

A STUDY ON EMOTIONAL INTELLIGENCE AND ITS IMPACT ON TEAM PERFORMANCE

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ABSTRACT

IQ from long is used in order to understand natural intelligence of individuals. Intelligence per se doesn't reflect true needs of individuals and organizations. Intelligence only deals with mechanisms of collecting, organizing and managing the data. As such this intelligence as a cognitive construct plays only manipulation of data whereas organizations need much more deeper mechanisms to handle interpersonal and intrapersonal charades. Hence, there comes necessity for EI which is another complex cognitive construct that might play significant role in determining individual performance in general and organizational performance in particular. In this study the influence of emotional intelligence on team work is studies with the help of certain study variables. The data gathered with the help of structured questionnaire. Analysis was done by using descriptive statistics, correlation and multivariate regression. The individuals are mostly don't become emotional and they are not certain whether they can manage their emotions but when they are in teams they certain will not tolerate others becoming emotional and row uncomfortable to such situations.

Keywords: Emotional intelligence, IQ, team work, socioeconomic characteristics.

Introduction:

It was Howard Gardner who mentioned about EI in 1983 while criticising the weaknesses of IQ (Gardner, H., 1983). He in fact underplayed the role of IQ while writing about EI. In Gardner's view the classical IQ is not sufficient to handle cognitive weaknesses due to the multifaceted approach of IQ viz. Interpersonal intelligence, intrapersonal intelligence etc. It was later Wayne Payne who highlighted EI in his doctoral thesis but EI caught interest in academia after Goleman's publication in 1995 (Goleman, D., 1995).

There are number of definitions to understand EI almost as many sources exist. One of the operable definitions of course is given by Coleman, Andrew (2008), and this goes as the EI is "is the ability to recognize one's own and other people's emotions, to discriminate between different feelings and label them appropriately, and to use emotional information to guide thinking and behavior." There are number of study in support of the fact that people with right EI ability could live with right mental health (Barbey et al, 2012). It is not only important for mental health but also for job performance and satisfaction (Yates, Diana, n.d.). There is also criticism in the industry and academia that about the relative validity of EI over IQ (Harms, P. D, 2012). Several schools of thought exist which aim to accurately describe and measure Emotional Intelligence (E.I). Salovey and Mayer (1990) initially conceived the concept and coined the term Emotional Intelligence, which was derived from Gardner's (1983) theory of multiple intelligences. This included interpersonal and intrapersonal intelligence which were used by Salovey and Mayer (1990) to form the basis of the theory of emotional intelligence, which they define as the "ability to monitor and regulate one's own and other's feelings and to use feelings to guide one's thinking and action". This definition identifies five main domains: knowing one's emotions, managing emotions, motivating one, recognizing emotions in others and handling relationships.

There are number of theories to handle EI. Few of the most important theories are ability model, trait model and mixed model (Coleman, A., 2008). Ability model seek to explain cognitive ability of given person in managing his/her reactions to emotions. These abilities include perceptions, understanding and managing. In short it is like perceive, understand and act. These abilities equip individuals to acquire sufficient energy against emotions and pass through their social environments (Mayer, J.D., & Salovey, P., 1997). The trait model tries to operate out of the cognitive abilities however some extent it is similar with ability model due to the reason that the cognition is one of the important components of human attitude. So though it might not be possible to bring clear cut diction but researchers tried to figure out this problem with the help of certain personality traits (Petrides, K.V.; Furnham, A. 2001) . Mixed model tries to reconcile this confusion that exists between ability and traits models. It was not until Daniel Golman who brought this theory to the fame (Goleman, D. 1998). He explained EI with the help of competencies and skills.

Objectives and Research Methodology:

This present study was done in Hyderabad in 2014 December. Data was collected through a structured questionnaire having 33 questions. The sample size is 148. The sample individuals are employees belongs to all three organizational level viz. Low level, middle level and top level. These questions were categorised under 7 factors namely motivation, satisfaction, leadership, performance, commitment, team performance and emotional intelligence. The data set is a 148 X 33 order data matrix composed of both dichotomous and polytomous questions. Polytomous questions were again composed of three item levels viz. Very much, I don't know and not at all. The data analysis is organized in three levels descriptive statistics, correlation analysis and multivariate regression. Open Office Calc with Gnumeric was used to perform statistical analysis.

Objectives & Hypothesis:

As the main purpose of the study is to find and assess the levels of emotional intelligence of employees and its influence on team performance the following objectives might serve to fulfil the purpose of the study.

- 1.To know about socio economic characteristics of employees and to assess their impact on study variables namely motivation, satisfaction, leadership qualities, performance, commitment, team performance and emotional intelligence.
- 2.To find out if inter-age, inter-income and inter-family differences are significant or not.

3.To find out the relationship between emotional intelligence and its impact on team work.

In multivariate regression the null hypothesis is that beta (β) is equal to zero i.e. $H_o: \beta_o = 0$ the same rule applies to coefficient i.e. $\beta_1 = 0$ the alternative hypothesis (H_a) can be that the $\beta_o \neq 0$ or $\beta_1 \neq 0$. This means that the relationship between variables is as expected. In correlation analysis the null hypothesis can be $\rho = 0$. This denotes that the actual relationship in population is zero. If any relationship is observed in sample it is only a matter of chance. As far as the variables are concerned there are 33 variables the following is the description to the study variables.

Factor	Variable
Socioeconomic	Age, Income, Family, Occupation
Motivation	Does your job require external motivation? Have you ever felt that you need to motivate by others?
Satisfaction	Do you find your job interesting? How long do you like to stay with this company?
Leadership	How do you perceive yourself as a leader? Are you comfortable with your boss? Are you comfortable with your subordinates? Are you important for decision making? Do you participate in meetings?
Performance	Do you achieve targets? How do you rate your ability? How do you rate your performance?
Commitment	Do you like to work overtime? Are you willing to take personal interest in work? Are you willing to work regardless of job description? Do you encourage your staff to work hard?
Team	Do you like to work in team? Does your job require group effort? Have you ever dis-comfortable with your tem? Do you think that your performance will be enhanced if you are in team? Have ever felt working in teams is not productive?
Emotional intelligence	Can you manage your emotions? Have you ever find yourself emotionally out of control while working? Have you ever felt that controlling yourself is very difficult? Do you require somebody to tackle the situation when you are emotionally charged? Have you ever find somebody badly affected by your emotions? Have you ever encountered any situation that you are comfortable by others emotions? Have you ever encountered any situation that you are dis-comfortable by others emotions? Have ever thought that controlling others emotions are difficult?

The analysis is done only to test the correlations and then after their respective causations through multivariate regression. The following section describes data analysis.

Data analysis & Discussion:

As it is stated earlier the data analysis is organized in three sections namely descriptive statistics, correlation and regression. Descriptive statistics helps us by providing summary of variables. Correlation analysis helps us to assess the relationships and their significance to the study. Regression helps us to know the level of influence among variables. We might be able to assess causations with the help of regression constants namely α and β . The following part of this section provides summary statistics.

Table 1: Descriptive Statistics

	Age	Income	Family	Org Level
Mean	41.0675675675676	53.7702702702703	3.0540540540541	2.0608108108108
Standard Error	1.6416021775499	2.2649899962844	0.1133584421305	0.0706042208262
Median	47	54	3	2
Mode	60	74	2	3
Standard Deviation	19.9709524305126	27.5547925617983	1.3790649685691	0.8589374178446
Sample Variance	398.838940981798	759.266593123736	1.9018201875345	0.7377734877735
Kurtosis	-1.2154627280908	-0.9753848325298	-1.2321667676649	-1.6402794078544
Skewness	-0.5294582088209	-0.1174453338293	0.012203407332	-0.1177272218887
Range	59	98	4	2
Minimum	1	2	1	1
Maximum	60	100	5	3
Sum	6078	7958	452	305
Count	148	148	148	148

The above table describes socioeconomic characteristics along with organizational levels. The average age of study respondents is 41 years with standard deviation 1.6 years. So at 3 standard deviations the interval estimate is going to be 36 to 45 years. That seems to be fair. Not much deviation. So 99 % of the data is covered just within this limit. Coming to income the average income is Rs. 53.77 thousands and the interval estimate at 3σ is Rs. 46 to Rs. 60 thousands. The figures are bit exaggerated but not an uncomfortable figure. 99 % of the individuals lie within this range. That's again fair. The average family stage is 3 which means the average number of individuals are married and live with their children. This pretty much expected observation. There is nothing unusual about it. Regarding organizational level the average number of individuals belongs to the second level which means most of them are supervisory in their jobs. The following table describes about the factor motivation.

Table 2: Summary statistics related to Motivation

1. Motivation

Does your job require external motivation?	Have you ever felt that you need to motivate by others?
1.5675675675676	1.5
0.0408610241091	0.0412393049421
2	1.5
2	2
0.497095812801	0.5016977977549
0.2471042471042	0.2517006802721
-1.9506052196505	-2.0275862068966
-0.2755732352642	0
1	1
1	1
2	2
232	222
148	148
1.6901506398949	1.6237179148264
1.4449844952403	1.3762820851737

2. Satisfaction

Do you find your job interesting?	How long do you like to stay with this company?
1.5337837837838	5.2972972972973
0.0411450607837	0.225563269019
2	5
2	3
0.5005512680836	2.7440956020004
0.2505515719801	7.5300606729178
-2.008605754345	-1.1482474837228
-0.1368354353534	0.1584741768282
1	9
1	1
2	10
227	784
148	148
1.6572189661348	5.9739871043542
1.4103486014327	4.6206074902404

The above table describes the factor Motivation. There are two variables in the study that describe about Motivation they are *external motivation* and *necessity to be motivated by others*. The figures are pretty much favourable. The average response is 1.56 which means the average number of respondents very much requires external motivation the standard deviation is zero. But from confidence interval it is clear that it is likely that the number of individuals that are not clear whether they require motivation is worthy for consideration. The same interpretation is applied to the other variable. While coming to Satisfaction the average response is 1.5 which is between very much and not at all. So it makes sense to construe that average number of respondents are satisfied with their jobs. The other variable of Satisfaction is respondent's plan of expected stay. This variable helps us to confirm the first variables i.e. job satisfaction. The interval estimate is 6 to 4 years while the average is 5 years. That makes sense that the average stay is consistent but not biased. On an average the respondents could stay for 5 more years.

Table 3: Leadership qualities

3. Motivation				
How do you perceive yourself as a leader?	Are you comfortable with your boss?	Are you comfortable with your subordinates?	Are you important for decision making?	Do you participate in meetings?
2.0472972972973	1.527027027027	1.5472972972973	1.4391891891892	1.5
0.065264576345	0.0411790135284	0.0410543828535	0.0409331664743	0.0412393049421
2	2	2	1	1.5
2	2	2	1	1
0.7939778390939	0.5009643210502	0.4994481234521	0.4979734625521	0.5016977977549
0.6304008089722	0.2509652509653	0.2494484280199	0.2479775694061	0.2517006802721
-1.4053213406899	-2.0154587405981	-1.9902200016555	-1.9654512063734	-2.0275862068966
-0.0849323653038	-0.1093780899068	-0.1919927344929	0.2475787978762	0
2	1	1	1	1
1	1	1	1	1
3	2	2	2	2
303	226	229	213	222
148	148	148	148	148
2.2430910263322	1.6505640676122	1.6704604458579	1.561988688612	1.6237179148264
1.8515035682624	1.4034899864419	1.4241341487367	1.3163896897664	1.3762820851737

The above table shows the responses towards the factor called Motivation. The average response to their perception on leadership qualities is $2.0047 \approx 2$. So it is clear that the average response is "I don't know". The standard deviation is zero. Which means the mean is consistent. The interval estimate is very precise i.e. the mean fall within 1.85 to 2.24. Regarding comfortably with boss the average is 1.52 with a standard deviation of 0.04; the interval estimate is 1.40 to 1.65. The average response is "Very much". Regarding comfortability with subordinates the measures are same to that of comfortability with their boss. So there is hardly any difference between the comfort levels of employees with their bosses and subordinates. Regarding importance of decision making the average response is "Very much" it is a fair sign. The interval estimate is 1.31 to 1.56. Regarding participation in meeting the average response is 1.5 i.e. "Very much" with a standard deviation 0.04. The interval estimate is 1.37 to 1.62. The below table describes the individual responses to the factor Performance.

Table 4: Performance

4. Performance		
Do you achieve targets?	How do you rate your ability?	How do you rate your performance?
2.0067567567568	2.0743243243243	1.9121621621622
0.0667699753109	0.0664903092637	0.0677488833995
2	2	2
2	3	1
0.8122918079401	0.8088895236342	0.8242007388242
0.6598179812466	0.6543022614451	0.6793068578783
-1.483395894138	-1.4577961607275	-1.5100029494803
-0.0124304996047	-0.1368977609346	0.1652187448236
2	2	2
1	1	1
3	3	3
297	307	283
148	148	148
2.2070666826894	2.2737952521154	2.1154088123607
1.8064468308241	1.8748533965333	1.7089155119636

The above table shows the details of the factor Performance. The average for target achievements is 2. The interval estimate for the mean is 1.806 to 2.207. Regarding rating ability the average response is 2.074 and it falls within the range of 1.874 to 2.273. Regarding performance the average response is 1.912 and it falls within the range of 1.708 to 2.115. The following table shows the details of Commitment.

Table 5: Commitment

5. Commitment			
Do you like to work overtime?	Are you willing to take personal interest in work?	Are you willing to work regardless of job description?	Do you encourage your staff to work hard?
1.4864864864865	1.4797297297297	1.4932432432432	1.5067567567568
0.0412242403553	0.0412054018768	0.0412355393114	0.0412355393114
1	1	1	2
1	1	1	2
0.5015145291469	0.5012853491645	0.5016519868798	0.5016519868798
0.2515168229454	0.251287001287	0.2516547159404	0.2516547159404
-2.0245609891522	-2.0207732416745	-2.0268303168738	-2.0268303168738
0.0546290459831	0.0819810323191	0.0273070385352	-0.0273070385352
1	1	1	1
1	1	1	1
2	2	2	2
220	219	221	223
148	148	148	148
1.6101592075525	1.6033459353602	1.6169498611774	1.6304633746909
1.3628137654205	1.3561135240992	1.3695366253091	1.3830501388226

There are four variables that describe the factor Commitment in this study. They are namely Overtime, Personal interest, Willingness and Encouragement. Regarding Overtime the average response is 1.486 and it falls within the range of 1.362 to 1.610. The average response to Personal interest is 1.479 and it falls within the range of 1.356 to 1.603. The same observation is applicable to other two variables. The average response is more or less 1.5 which men's "Very much". The average response is very precise due to its closeness to both upper and lower limit. The following table describes the individual responses to the factor Team work.

Table 6: Team Work

6. Team Work				
Do you like to work in team?	Does your job require group effort?	Have you ever dis-comfortable with your tem?	Do you think that your performance will be enhanced if you are in team?	Have ever felt working in teams is not productive?
1.445945945946	1.4864864864865	1.5135135135135	2.0135135135135	2.0135135135135
0.0409976073004	0.0412242403553	0.0412242403553	0.0664178708023	0.0606292359762
1	1	2	2	2
1	1	2	2	2
0.4987574190372	0.5015145291469	0.5015145291469	0.808008271717	0.737586489673
0.2487589630447	0.2515168229454	0.2515168229454	0.6528773671631	0.5440338297481
-1.9786460989959	-2.0245609891522	-2.0245609891522	-1.466314948881	-1.1473515070555
0.2197241322393	0.0546290459831	-0.0546290459831	-0.0247213798064	-0.0213527360118
1	1	1	2	2
1	1	1	1	1
2	2	2	3	3
214	220	224	298	298
148	148	148	148	148
1.5689387678471	1.6101592075525	1.6371862345795	2.2127671259205	2.195401221442
1.3229531240448	1.3628137654205	1.3898407924475	1.8142599011066	1.831625805585

The average response to team work is 1.445 which is close to the response "Yes" and it falls within the range of 1.322 to 1.568. Obviously this is interesting observation. Average response to the group effort and comfortability with present teams is "Yes". These responses are quite interesting and of course meaningful. Average individual response is 2.01 for both effect of team work and productivity of team work. This is rather more interesting. Individuals respond that teams helps and required for job but they don't think that the impact of team work on productivity and performance is true. This clearly shows that there is problem with team work. Employees don't think that team work is productive but the impact is not worthy. The following table is the last of the study factors known as Emotional intelligence.

Table 7: Emotional intelligence

I am badly affected by emotions	Dis-comfortable by others emotions	Comfortable by others emotions	Controlling others emotions is difficult
2.0202702702703	1.9189189189189	2.1351351351351	1.9864864864865
0.0681146267057	0.0667816026467	0.0675583740758	0.0671063501114
2	2	2	2
3	1	3	1
0.8286501981819	0.8124332605851	0.8218830928721	0.816383984005
0.6866611509469	0.6600478029049	0.675491818349	0.66648280934
-1.5442146919168	-1.4689623674957	-1.4747848867965	-1.4988662844074
-0.0380476765819	0.1502012184844	-0.2561349337782	0.0249958789471
2	2	2	2
1	1	1	1
3	3	3	3
299	284	316	294
148	148	148	148
2.2246141503875	2.119263726859	2.3378102573625	2.1878055368206
1.815926390153	1.7185741109789	1.9324600129078	1.7851674361524

I can manage my emotions	Emotionally out of control	Controlling myself is difficult	Required somebody to tackle emotions
1.9527027027027	2.0608108108108	1.9121621621622	2.027027027027
0.0680233752391	0.0665836617972	0.0684239714226	0.067078576219
2	2	2	2
1	3	1	3
0.8275400761774	0.8100252062203	0.8324135390869	0.8160461000212
0.6848225776797	0.6561408347123	0.6929123000552	0.6659312373598
-1.5356990349013	-1.466351380455	-1.5394759863778	-1.4963140292734
0.0888245786972	-0.1119632915284	0.1666775304395	-0.0499982654657
2	2	2	2
1	1	1	1
3	3	3	3
289	305	283	300
148	148	148	148
2.15677282842	2.2605617962025	2.1174340764299	2.228262755684
1.7486325769855	1.8610598254192	1.7068902478944	1.8257912983701

The above table is perhaps most important part of the study. The purpose of the study is to find the influence of other variables on Emotional Intelligence of the sample individuals. Regarding Emotions individuals' average response (2.020) is "No". Employees are not dis-comfortable with others emotions (1.918). Ironically they are also not comfortable by others emotions (2.0). They also think that controlling others emotions are not difficult (1.986). Individuals cannot manage their emotions (1.952). Emotionally not out of control (2.060). They are could not control when they are emotional (1.912). Employees may not require some body to manage when they are emotionally charged. The responses appear to be conflicting in their responses. There are two ways of interpreting these results. The employees are not certain about their response or it might be possible to handle the situation in two ways, i.e. normally employees will not be emotionally out of control in case if they are out of control they may not be able control and might require somebody to manage the situation. Employees will not become emotional quite often. They are neither comfortable nor discomfortable with others emotions (indifferent). Of course if they become emotional they may not be able to control their emotions but they are not sure about it. This finding is one of the main inputs to the study.

Correlation Analysis:

The below table shows the output from correlation analysis.

I like to work in teams	1					
My job requires team work	0.0450751359	1				
I am dis-comfortable with others emotions	0.1081476141	-0.0409960031	1			
Team work impacts performance	0.1097509662	0.080943434	0.1408329389	1		
Working in teams is not productive	0.0310056922	-0.1041679852	0.0505937443	0.0799147447	1	
I can manage my emotions	-0.1336149246	-0.0790851052	-0.1625640222	0.0894227119	-0.0435910296	1
I am out of control when I am	-0.0277289169	0.0783767546	-0.0078891934	0.0498669105	-0.0348585615	-0.0859274338
Controlling my self is difficult when I am emotional	-0.0226609554	0.1132759774	0.092196397	-0.0274267079	-0.168489595	-0.0485060264
I require some body to tack the situation when I am emotional	0.0802787838	-0.0209640187	-0.016495722	0.0263744832	-0.0289321184	-0.0305703644
Others often badly affected by my	-0.0277362366	-0.1353982449	-0.0085488823	0.0476628186	0.1095717242	0.0414142725
I am comfortable at others emotions	-0.118217926	-0.0336100512	-0.1171196097	-0.0449550498	0.1422124701	-0.1271834247
Controlling others emotions is	0.0596609988	0.012603688	0.0258591865	0.0442017611	-0.0994317932	-0.0759481721
Maximum	0.1097509662	0.1132759774	0.1408329389	0.0894227119	0.1422124701	0.0414142725
Minimum	-0.1336149246	-0.1353982449	-0.1625640222	-0.0449550498	-0.168489595	-0.1271834247

I like to work in teams							
My job requires team work							
I am dis-comfortable with others emotions							
Team work impacts performance							
Working in teams is not productive							
I can manage my emotions							
I am out of control when I am emotional	1						
Controlling my self is difficult when I am emotional	0.0431784501	1					
I require some body to tack the situation when I am emotional	0.0935691796	-0.0128580628	1				
Others often badly affected by my emotions	-0.1013680099	0.0176981371	-0.0167813782	1			
I am comfortable at others emotions	-0.0514348451	-0.1126264751	0.111152819	0.1155432986	0.0207416581	1	
Controlling others emotions is difficult	0.066574651	0.0451538603	0.1136087316	0.0961642063	0.032450627	-0.0109703268	1
Maximum	0.0935691796	0.0451538603	0.1136087316	0.1155432986	0.032450627	-0.0109703268	1
Minimum	-0.1013680099	-0.1126264751	-0.0167813782	0.0961642063	0.0207416581	-0.0109703268	1

The correlation coefficients are very poor. There are both positive and negative correlations. The maximum correlation coefficient is 0.142 which is quite weak but positive. This is the typical relationship between dis-comfortability and impact of team work on performance. This is quite unusual. Individuals think that team work is important to enhance performance but they are not tolerant to others emotions. In the same fashion, those who are willing to work in teams are able to manage their emotions. This is, in fact, very interesting observation from analysis.

Multivariate Regression:

Organizational level	0.0379572344	0.0015622657	-0.0031162456	1.9888605405	
	0.0516173117	0.0025838564	0.0035652617	0.2620979041	
	0.0112327779	0.8629506777	#N/A	#N/A	
	0.5452985549	144	#N/A	#N/A	0.9998523229
	1.218225118	107.2344775847	#N/A	#N/A	
Does your job require external motivation?	-0.0092702013	-0.0022740049	0.0028524441	1.6010101779	
	0.0296035941	0.001481895	0.0020447512	0.1503185601	
	0.0289647107	0.4949200327	#N/A	#N/A	
	1.4317771228	144	#N/A	#N/A	0.0155029578
	1.0521235447	35.2722007796	#N/A	#N/A	
Have you ever felt that you need to motivate by others?	0.0173848629	0.0031935496	-0.0001217278	1.2801867297	
	0.0298130022	0.0014923775	0.0020592153	0.1513818745	
	0.0331627437	0.4984209684	#N/A	#N/A	
	1.6464112081	144	#N/A	#N/A	0.0013967432
	1.2270215151	35.7729784849	#N/A	#N/A	
Do you find your job interesting?	-0.0263761609	0.0022882973	-0.000022801	1.4922320225	
	0.0299314469	0.0014983066	0.0020673964	0.1519833026	
	0.0209956254	0.500401155	#N/A	#N/A	
	1.0294029807	144	#N/A	#N/A	0.4305225439
	0.7732915831	36.057789498	#N/A	#N/A	

How long do you like to stay with this company?	-0.1185266012	-0.0010168975	-0.0035911556	5.8614428271	
	0.1654735094	0.0082832634	0.0114294284	0.840227021	
	0.0044001515	2.7664260789	#N/A	#N/A	
	0.2121407227	144	#N/A	#N/A	1
	4.8706109264	1102.048307993	#N/A	#N/A	
How do you perceive yourself as a leader?	0.0055898493	0.0012480022	3.0762893E-005	1.9618568244	
	0.0479363484	0.002399595	0.0033110137	0.2434070284	
	0.0019794674	0.801411445	#N/A	#N/A	
	0.0952028874	144	#N/A	#N/A	1
	0.1834351062	92.4854838127	#N/A	#N/A	
Are you comfortable with your boss?	-0.0115309159	0.0005835765	-0.0003543184	1.5454149981	
	0.0302421715	0.0015138609	0.0020888584	0.1535610729	
	0.0022110448	0.5055959236	#N/A	#N/A	
	0.1063653269	144	#N/A	#N/A	1
	0.0815696242	36.8103222677	#N/A	#N/A	
Are you comfortable with your subordinates?	0.0094353846	0.0023527063	-0.0022778203	1.4855200057	
	0.0298005558	0.0014917545	0.0020583556	0.1513186754	
	0.0252476296	0.498212887	#N/A	#N/A	
	1.2432759906	144	#N/A	#N/A	0.0949742674
	0.9258032813	35.7431156377	#N/A	#N/A	
Are you important for decision making?	0.0304513518	0.0002590249	-0.0007087294	1.3613670664	
	0.0299733689	0.0015004052	0.0020702919	0.1521961704	
	0.0080607849	0.5011020169	#N/A	#N/A	
	0.3900618816	144	#N/A	#N/A	0.9999999865
	0.2938373966	36.1588653061	#N/A	#N/A	
Do you participate in meetings?	0.0112721256	0.0012172044	-0.0038030999	1.5563089715	
	0.0298960193	0.0014965332	0.0020649493	0.1518034115	
	0.0277707493	0.4998088682	#N/A	#N/A	
	1.3710716545	144	#N/A	#N/A	0.0288676047
	1.0275177248	35.9724822752	#N/A	#N/A	
Do you achieve targets?	-0.060337898	0.0018148536	-0.0049343793	2.2960897458	
	0.0483767425	0.0024216402	0.0033414322	0.2456432236	
	0.0288743196	0.8087740609	#N/A	#N/A	
	1.4271760787	144	#N/A	#N/A	0.0162686074
	2.8006139038	94.1926293395	#N/A	#N/A	
How do you rate your ability?	-0.0026327439	-0.0009309465	0.0033806391	1.9935874872	
	0.0486926044	0.0024374516	0.0033632491	0.2472470796	
	0.0078577842	0.8140547161	#N/A	#N/A	
	0.3801608659	144	#N/A	#N/A	0.9999999942
	0.7557808023	95.4266516301	#N/A	#N/A	
How do you rate your performance?	-0.1297167529	0.0018741762	-0.0021779209	2.296991089	
	0.0484533492	0.002425475	0.0033467235	0.2460322101	
	0.053745525	0.8100547892	#N/A	#N/A	
	2.7263122859	144	#N/A	#N/A	1.5252672E-009
	5.3669264472	94.4911816609	#N/A	#N/A	
Do you like to work overtime?	0.043903296	-0.0021782881	-0.0012115719	1.5192869007	
	0.0298337477	0.001493416	0.0020606482	0.1514872139	
	0.0311089868	0.4987677959	#N/A	#N/A	
	1.5411757825	144	#N/A	#N/A	0.0047077163
	1.1501917274	35.8227812455	#N/A	#N/A	
Are you willing to take personal interest in work?	0.0115028409	-0.0012939232	0.0001037752	1.5099122357	
	0.0302035883	0.0015119295	0.0020861934	0.1533651585	
	0.0060297144	0.5049508806	#N/A	#N/A	
	0.2911820362	144	#N/A	#N/A	1
	0.2227327614	36.7164564278	#N/A	#N/A	

As it is mentioned in research methodology the multivariate regression is done in order to find significant differences by socioeconomic variables regressed on study factors at given level of significant (5 %). In study there are three socioeconomic variables viz. Age, Income, Family stage. For instance, if we ask a question is it age significant in determining the emotions of employees this might be answerable by regression. From the above table it is clear that certain relations are significant. The differences are significant for External motivation (0.015), Participation in Meetings (0.028), Targets

achievements (0.016), Performance rating (0.00000000152526722300566), Over time (0.004), Willingness to work regardless of job description (0.013), Discomfort at others emotions (0.0000000488621251599963). Hence it is clear that age, income and family stage level differences to these (above mentioned) variables are significant. Most of the variables are related to team work only one variable related to emotional intelligence. So, socio economic variables are more important when we think about team work compared to emotional intelligence.

Conclusion:

Employees will not become emotional quite often. They are neither comfortable nor uncomfortable with others emotions (indifferent). Of course if they become emotional they may not be able to control their emotions but they are not sure about it. This finding is one of the main inputs to the study. Individuals think that team work is important to enhance performance but they are not tolerant to others emotions. Hence it is clear that age, income and family stage level differences to these (above mentioned) variables are significant. Most of the variables are related to team work only one variable related to emotional intelligence. So, socio economic variables are more important when we think about team work compared to emotional intelligence.

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