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The Impact of Emotional Intelligence and Performance on Employee Stability Among IT Employees: A Mediated Model With Reference to Coimbatore City

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ABSTRACT

IT teams spend their days facing difficult clients and juggling constantly changing organizational priorities, making Emotional Intelligence (EI) a critical workplace skill. Objective of Study: The level of EI among the IT employees in Coimbatore city is studied both at high and low levels, its impact on their performance as well as emotional stability is being measured with this study. From a set of IT professionals, qualitative and quantitative data was assessed by the use of surveys as well as interviews. For instance, a study has shown that high EI employees perform better at work in the form of improved customer service skills, more efficient teamwork, and adaptable decision-making. In contrast, individuals with a low EI usually have problems in dealing effectively with others and specific situations as well as they do not really enjoy their work. In addition, emotional stability is shown to be a major mediator linking EI with resilience and well-being among employees working under stressful conditions (Venkatesh& Beg Siddiqa et al., 2018). This study suggests that the design of EI developing programs specifically for IT employees can mitigate several approaches and positive workplace outcomes among them employee satisfaction.

Keywords: Emotional Intelligence, IT Employees and Emotional Stability

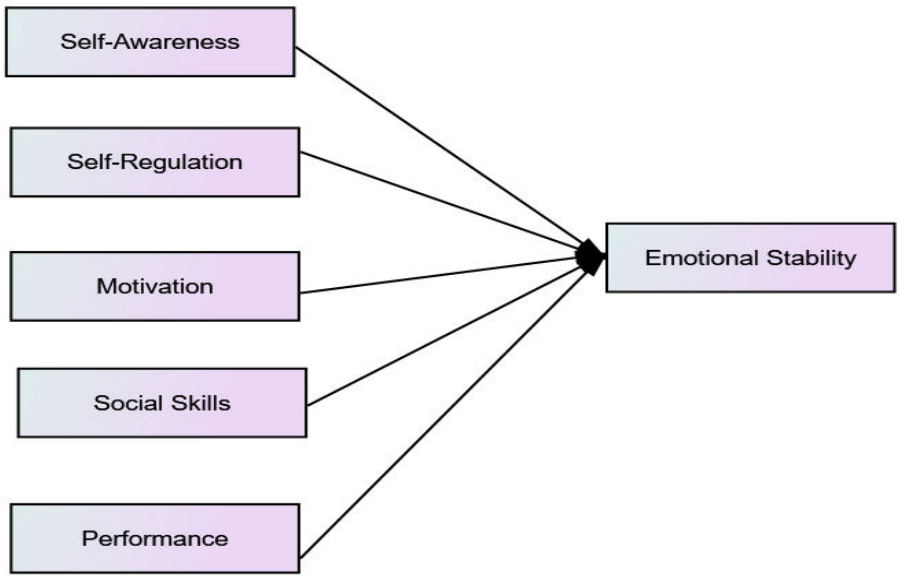
INTRODUCTION:

Emotional Intelligence (EI) is an important component of success in a range of professional settings, but within the IT industry, where face-to-face interaction and other processes are tied to interpersonal skills, emotional intelligence also fosters resilience. EI is the ability to perceive emotions, understand them, manage, and use that knowledge later on with other people. It affects how one copes in a work environment faced with difficulties while managing stress and working through issues together as colleagues or clients. The IT industry, for example, prides itself on service quality and client satisfaction. Overall, responsibilities of the employees are less well-assist to withstand due strain when they

possess an elevated EI. This will enable them to deliver an excellent customer experience, resolve conflicts, and make effective decisions in high-pressure situations, which translates into operational efficiency for the company, creating a good atmosphere at work also. In contrast, employees possessing low EI may have more difficulty in these areas and consequently experience lower productivity levels, wagon-circling behaviors with colleagues, and general dissatisfaction on the job. Coimbatore, being the mini-mecca of the IT industry, is one such town favored by its nature that could be a significant place to investigate EI dynamics among IT employees. Identifying such variations in EI levels across the employed population and determining how these impact their behaviors at the workplace experience can be leveraged to develop precise interventions as well as training, that effectively help improve overall organizational performance and well-being of its employees. The study is designed to identify the EI levels of IT employees in Coimbatore city and also focuses on both high-EI and low-EI situations, effect on employee performance because incompetence affects efficiency, emotional stability, etc. This research recommends practical information on this particular context to help IT companies to boost their employee engagement pillars, thereby advocating a healthy organizational setting.

CONCEPTUAL FRAMEWORK

IMPACT OF EMOTIONAL INTELLIGENCE FACTORS ON ECONOMIC STABILITY



Independent Variables:

Self-awareness:

This is understood as the ability to perceive one's own emotions and assess their effects. People who are more self-aware have a much better idea of how emotion influences behavior and reasoning (Goleman, 1995).

Self-regulation:

The process of managing one's emotions and behavior. This involves, for example, impulse control and adaptability which are vital in helping a person keep their cool in stressful economic circumstances (Salovey& Mayer 1990).

Motivation:

Eustress, intrinsic motivation, and goal-setting. Achievers are persistent in the face of setbacks; they tend to be driven scientists or promising journalists (Goleman, 1998).

Social Skills:
The capacity to manage relationships effectively, involve in communication successfully, and resolve conflicts collaboratively with others. Those with high social competence can create and maintain the networks essential to both economic well-being, fostering success (Goleman 1998).

Dependent Variable:

Emotional Stability:
This corresponds to the ability to stay calm and collected under pressure, not going through emotional extremes whilst being able to make sound decisions in times where the economy is volatile (Goleman, 1995). According to emotional intelligence theory, these dimensions combine in determining a person's ability and well-being at work therefore maintaining economic stability. Improved emotional intelligence allows individuals to overcome economic setbacks and take advantage of opportunities (Salovey& Mayer, 1990).

STATEMENT OF THE PROBLEM:

This study seeks to examine the differences in Emotional Intelligence (EI) among IT employees who hail from Coimbatore city and understand its implications on employee performance and emotional stability. More specifically, it aims to uncover repercussions of the variation in EI (both high and low) on certain identified constructs like quality customer service delivery as well as teamwork effectiveness, decision-making skills, or overall job satisfaction in general within the IT sector. This study, therefore, aims to offer solutions for the above problems by speculating insights onto potential touch points that could be improved in EI development programs designed specifically considering IT employees of Coimbatore so as to maximize organizational efficiency and employee welfare.

OBJECTIVES OF THE STUDY:

- To assess the level of emotional intelligence among IT employees.
- To analyse the impact of emotional intelligence on job performance.
- To evaluate the relationship between emotional intelligence and emotional stability.
- To develop recommendations for enhancing emotional intelligence.

SCOPE OF THE STUDY:

The study targets IT employees located in Coimbatore city, addressing emotional intelligence (EI), employee performance, and their impact on EI. It aims to investigate the impact of two distinct levels, high and low, in EI on certain key outcomes such as customer service quality, teamwork effectiveness, decision-making abilities, and job satisfaction within the banking sector. For the study, our researchers will combine multiple research methods, including surveys and interviewsto seek perspectives from a representative sample of IT workers. This could also involve other prospective sources of variation in EI levels and suggest measures that might be included to improve specific needs-based programs for enhancing IT employees' EI levels in Coimbatore.

RESEARCH METHODOLOGY

Type of Research

It is descriptive research. It seeks to define the implications of high-level and low-level emotional intelligence on employee performance and well-being.

Source of Data Collection

Primary Data: Data obtained via a questionnaire was structured to evaluate the emotional intelligence, performance, and emotional balance of employees.

Secondary Data: Collected from multiple streams such as websites, academic journals, and other relevant literature.

Sampling Method

Type of Sampling: Simple random sampling is used to ensure that every employee in the population has an equal chance of being selected.

Sample Size: 150 employees is surveyed to gather sufficient data for analysis.

Tools Used for the Study

Percentage Analysis: To determine the proportion of employees with high and low levels of emotional intelligence.

Descriptive Statistics: To describe the basic features of the data in the study, providing simple summaries about the sample and the measures.

One-Way ANOVA: To determine if there are any statistically significant differences between the means of three or more independent (unrelated) groups.

LIMITATIONS OF THE STUDY

- The reliance on self-reported data through questionnaires may lead to biases, such as social desirability bias, where respondents might give answers that they believe are socially acceptable rather than truthful.
- With a sample size of 150, the findings may not be generalizable to all organizations or industries. The results might be specific to the particular sample studied.
- The study captures data at a single point in time, which does not account for changes in emotional intelligence, performance, or emotional stability over time.
- The availability and relevance of secondary data sources might limit the comprehensiveness of the literature review and contextual understanding.

DATA ANALYSIS AND INTERPRETATION

Demographic variables of the respondents

Demographic variables	Particulars	Frequency	Percent
Gender	Male	67	44.7
	Female	83	55.3
Age	Under 25 Years	16	10.7
	25-34 Years	62	41.3
	35-44 Years	56	37.3
	Above 45 Years	16	10.7
Marital Status	Single	83	55.3
	Married	67	44.7
Education Level	Scholl level	35	23.3
	Bachelor's Degree	37	24.7
	Master's Degree	48	32
	Other	30	20
Employment Status	Full-time	46	30.7
	Part-time	47	31.3
	Contract	39	26
	Temporary	18	12
Annual Income	Less than RS.30, 000	21	14
	Rs.30, 000 – Rs. 49,999	44	29.3
	Rs. 50,000 - $69,999	53	35.3
	Rs. 70,000 - Rs. 9,999	30	20
	Rs. 90,000 and above	2	1.3
Location of Employment	Urban	87	58
	Rural	63	42
Total		**150**	**100**

Interpretation

In terms of demographic data, the study sample consists of individuals representing various employee characteristics: The gender distribution shows slightly more females (55.3%) than males (44.7%). The age distribution suggests that most employees fall within the 25-34 years (41.3%) and 35-44 years (37.3%) groupings, with fewer under 25 years or above 45 years, each accounting for 10.7%. Marital status is quite balanced; 55.3% are single and 44.7% are married. Higher education is prevalent among respondents, with 32% holding a Master's degree, 24.7% a Bachelor's degree, 23.3% having school-level education, and 20% others. Employment status is divided almost equally between full-time (30.7%), part-time (31.3%), contract positions (26%), and temporary jobs (12%). Annual income levels show that the majority earn between Rs. 30,000 and Rs. 69,999 (64.6%), with 14% earning less than Rs. 30,000 and 21.3% more than Rs. 70,000. Employment locations are predominantly urban (58%) compared to rural (42%). Overall, the sample size of 150 employees provides a broad perspective on the demographic factors influencing emotional intelligence, performance, and emotional stability in the workplace.

Descriptive Statistics for Self-Awareness

	N	Mean	SD
I am aware of my emotions as I experience them.	150	2.58	1.367
I can identify my strengths and weaknesses.	150	2.89	1.438
I am conscious of the impact my behaviour has on others.	150	2.67	1.491
Valid N (listwise)	150		

In this dimension, effective statistics for self-awareness are observed at medium levels. Here are the mean scores of each M2 factor statement on a scale from 1 to 7, where higher values stand for more agreement. The statement "I am aware of my emotions as & when I experience them" has a mean score of 2.58, SD = 1.367 (moderate level with some variability among the individuals). The question "I can recognize my strengths and weaknesses" has a higher mean score of 2.89 with the standard deviation dropping to 1.438, indicating employees are doing slightly better at identifying their own strong points and weak spots, but variation remains high. Finally, "I am aware of how my actions affect the people around me" scores a mean of 2.67 (SD = 1.491), representing moderate awareness that their behavior has an impact on others with high variance surrounding this sub-scale.

Descriptive Statistics for Self-Regulation

	N	Mean	SD
I manage my emotions well even under stressful situations.	150	2.35	1.216
I can stay calm and composed when faced with conflict.	150	2.57	1.328
I am able to adapt to changing circumstances effectively.	150	2.33	1.218
Valid N (listwise)	150		

The descriptive statistics of the self-regulation construct in employees reveal a predominance of low to moderate levels of intrinsic motivation. The statements received mean scores ranging from moderate to mild agreement according to a 5-point Likert scoring system, with higher values indicating greater levels of agreement. The statement "Even when things are really hectic in the office, I manage not to let my emotions get the best of me" gets an average score of 2.35 and a standard deviation of 1.216, indicating that employees, on average, have trouble managing their feelings under stress, though some variability exists among individuals. The statement "I can keep my cool when I face a clash" has a slightly

better mean of 2.57 with a standard deviation of 1.328, suggesting a moderate ability to remain calm during conflicts, but significant variability exists. The statement "I can adapt to new changing circumstances very well" has a mean score of 2.33 with a standard deviation of 1.218, reflecting challenges in adaptability among employees with some variability.

Descriptive Statistics for Motivation

	N	Mean	SD
I am driven to achieve my work goals.	150	2.57	1.348
I maintain a positive attitude even when things do not go as planned.	150	2.71	1.324
I put in extra effort to accomplish difficult tasks.	150	2.61	1.437
Valid N (listwise)	150		

The descriptive statistics for the motivation dimension among employees reveal moderate levels of motivation. On a scale where higher values indicate greater agreement, the mean scores for the statements are moderately low. The statement "I am driven to achieve my work goals" has a mean score of 2.57 with a standard deviation of 1.348, indicating that employees generally feel moderately driven to achieve their work goals, with some variability among respondents. The statement "I maintain a positive attitude even when things do not go as planned" has a slightly higher mean score of 2.71 and a standard deviation of 1.324, suggesting a moderate ability to maintain a positive attitude in the face of setbacks, with notable individual differences. The statement "I put in extra effort to accomplish difficult tasks" has a mean score of 2.61 with a standard deviation of 1.437, reflecting a moderate level of extra effort put in by employees, again with considerable variability.

Descriptive Statistics for Social Skills

	N	Mean	SD
I find it easy to communicate effectively with colleagues.	150	2.56	1.282
I can resolve conflicts amicably among team members.	150	2.65	1.291
I build strong relationships with my co-workers.	150	2.05	1.116
Valid N (listwise)	150		

The descriptive statistics for the social skills dimension among employees indicate generally moderate to low levels of social skills. On a scale where higher values represent greater agreement, the mean scores for the statements suggest varying levels of social proficiency. The statement "I find it easy to communicate effectively with colleagues" has a mean score of 2.56 with a standard deviation of 1.282, indicating a moderate ease in communication with colleagues, though there is considerable variability. The statement "I can resolve conflicts amicably among team members" has a mean score of 2.65 and a standard deviation of 1.291, suggesting a slightly better ability to resolve conflicts, yet still with notable individual differences. The statement "I build strong relationships with my co-workers" has a lower mean score of 2.05 and a standard deviation of 1.116, reflecting a relatively weaker ability to form strong co-worker relationships, with less variability.

Descriptive Statistics for Performance

	N	Mean	SD
I consistently meet or exceed my performance targets.	150	2.33	1.294
I feel my performance is recognized and valued by my supervisors.	150	2.69	1.419
I am satisfied with my overall job performance.	150	2.59	1.396
Valid N (listwise)	150		

The descriptive statistics for the performance dimension among employees reveal moderate levels of perceived job performance. On a scale where higher values indicate greater agreement, the mean scores suggest variability in performance perceptions. The statement "I consistently meet or exceed my performance targets" has a mean score of 2.33 with a standard deviation of 1.294, indicating that employees generally feel they only moderately meet or exceed performance targets, with considerable variability among respondents. The statement "I feel my performance is recognized and valued by my supervisors" has a higher mean score of 2.69 and a standard deviation of 1.419, suggesting a moderate level of recognition and value felt from supervisors, though with significant individual differences. The statement "I am satisfied with my overall job performance" has a mean score of 2.59 and a standard deviation of 1.396, reflecting a moderate level of job performance satisfaction among employees, with notable variability.

Descriptive Statistics for Emotional Stability

	N	Mean	SD
I remain calm under pressure at work.	150	3.53	1.398
I can manage my emotions effectively to avoid feeling overwhelmed.	150	3.46	1.388
I bounce back quickly from stressful situations.	150	3.38	1.473
Valid N (listwise)	150		

The descriptive statistics for the emotional stability dimension among employees indicate relatively higher levels of emotional stability. On a scale where higher values indicate greater agreement, the mean scores are moderately high. The statement "I remain calm under pressure at work" has a mean score of 3.53 with a standard deviation of 1.398, suggesting that employees generally feel capable of staying calm under work pressure, with some variability among respondents. The statement "I can manage my emotions effectively to avoid feeling overwhelmed" has a mean score of 3.46 and a standard deviation of 1.388, indicating a relatively good ability to manage emotions and prevent feeling overwhelmed, again with considerable individual differences. The statement "I bounce back quickly from stressful situations" has a mean score of 3.38 and a standard deviation of 1.473, reflecting a moderate to high ability to recover from stress, with notable variability.

Comparison between annual income and various dimensions related to emotional intelligence

Ho1: There is a significance difference between annual income and various dimensions related to emotional intelligence

Dimensions	**Annual Income**	**N**	**Mean**	**SD**	**F**	**Sig**
Self-Awareness	Less than RS.30, 000	21	2.63	1.406	1.953	.105
	Rs.30, 000 – Rs. 49,999	44	2.48	0.905		
	Rs. 50,000 - $69,999	53	2.71	0.822		
	Rs. 70,000 - Rs. 9,999	30	3.07	1.027		
	Rs. 90,000 and above	2	3.50	0.240		
	Total	150	2.71	0.997		
Self-Regulation	Less than RS.30, 000	21	1.79	0.853	2.544	.042
	Rs.30, 000 – Rs. 49,999	44	2.45	0.854		
	Rs. 50,000 - $69,999	53	2.48	1.122		
	Rs. 70,000 - Rs. 9,999	30	2.69	1.194		
	Rs. 90,000 and above	2	2.67	0.474		

	Total	150	2.42	1.048		
Motivation	Less than RS.30, 000	21	2.32	0.872	1.044	.387
	Rs.30, 000 – Rs. 49,999	44	2.61	0.878		
	Rs. 50,000 - $69,999	53	2.63	1.103		
	Rs. 70,000 - Rs. 9,999	30	2.87	0.857		
	Rs. 90,000 and above	2	2.84	0.233		
	Total	150	2.63	0.958		
Social Skills	Less than RS.30, 000	21	2.32	0.860	1.157	.332
	Rs.30, 000 – Rs. 49,999	44	2.39	0.844		
	Rs. 50,000 - $69,999	53	2.37	0.702		
	Rs. 70,000 - Rs. 9,999	30	2.58	0.792		
	Rs. 90,000 and above	2	3.34	0.474		
	Total	150	2.42	0.788		
Performance	Less than RS.30, 000	21	2.22	1.226	.676	.609
	Rs.30, 000 – Rs. 49,999	44	2.45	1.139		
	Rs. 50,000 - $69,999	53	2.65	1.108		
	Rs. 70,000 - Rs. 9,999	30	2.69	1.308		
	Rs. 90,000 and above	2	2.50	0.707		
	Total	150	2.54	1.169		
Emotional Stability	Less than RS.30, 000	21	3.49	1.345	.507	.731
	Rs.30, 000 – Rs. 49,999	44	3.51	1.197		
	Rs. 50,000 - $69,999	53	3.29	1.199		
	Rs. 70,000 - Rs. 9,999	30	3.62	1.253		
	Rs. 90,000 and above	2	4.00	0.000		
	Total	150	3.46	1.218		

The analysis of variance (ANOVA) results indicate how annual income affects different dimensions of emotional intelligence, performance, and emotional stability among employees. For self-awareness, the differences across income groups were not statistically significant ($F = 1.953$, $p = .105$), suggesting no strong influence of income on self-awareness. However, self-regulation showed significant differences across income groups ($F = 2.544$, $p = .042$), indicating that higher income is associated with better self-regulation.

Motivation ($F = 1.044$, $p = .387$), social skills ($F = 1.157$, $p = .332$), and performance ($F = .676$, $p = .609$) did not show statistically significant differences across income levels, implying that income does not significantly impact these dimensions. Emotional stability also did not exhibit significant differences ($F = .507$, $p = .731$), suggesting that employees' emotional stability is relatively uniform regardless of income.

Overall, the only dimension significantly influenced by income was self-regulation, with higher income groups displaying better self-regulation abilities. Other dimensions such as self-awareness, motivation, social skills, performance, and emotional stability did not show significant variations based on income levels.

CONCEPTUAL MODEL

IMPACT OF EMOTIONAL INTELLIGENCE FACTORS ON ECONOMIC STABILITY

			Estimate	S.E.	C.R.	P	Result
Emotional Stability	<---	Self-Awareness	-.023	.093	-.241	.809	NS
Emotional Stability	<---	Self-Regulation	.111	.089	1.244	***	S
Emotional Stability	<---	Motivation	-.251	.097	-2.576	.321	NS
Emotional Stability	<---	Social Skills	-.426	.118	-3.602	.452	NS
Emotional Stability	<---	Performance	.094	.080	1.178	***	S

***=Sig@.000

The relationship between Self-Awareness and Emotional Stability is not statistically significant (p = 0.809). The estimate of -0.023 suggests a negligible effect size, indicating that Self-Awareness does not have a meaningful impact on Emotional Stability in this model. The critical ratio of -0.241 further supports the lack of significance, suggesting that changes in Self-Awareness do not significantly affect Emotional Stability.

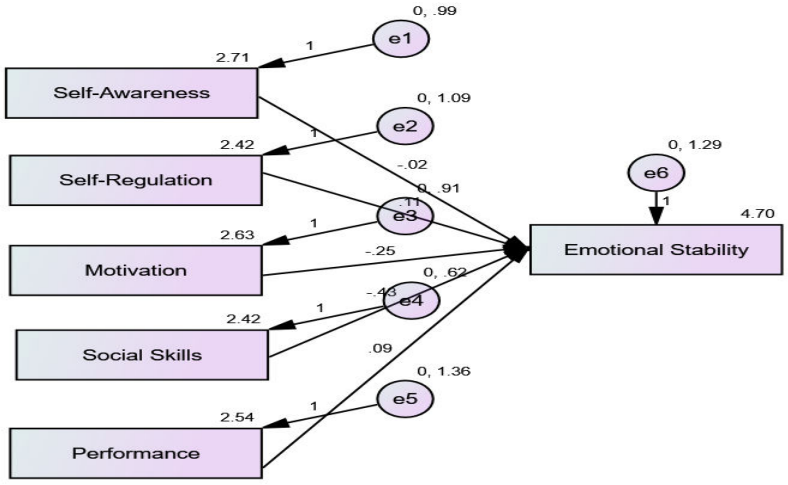
The relationship between Self-Regulation and Emotional Stability is statistically significant (p < 0.001). The positive estimate of 0.111 indicates a positive effect, suggesting that increased Self-Regulation is associated with higher Emotional Stability. The critical ratio of 1.244 confirms this significance, highlighting Self-Regulation as a crucial factor influencing Emotional Stability.

The relationship between Motivation and Emotional Stability is not statistically significant (p = 0.321). The negative estimate of -0.251 suggests a potential negative impact of Motivation on Emotional Stability, but this result is not significant. The critical ratio of -2.576 further supports the lack of statistical significance, indicating that Motivation does not have a robust effect on Emotional Stability in this model.

The relationship between Social Skills and Emotional Stability is not statistically significant (p = 0.452). The negative estimate of -0.426 suggests that Social Skills may negatively impact Emotional Stability, but this effect is not significant. The critical ratio of -3.602 supports the conclusion of non-significance, indicating that Social Skills do not substantially affect Emotional Stability in this analysis.

The relationship between Performance and Emotional Stability is statistically significant (p < 0.001). The positive estimate of 0.094 indicates that better Performance is associated with higher Emotional Stability. The critical ratio of 1.178 confirms the significance of this relationship, emphasizing that Performance plays a significant role in determining Emotional Stability.

OUTPUT TOWARDS THE MODEL



FINDINGS

- Gender: A higher percentage of respondents are female (55.3%) compared to male (44.7%).
- Age: The largest age group is 25-34 years, accounting for 41.3% of the sample, followed by those aged 35-44 years (37.3%).
- Marital Status: More respondents are single (55.3%) than married (44.7%).
- Education Level: The most common education level among respondents is a Master's degree (32%), followed by Bachelor's degree holders (24.7%).
- Employment Status: Employment status is almost evenly distributed, but part-time employees (31.3%) slightly outnumber full-time employees (30.7%).
- Annual Income: Most respondents have an annual income ranging between Rs. 50,000 and Rs. 69,999 (35.3%).
- Location of Employment: A majority of the employees work in urban areas (58%) compared to rural areas (42%).
- Overall, these results suggest that while employees possess a reasonable degree of self-awareness, there is considerable individual variation in this competency
- Overall, these results suggest that employees may benefit from development in self-regulation skills to better manage stress, conflicts, and changes.
- Overall, these results suggest that while employees show a moderate level of motivation, there is significant variation, indicating potential areas for improvement in fostering a more driven and positive workforce
- Overall, these results suggest that while employees possess some social skills, there is significant room for improvement, particularly in building strong interpersonal relationships.
- Overall, these results suggest that while employees experience some level of performance satisfaction and recognition, there is significant room for improvement in consistently meeting performance targets.
- Overall, these results suggest that employees exhibit a relatively strong sense of emotional stability, managing stress and emotions effectively, though individual experiences may vary significantly
- Self-Awareness: The mean scores for self-awareness range from 2.48 to 3.50, with higher income groups (Rs. 70,000 and above) showing better self-awareness. However, the ANOVA results ($F = 1.953$, $p = .105$) suggest that these differences are not statistically significant.
- Self-Regulation: Employees with higher incomes (Rs. 70,000 and above) tend to have better self-regulation, with mean scores ranging from 1.79 to 2.69. The ANOVA results ($F = 2.544$, $p = .042$) indicate a statistically significant difference, suggesting that income significantly affects self-regulation.
- Motivation: The mean scores for motivation range from 2.32 to 2.87, with no significant differences across income levels ($F = 1.044$, $p = .387$). This implies that motivation levels are relatively consistent regardless of income.
- Social Skills: Social skills show mean scores between 2.32 and 3.34, with higher income groups demonstrating better social skills. However, the ANOVA results ($F = 1.157$, $p = .332$) indicate no significant differences, suggesting that income does not significantly impact social skills.
- Performance: Performance scores range from 2.22 to 2.69, with no significant differences across income groups ($F = .676$, $p = .609$). This suggests that performance is not significantly affected by income.
- Emotional Stability: The mean scores for emotional stability are relatively high, ranging from 3.29 to 4.00, with no significant differences across income levels ($F = .507$, $p =$

.731). This indicates that emotional stability is fairly uniform across different income groups.

- Significant Factors: Self-Regulation and Performance are significant predictors of Emotional Stability.
- Non-Significant Factors: Self-Awareness, Motivation, and Social Skills do not significantly impact Emotional Stability based on this model.

SUGGESTIONS

- Based on the findings from the demographic and statistical analysis, several recommendations can be made to improve employee outcomes in various dimensions of emotional intelligence and performance.
- Self-Awareness: Although employees exhibit a reasonable degree of self-awareness, the considerable individual variation suggests a need for tailored training programs. Workshops focusing on self-reflection and mindfulness could help employees better understand and regulate their emotions, regardless of income levels.
- Self-Regulation: Since self-regulation skills are significantly influenced by income, with higher income groups showing better self-regulation, it is crucial to provide support to lower-income employees. Stress management and emotional control training can help these employees manage stress, conflicts, and changes more effectively.
- Motivation: To address the moderate levels of motivation and significant individual variation, organizations should foster a more driven and positive workforce by recognizing and rewarding achievements. Providing clear career progression paths and opportunities for personal and professional growth can enhance motivation across all income levels.
- Social Skills: Given the room for improvement in social skills, particularly in building strong interpersonal relationships, organizations should encourage team-building activities and communication workshops. Creating a culture of collaboration and open communication can help employees develop better social interactions and conflict resolution skills.
- Performance: The moderate levels of performance satisfaction and recognition indicate a need for more consistent performance management practices. Implementing regular performance reviews, offering constructive feedback, and setting clear, achievable goals can help employees consistently meet performance targets.
- Emotional Stability: While employees generally exhibit a strong sense of emotional stability, organizations should continue to support mental health and well-being initiatives. Providing resources such as counseling services, stress reduction programs, and promoting a healthy work-life balance can help maintain high levels of emotional stability.
- Tailored Interventions Based on Income Levels: Since self-regulation is significantly affected by income, organizations should consider providing additional support and resources to lower-income employees to enhance their emotional intelligence. This could include financial wellness programs and targeted emotional intelligence training.
- Promote Inclusivity: Ensuring an inclusive work environment that supports diverse demographics will contribute to overall well-being and productivity. Tailoring interventions to meet the specific needs of different demographic groups can help create a more cohesive and effective workforce.

CONCLUSION

The demographic analysis and statistical evaluation of emotional intelligence, performance, and emotional stability among employees reveal several key insights. The sample is predominantly female (55.3%), with the largest age group being 25-34 years (41.3%). Most respondents are single (55.3%) and hold a Master's degree (32%).

Employment status is nearly evenly split between part-time (31.3%) and full-time (30.7%) employees, with the majority earning between Rs. 50,000 and Rs. 69,999 annually (35.3%) and working in urban areas (58%).

The assessment of emotional intelligence dimensions shows that self-awareness, while present to a reasonable degree, varies considerably among individuals. Self-regulation is significantly influenced by income, with higher-income employees demonstrating better self-regulation skills. Motivation levels are moderate and consistent across income levels, though there is room for improvement to foster a more driven workforce. Social skills are present but need enhancement, particularly in building strong interpersonal relationships.

Performance satisfaction and recognition are moderate, indicating a need for more consistent performance management practices to help employees meet targets consistently. Emotional stability is relatively high and uniform across income groups, with employees generally managing stress and emotions effectively. Overall, these findings suggest that targeted interventions in self-regulation, motivation, social skills, and performance management could benefit the workforce. Organizations should consider implementing tailored training programs, stress management workshops, and recognition systems to enhance emotional intelligence and performance, contributing to a more productive and satisfied workforce.

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