

# A Study On Emotional Intelligence And Its Impact On Employee Performance With Reference To Rivvot Technologies, Coimbatore

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**Abstract-** Emotional Intelligence (EI) has emerged as a critical determinant of employee performance and organizational effectiveness in the contemporary software industry. This study investigates the role of emotional intelligence and its measurable impact on employee performance at Rivvot Technologies, Coimbatore. A structured questionnaire-based survey was conducted among 150 employees across various job roles including developers, testers, HR, and managers. Data were analyzed using simple percentage analysis, chi-square test, Pearson correlation, and one-way ANOVA. Findings reveal that a significant majority of employees recognize the positive contribution of EI to job performance, stress management, interpersonal communication, and organizational success. The ANOVA results confirm that work experience significantly influences participation in EI development activities ( $F = 11.83, p < .001$ ). The study underscores the need for organizations in the software sector to systematically invest in EI training programs to foster a high-performance work culture.

**Keywords:** Emotional Intelligence, Employee Performance, Self-Awareness, Self-Regulation, Empathy, Software Industry, Organizational Effectiveness

## I. INTRODUCTION

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

Employees who demonstrate high EI tend to experience advantages in career development and provide significant benefits for their organizations. A workforce composed of emotionally intelligent individuals improves team relationships and fosters a positive work culture. EI is made up of four core skills paired under two primary competencies: personal competence and social competence.

Key factors contributing to EI include self-awareness, self-regulation, empathy, motivation, social awareness, self-actualization, flexibility, conflict management, and team capabilities. The software industry — characterized by rapid change, high cognitive demand, and intense interpersonal collaboration — represents an especially relevant context for studying EI's workplace impact.

## II. STATEMENT OF THE PROBLEM

In the present dynamic industry environment, rapid changes in human lifestyles not only encompass physical dimensions but also emotional ones. It has become critical to achieve organizational excellence, as the destiny of companies hinges on learning and performance. With compelling changes in the business environment following successive economic shifts, both social and personal competencies are extremely crucial for productive working lives.

Incidents of growing emotional difficulties — including job-related anxiety, worry about uncertain futures, obsessive preoccupations, and workplace rage — are increasingly prevalent. With appropriate EI abilities, employees can control these feelings and succeed at the workplace. This study explores the current state of EI awareness and its relationship to performance outcomes at Rivvot Technologies.

## III. OBJECTIVES OF THE STUDY

- To identify the satisfaction level of employees at Rivvot Technologies.
- To study EI awareness levels among employees in the company.
- To examine the extent to which EI creates more engaging work environments.
- To analyse how EI enhances employee relationships with colleagues.

- To identify factors affecting employee performance and their EI relationship.
- To identify the key benefits of EI within the organization.

#### IV. SCOPE OF THE STUDY

The study is restricted to employees at Rivvot Technologies, Coimbatore, covering middle and top-level management. EI is examined as a capacity to recognize one's own feelings, understand the emotions of others, manage emotions, and motivate oneself and others. The scope extends to examining the connection between EI levels and measured employee performance within this specific organizational context.

#### V. RESEARCH METHODOLOGY

##### 5.1 Research Design

This study adopts a descriptive research design. The strategy combines the study components in a coherent, logical manner — constituting the blueprint for data collection, measurement, and analysis.

##### 5.2 Data Collection

Primary data was collected from employees through a structured questionnaire comprising demographic items and 18 Likert-scale statements (Strongly Agree to Strongly Disagree) covering EI dimensions including self-awareness, emotion regulation, empathy, stress management, job performance, workplace relationships, and organizational climate.

##### 5.3 Sampling

A sample of 150 employees was selected using convenience sampling. The sample included developers (39.3%), testers (25.3%), HR (15.3%), managers (14.0%), and others (6.0%).

##### 5.4 Statistical Tools

- Simple Percentage Analysis — demographic and descriptive profiling.
- Chi-Square Test — association between age and stress management via EI.
- Pearson Correlation — relationship between educational qualification and EI training.
- One-Way ANOVA — effect of work experience on EI development participation.

#### VI. DEMOGRAPHIC PROFILE

Variable	Category	%
Gender	Male	56.7%
	Female	43.3%
Age	31–35 yrs (Majority)	27.3%
	26–30 yrs	26.7%
	36–40 yrs	20.0%
Marital	Married	56.0%
	Unmarried	44.0%
Education	Post Graduate	29.3%
	Under Graduate	26.0%
	IT	25.3%
Experience	3–4 years	26.0%
	< 2 years	21.3%
Income	Rs. 30–40K	26.0%
	Rs. 40–50K	21.3%

#### VII. STATISTICAL ANALYSIS

##### 7.1 EI Perception — Descriptive Analysis

EI Statement (Summary)	Majority	%
Aware of own feelings during work	Agree	35.3%
Emotions regulated in challenges	Agree	33.3%
Understands others' emotions	Agree	38.7%
Stress managed through EI	Agree	32.7%
Calm attitude under pressure	Agree	37.3%
Quick recovery from stress via EI	Agree	42.7%
EI enhances job performance	Agree	37.3%
Tasks done via emotional control	Agree	46.7%
High EI = better performance	Str. Agree	44.0%
EI builds positive relationships	Str. Agree	38.7%
Effective team communication	Str. Agree	44.7%

Conflicts minimized via EI	Agree	32.0%
Adaptability demonstrated	Str. Agree	36.0%
Organization promotes EI climate	Str. Agree	35.3%
Adequate EI training provided	Agree	34.7%
EI training improves performance	Str. Agree	34.7%
Encouraged in EI activities	Str. Agree	38.0%
EI vital to org. success	Str. Agree	44.0%

**7.2 Chi-Square Analysis**

*H<sub>0</sub>: No significant relationship between age and workplace stress management through EI.*

Test	Value	Sig.
Pearson $\chi^2$	77.470	0.000*
Likelihood Ratio	89.623	0.000*
N	150	—

Result: Statistically significant association found,  $\chi^2(16, N=150) = 77.47, p < .001$ . Note: 52% of cells have expected count < 5, limiting full reliability. Null hypothesis tentatively rejected.

**7.3 Pearson Correlation**

*H<sub>0</sub>: No significant relationship between educational qualification and perception of adequate EI training.*

Measure	r	p
Pearson r	0.081	0.326
Kendall $\tau$	0.042	0.547
Spearman $\rho$	0.056	0.495

Result: No statistically significant correlation,  $r(148) = .081, p = .326$ . Null hypothesis is retained.

**7.4 One-Way ANOVA**

*H<sub>0</sub>: No significant relationship between experience and EI development participation. H<sub>1</sub>: Significant relationship exists.*

Source	F	Sig.
Between Groups	11.830	0.000*
Within Groups	—	—
N	150	—

Result:  $F(4, 145) = 11.83, p < .001$ . Null hypothesis rejected. Work experience significantly influences EI development participation. Post-hoc analysis shows newer employees (mean exp. = 2.19 yrs) are most enthusiastic about EI activities.

**VIII. FINDINGS**

- 56.7% of respondents are male; majority (27.3%) aged 31–35 years.
- Most respondents are married (56.0%), post graduates (29.3%), and developers (39.3%) with 3–4 years experience (26.0%).
- Largest income group earns Rs. 30,001–40,000/month (26.0%).
- 35.3% agreed they are aware of feelings and emotions while performing work.
- Over 62% (agree + strongly agree) reported effective emotion regulation in challenging situations.
- 46.7% agreed that work tasks are completed efficiently through emotional control — highest agree-rate among performance items.
- 44.0% strongly agreed that higher EI is associated with better employee performance.
- 44.7% strongly agreed that effective communication is observed among team members.
- 44.0% strongly agreed that EI plays a significant role in organizational success.
- 38.0% strongly agreed that employees are encouraged to participate in EI development activities.
- Chi-square shows significant association between age and stress management via EI ( $p < .001$ ), with cell-count caveat.
- No significant correlation between educational qualification and EI training perception ( $r = .081, p = .326$ ).
- ANOVA confirms experience significantly influences EI activity participation ( $F = 11.83, p < .001$ ); newer employees show strongest engagement.

## IX. SUGGESTIONS

- Implement structured EI awareness programs to help employees recognize and manage feelings, reducing emotional interference in performance.
- Since empathy enhances peer collaboration, prioritize interpersonal skill workshops focused on empathetic communication.
- Embed EI training in onboarding programs to capitalize on newer employees' greater enthusiasm for development.
- Implement job rotation to expose employees to cross-departmental challenges, fostering empathy and broader emotional awareness.
- Identify and develop top management through targeted EI leadership programs, as emotionally competent leaders drive positive team norms.
- Since education level shows no significant effect on EI perception, training programs should be universally accessible and non-tiered.
- Incorporate regular EI assessments (e.g., Bar-On EQ-i) into annual performance cycles to track individual growth.

## X. CONCLUSION

This study provides empirical evidence that emotional intelligence is a substantive and measurable driver of employee performance in the software industry. Self-awareness, self-regulation, empathy, motivation, and social competence collectively shape how employees perform, collaborate, manage stress, and contribute to organizational goals at Rivvot Technologies.

The analysis confirms that the vast majority of employees positively perceive the impact of EI on their professional lives — from task efficiency and stress recovery to communication quality and conflict minimization. The significant ANOVA result demonstrates that experience moderates engagement with EI development, offering a clear targeting strategy for HR interventions.

Future research may extend this study across multiple software firms and include longitudinal measurements to track EI development over time.

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