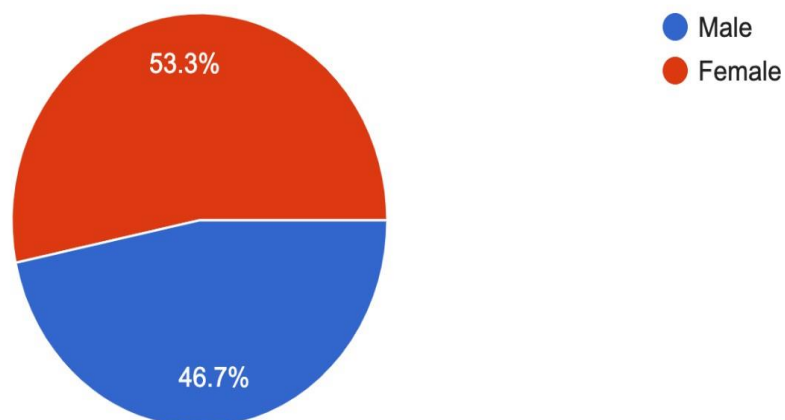
S.NO	Gender	No. of Respondents	Percentage
1	Male	71	46.7 %
2	Female	81	53.3 %
	Total	152	100

Source: Primary data

Chart 4.1.2: Gender of the respondents

Gender

152 responses



Interpretation

From the above table it is interpreted that the number of female respondents is 53.3% and male respondents are 46.7 %.

Inference

Majority (53.3%) of the respondents are Female.

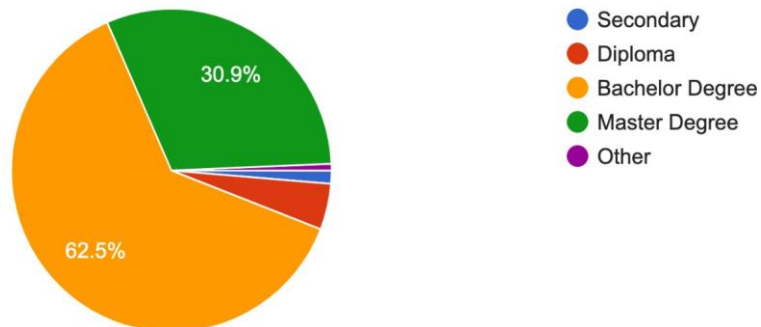
Table 4.1.3: Education of the respondents

S.NO	Education	No. of Respondents	Percentage
1	Secondary	2	1.3%
2	Diploma	7	4.6%
3	Bachelor Degree	95	62.5%
4	Master Degree	47	30.9%
5	Other	1	0.7%
	Total	152	100

Source: Primary data

Chart 4.1.3: Education of the respondents

Education
152 responses



Interpretation

From the above table it is interpreted that the number of respondents who completed secondary education are 1.3%, Diploma are 4.6%, Bachelor Degree are 62.5%, Master Degree 30.9%are and Others 0.7%.

Inference

Majority 62.5% of the respondent's educational qualification is bachelor Degree.

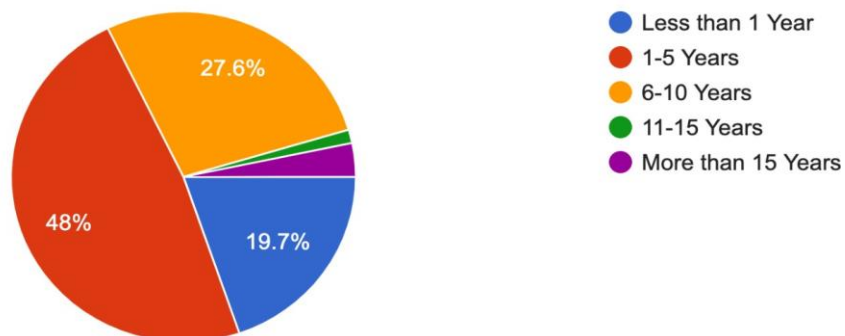
Table 4.1.4: Work Experience of the respondents

S.NO	Work Experience	No. of Respondents	Percentage
1	Less than 1 Year	30	19.7%
2	1-5 Years	73	48%
3	6-10 Years	42	27.6%
4	11-15 Years	2	1.3%
5	More than 15 Years	5	3.3%
	Total	152	100

Source: Primary data

Chart 4.1.4: Work Experience of the respondents

Work Experience
152 responses



Interpretation

From the above table it is interpreted that the number of respondents who have work experience less than 1 Year are 19.7%, 1-5 Years are 48% ,6-10 Years are 27.6%, 11-15 Years are 1.3 %, More than 15 Years are 3.3%.

Inference

Majority 48 % of the respondent's have work experience between 1-5 Years.

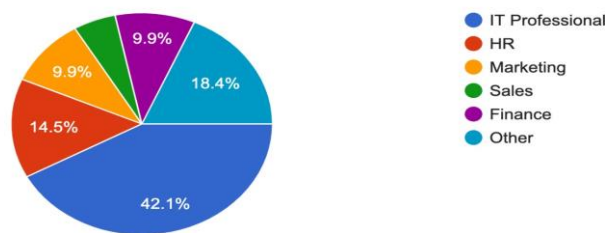
Table 4.1.5: Professional/Functional Area of the respondents

S.NO	Functional Area	No. of Respondents	Percentage
1	IT Professional	64	42.1%
2	HR	22	14.5%
3	Marketing	15	9.9%
4	Sales	8	5.3%
5	Finance	15	9.9%
6	Others	28	18.4
	Total	152	100

Source: Primary data

Chart 4.1.5: Professional/Functional Area of the respondents

Professional/ Functional Area
152 responses



Interpretation

From the above table it is interpreted that the number of respondents working in the IT department are 42.1%, 14.5% work in HR , 9.9% in Marketing, 5.3% in Sales, 9.9% in Finance, 18.4% in Other Departments.

Inference

Majority 42.1% of Respondents work in the IT Department .

Table 4.1.6: Employment Status of the respondents

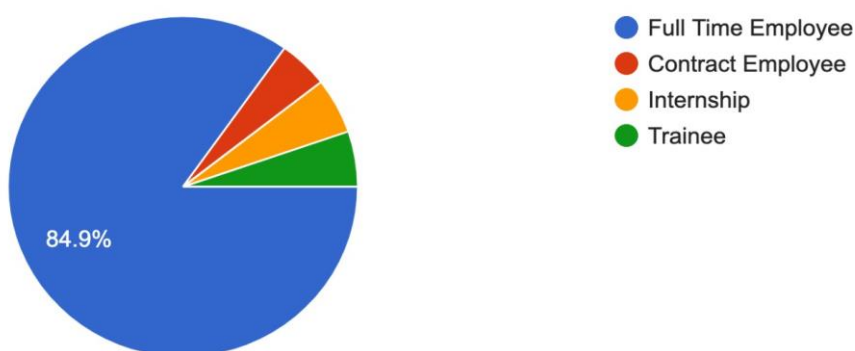
S.NO	Employment Status	No. of Respondents	Percentage
1	Full time Employee	129	84.9%
2	Contract Employee	7	4.6%
3	Internship	8	5.3%
4	Trainee	8	5.3%
	Total	152	100

Source: Primary data

Chart 4.1.6: Employment Status of the respondents

Employment Status

152 responses



Interpretation:

From the above table it is interpreted that the number of full time employees are 84.9%, Contract Employees are 4.6%, Intern are 5.3%, Trainees are 5.3%.

Inference:

Majority 84.9% of respondents are full time employees.

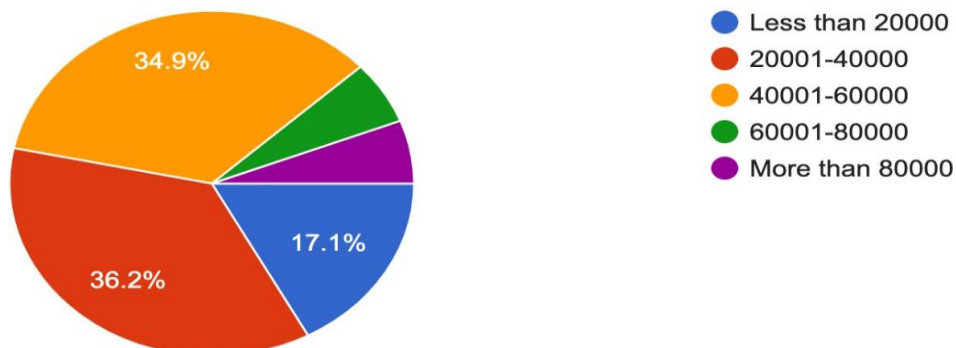
Table 4.1.7 Monthly Income of the Respondents

Income	No of Respondents	Percentage
Below 20000	26	17.1%
20001-40000	55	36.2 %
40001-60000	53	34.9 %
60001-80000	9	5.9 %
Above 80000	9	5.9 %
Total	152	100

Source:Primary Data

Chart 4.1.7: Monthly Income of the Respondents

Monthly Income
152 responses



Interpretation:

In the above table the monthly income of respondents below 20000 are 17.1%, 20001-40000 are 36.2%, 40001-60000 are 34.9%, 60001-80000 are 5.9%, above 80000 are 5.9%

Inference:

Majority 36.2% of respondents monthly income are between 20001-40000.

Table 4.1.8: Employees Self Awareness about how their feelings affect their Performance

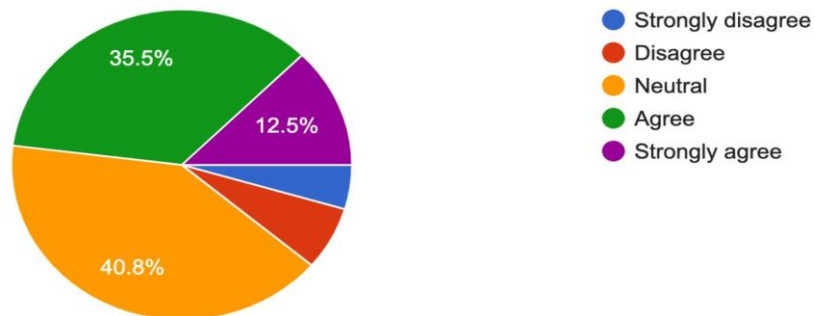
I recognize how my feelings affect my performance.
(1-Strongly agree, 2-Agree,3-Neutral,4-Disagree,5-Strongly Disagree)

Options	No of Respondents	Percentage
1	19	12.5%
2	54	35.5%
3	62	40.8%
4	10	6.6%
5	7	4.6%
Total	152	100

Source:Primary Data

Chart 4.1.8:Employees Self Awareness about how their feelings affect their Performance

I recognize how my feelings affect my performance.
152 responses



Interpretation

In the above table of respondents 12.5% Strongly agree, 35.3% Agree, 40.8% Neutral, 6.6% Disagree, 4.6% Strongly Disagree in recognizing how their feelings affect performance.

Inference

Majority 40.8% of respondents are neutral in recognizing how their feelings affect performance

Table 4.1.9: Employees openness to feedback, new perspectives, continuous learning and self-development .

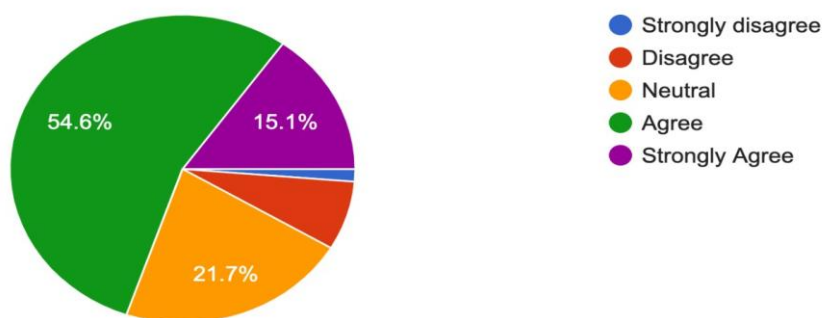
I am open to feedback, new perspectives, continuous learning and self-development .

Options	No of Respondents	Percentage
Strongly Disagree	2	1.3%
Disagree	11	7.2%
Neutral	33	21.7%
Agree	83	54.6%
Strongly Agree	23	15.1%
Total	152	100

Source:Primary Data

Chart 4.1.9: Employees openness to feedback, new perspectives, continuous learning and self-development .

I am open to feedback, new perspectives, continuous learning and self-development .
152 responses



Interpretation:

In the above table of respondents 1.3% Strongly agree, 7.2% Agree, 21.7% Neutral, 54.6% Disagree, 15.1% Strongly Disagree.

Inference:

Majority 54.6% of employees are open to feedback, new perspectives, continuous learning and self-development .

Table 4.1.10: Employees Self Regulation when they feel anxious or upset.

I know how to calm myself down when I feel anxious or upset.

1-Always,2-Often,3-Sometimes,4-Rarely,5 Never .

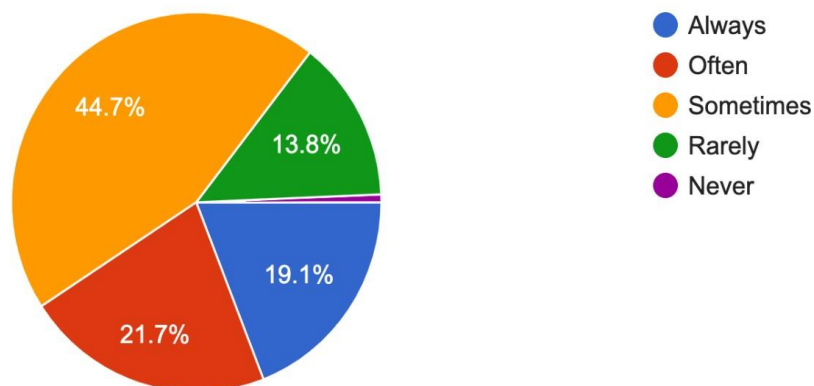
Options	No of Respondents	Percentage
1	29	19.1%
2	33	21.7%
3	68	44.7%
4	21	13.8%
5	1	0.7%
Total	152	100

Source:Primary Data

Chart 4.1.10:

I know how to calm myself down when I feel anxious or upset.

152 responses



Interpretation:

In the above table of respondents 19.1% always, 21.7% Often, 44.7% Sometimes, 13.8% rarely , 0.7% never know how to calm themselves when they feel anxious or upset.

Inference:

Majority 44.7% of respondents know how to calm themselves when they feel anxious or upset.

Table 4.1.11:Employees Accountability towards meeting their objectives

I hold myself accountable for meeting my objectives.

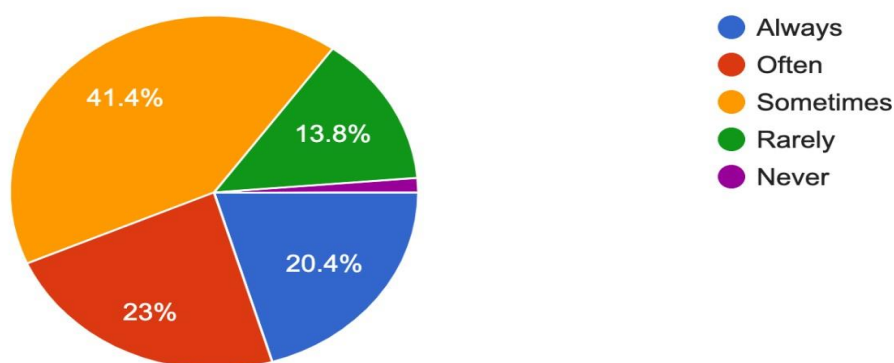
Options	No of Respondents	Percentage
Always	31	20.4%
Often	35	23%
Sometimes	63	41.4%
Rarely	21	13.8%
Never	2	1.3%
Total	152	100

Source:Primary Data

Chart 4.1.11:Employees Accountability towards meeting their objectives

I hold myself accountable for meeting my objectives.

152 responses



Interpretation:

In the above table of respondents 19.1% always, 21.7% Often, 44.7% Sometimes, 13.8% rarely , 0.7% accountable for meeting their objectives.

Inference:

Majority 41.4% accountable for meeting their objectives.

Table 4.1.12: Employees Flexibility to handle multiple demands, shifting priorities and rapid change.

I am flexible and smoothly handle multiple demands, shifting priorities and rapid change.

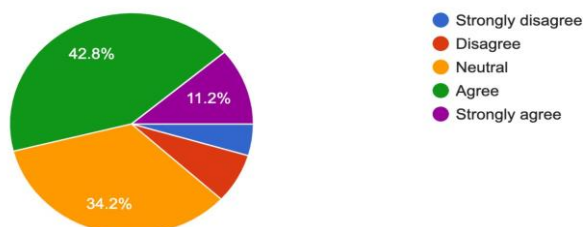
Options	No of Respondents	Percentage
Strongly Disagree	7	4.6%
Disagree	11	7.2%
Neutral	52	34.2%
Agree	65	42.8%
Strongly Agree	17	11.2%
Total	152	100

Source: Primary Data

Chart 4.1.12: Employees Flexibility to handle multiple demands, shifting priorities and rapid change.

I am flexible and smoothly handle multiple demands, shifting priorities and rapid change.

152 responses



Interpretation

In the above table of respondents 11.2% Strongly agree, 42.8% Agree, 34.2% Neutral, 7.2% Disagree, 4.6% Strongly Disagree that they are flexibility to handle multiple demands, shifting priorities and rapid change.

Inference

Majority 42.8% respondents agree that they are flexibility to handle multiple demands, shifting priorities and rapid change.

Table 4.1.13: Employees Self motivation towards accepting tasks even if they are not within their job description .

I readily accept tasks even if they are not within my job description.

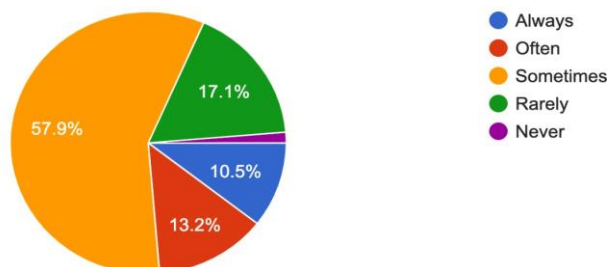
Options	No of Respondents	Percentage
Always	16	10.5%
Often	20	13.2%
Sometimes	88	57.9%
Rarely	26	17.1%
Never	2	1.3%
Total	152	100

Source:Primary Data

Chart 4.1.13:Employees Self motivation towards accepting tasks even if they are not within their job description .

I readily accept tasks even if they are not within my job description.

152 responses



Interpretation:

In the above table of respondents 10.5% always, 13.2% Often, 57.9% Sometimes, 17.1% rarely , 0.7% ,1.3% never ready to accept tasks that are not within job description.

Inference:

Majority 57.9% respondents are ready to accept tasks that are not within job description.

Table 4.1.14:Employees Self Motivation towards achieving their goals.

I get a sense of satisfaction when I achieve goals that I have set for myself.

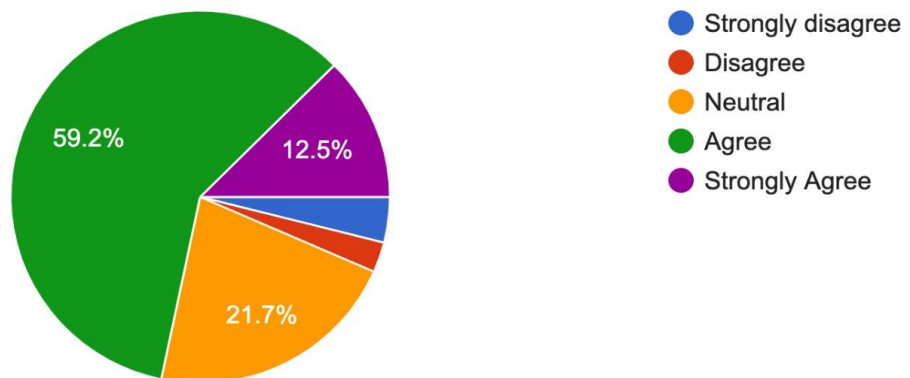
Options	No of Respondents	Percentage
Strongly Disagree	6	3.9%
Disagree	4	2.6%
Neutral	33	21.7%
Agree	90	59.2%
Strongly Agree	19	12.5%
Total	152	100

Source:Primary Data

Chart 4.1.14:Employees Self Motivation towards achieving their goals.

I get a sense of satisfaction when I achieve goals that I have set for myself.

152 responses



Interpretation

In the above table of respondents 12.5% Strongly agree, 59.2% Agree, 21.7% Neutral, 2.6% Disagree, 3.9% Strongly Disagree that they get a sense of satisfaction when they achieve goals.

Inference

Majority 59.2% of respondents agree that they get a sense of satisfaction when they achieve goals.

Table 4.1.15:Employees Empathy towards other Employees

I am attentive to emotional cues and am a good listener

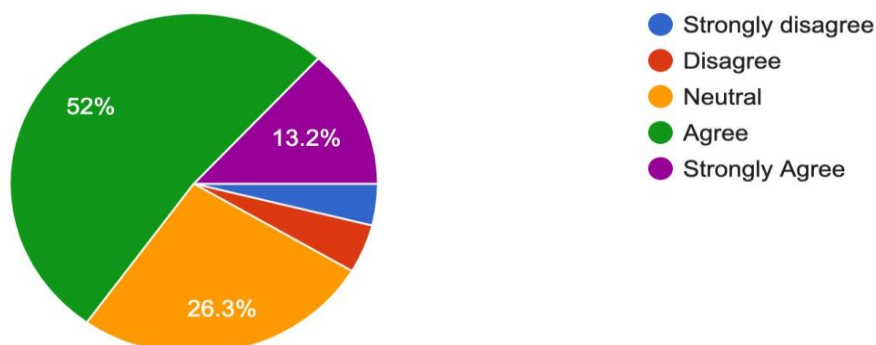
Options	No of Respondents	Percentage
Strongly Disagree	6	3.9%
Disagree	7	4.6%
Neutral	40	26.3%
Agree	79	52%
Strongly Agree	20	13.2%
Total	152	100

Source:Primary Data

Chart 4.1.15:Employees Empathy towards other Employees

I am attentive to emotional cues and am a good listener

152 responses



Interpretation

In the above table of respondents 13.2% Strongly agree, 52% Agree, 26.3% Neutral, 4.6% Disagree, 3.9% Strongly Disagree that they are attentive to emotional cues and good listener.

Inference

Majority 52% of respondents agree that they are attentive to emotional cues and good listener.

Table 4.1.16: Employees Social Skills

I like to Talk to new people who have different ideas to mine without getting upset .

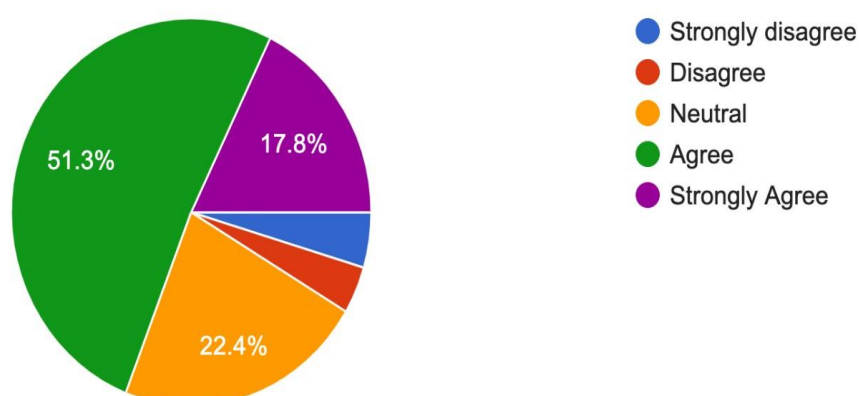
Options	No of Respondents	Percentage
Strongly Disagree	7	4.6%
Disagree	6	3.9%
Neutral	34	22.4%
Agree	78	51.3%
Strongly Agree	27	17.8%
Total	152	100

Source:Primary Data

Chart 4.1.16:Employees Social Skills

I like to Talk to new people who have different ideas to mine without getting upset .

152 responses



Interpretation

In the above table of respondents 17.8% Strongly agree, 51.3% Agree, 22.4% Neutral, 3.9% Disagree, 4.6% Strongly Disagree that they like to talk to new people who have different ideas without getting upset.

Inference

Majority 51.3% of respondents agree that they like to talk to new people who have different ideas without getting upset.

Table 4.1.17: Employees willingness to help others who have work related problems.

I willingly help others who have work related problems

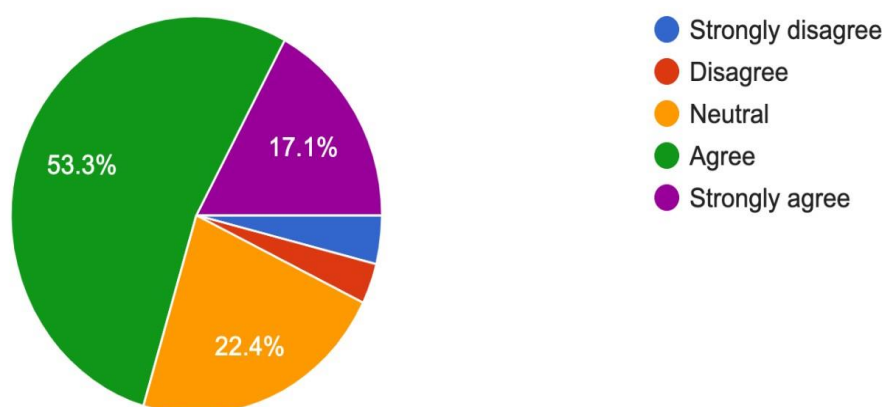
Options	No of Respondents	Percentage
Strongly Disagree	6	3.9%
Disagree	5	3.3%
Neutral	34	22.4%
Agree	81	53.3%
Strongly Agree	26	17.1%
Total	152	100

Source:Primary Data

Chart 4.1.17:Employees willingness to help others who have work related problems

I willingly help others who have work related problems

152 responses



Interpretation:

In the above table of respondents 17.1% Strongly agree, 53.3% Agree, 22.4% Neutral, 3.3% Disagree, 3.9% Strongly Disagree that they are willing to help others who have work related problems

Inference

Majority 53.3% of respondents agree that they like to talk to new people who have different ideas without getting upset.

Table 4.1.18: Employees willingness to attend meetings that are not mandatory, but considered important .

I attend meetings that are not mandatory, but considered important .

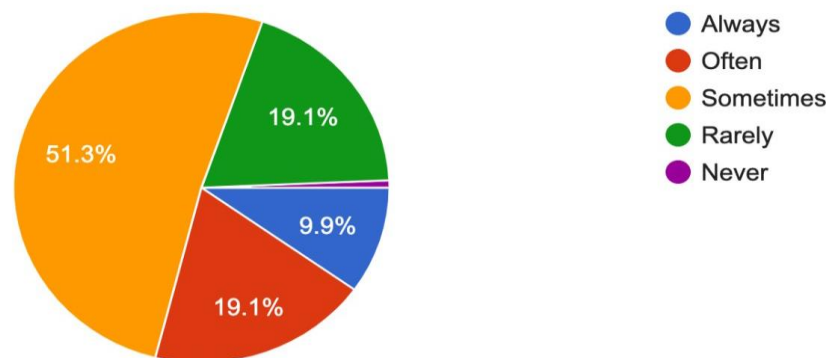
Options	No of Respondents	Percentage
Always	15	9.9%
Often	29	19.1%
Sometimes	78	51.3%
Rarely	29	19.1%
Never	1	0.7%
Total	152	100

Source:Primary Data

Chart 4.1.18:Employees willingness to attend meetings that are not mandatory, but considered important .

I attend meetings that are not mandatory, but considered important .

152 responses



Interpretation:

In the above table of respondents 9.9% always, 19.1% Often, 51.3% Sometimes, 19.1% rarely , 0.7% attend meetings that are not mandatory but considered important.

Inference:

Majority 51.3% respondents attend meetings that are not mandatory but considered important.

Table 4.1.19: Employees Civic Virtue

I'll never reveal company's sensitive information out of the workplace.

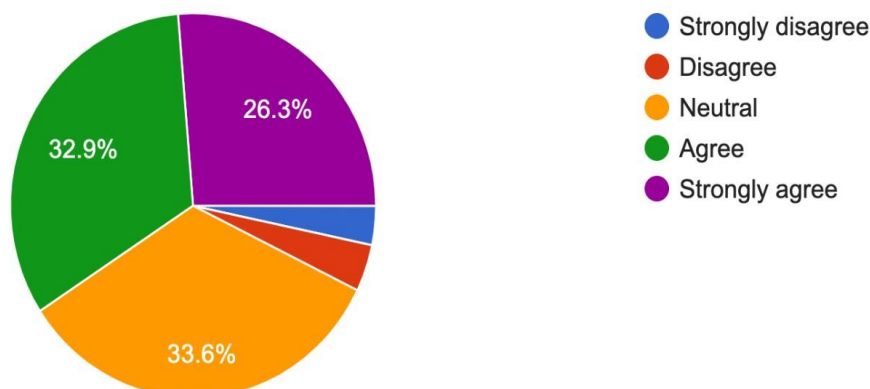
Options	No of Respondents	Percentage
Strongly Disagree	5	3.3%
Disagree	6	3.9%
Neutral	51	33.6%
Agree	50	32.9%
Strongly Agree	40	26.3%
Total	152	100

Source:Primary Data

Chart 4.1.19:Employees Civic Virtue

I'll never reveal company's sensitive information out of the workplace.

152 responses



Interpretation

In the above table of respondents 26.3%% Strongly agree, 32.9% Agree, 33.6% Neutral, 3.9% Disagree, 3.3% Strongly Disagree that they will never reveal company;s sensitive information out of the workplace.

Inference

Majority 33.6% of respondents are neutral that they will never reveal company;s sensitive information out of the workplace.

CHAPTER V

SUMMARY OF FINDINGS, SUGGESTIONS AND CONCLUSION

5.1 FINDINGS

- Majority 70.4 % of the respondents are aged between 21-30 years.
- Majority (53.3%) of the respondents are Female.
- Majority 62.5% of the respondent's educational qualification is bachelor Degree.
- Majority 48 % of the respondent's have work experience between 1-5 Years.
- Majority 42.1% of Respondents work in the IT Department .
- Majority 84.9% of respondents are full time employees.
- Majority 36.2% of respondents monthly income are between 20001-40000.
- Majority 40.8% of respondents are neutral in recognizing how their feelings affect performance
- Majority 54.6% of employees are open to feedback, new perspectives, continuous learning and self-development .
- Majority 44.7% of respondents know how to calm themselves when they feel anxious or upset.
- Majority 41.4% accountable for meeting their objectives.
- Majority 42.8% respondents agree that they are flexibility to handle multiple demands, shifting priorities and rapid change.
- Majority 57.9% respondents are ready to accept tasks that are not within job description.
- Majority 59.2% of respondents agree that they get a sense of satisfaction when they achieve goals.
- Majority 52% of respondents agree that they are attentive to emotional cues and good listeners.
- Majority 51.3% of respondents agree that they like to talk to new people who have different ideas without getting upset.
- Majority 53.3% of respondents agree that they like to talk to new people who have different ideas without getting upset.
- Majority 51.3% respondents attend meetings that are not mandatory but considered important.
- Majority 33.6% of respondents are neutral that they will never reveal company's sensitive information out of the workplace.

5.2 Suggestions:

- Self awareness, self-regulation, empathy can be improvised as an individual.
- As emotional intelligence is corresponding to organizational behaviour there can be some steps taken by the management to make employees work in a stress free environment
- A anonymous survey can be taken within the employees on monthly basis to know their interest in workplace
- Opinions on not only the rules and regulations to be adapted can be discussed among all, issues relating to discomfort due to stress or difficulty in balancing the emotions can also be discussed without judging on their behaviour.
- The emotions differ from different age categories of people. When two different age group people are meant to be in a team there will be opposite opinions. So, there can be a social environment within the organization where the opinions are welcomed.
- The emotional intelligence can be improved by encouraging the employees for their performance without criticizing.
- The company can have proper consultation with a psychiatrist for low EQ people.
- In the recruitment process the recruiter must not only look through the skills of the candidate but also the emotional behaviour as well.
- There can be more leisure time like mediation, games and other activities for employees to relieve stress.
- Listening to employees' concerns and trying to solve their problems.
- Motivate employees through regular performance reports.
- The recruitment team and the internal team should be in mutual coordination while hiring a candidate. There must not be a difference of opinions.

- Recognizing the work done by the employees and giving appreciation even if it was a small work.
- Motivate employees by offering monetary and non- monetary incentives.
- Compensation benefits can be given to employees without any delay.

5.3 CONCLUSION:

The study deals with the analysis of emotional intelligence of employees in relation to organizational citizenship behaviour. This is done by collecting information from the employees. The data is collected through primary sources. The primary data is collected by using questionnaires from the employees. Through this study different views of respondents were collected. The study reveals that there is a relationship between the organizational citizenship behaviour and factors influencing emotional intelligence. The emotional intelligence can be maintained by indulging the employees in stress relieving activities and taking care of individuals.

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ANNEXURE

Questionnaire

1. Name

2. E Mail ID

3. Age

- 20-30
- 31-40
- Above 41

4. Gender

- Male
- Female

5. Education

- Secondary
- Diploma
- Bachelor Degree
- Professional Degree
- Master Degree

6. Work experience

- Less than 1 year
- 1-5 years
- 6-10 years
- 11-15 years
- More than 15 years

6. Professional/functional area

- IT Professional
- HR
- Marketing
- Sales
- Finance
- Other

7. Current employment status

- Full time employee
- Contract employee
- Internship
- Trainee

8. Monthly Income

- less than 20,000
- 20,001 - 40,000
- 40,001-60,000
- 60,001-80,000
- More than 80,000

9. I recognize how my feelings affect my performance.

1-Strongly agree, 2-Agree,3-Neutral,4-Disagree,5-Strongly Disagree

- 1
- 2
- 3
- 4
- 5

10. I am open to feedback, new perspectives, continuous learning and self-development

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree

11. I know how to calm myself down when I feel anxious or upset.

1-Always,2-Often,3-Sometimes,4-Rarely,5 Never

- 1
- 2
- 3
- 4
- 5

12.I hold myself accountable for meeting my objectives.

- Always
- Often
- Sometimes
- Rarely
- Never

13.I am flexible and smoothly handle multiple demands, shifting priorities and rapid change.

- Always
- Often
- Sometimes
- Rarely
- Never

14. I readily accept tasks even if they are not within my job description.

- Always
- Often
- Sometimes
- Rarely
- Never

15.I get a sense of satisfaction when I achieve goals that I have set for myself.

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree

16.I am attentive to emotional cues and am a good listener.

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree

17. I like to Talk to new people who have different ideas to mine without getting cross or upset

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree

18. I willingly help others who have work related problems

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree

19. I attend meetings that are not mandatory, but considered important .

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree

20. I'll never reveal company's sensitive information outside of the workplace.

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree

