

THE STUDY OF EMOTIONAL INTELLIGENCE AND JOB PERFORMANCE IN THE PHARMACEUTICAL SECTOR WITH RESPECT TO THE MUMBAI REGION

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Abstract

Today Indian Pharma Industry lives in a VUCA environment. (Volatile, Uncertainty, Complexity, and Ambiguity). To succeed in this changing environment, companies not only need to be agile but continuously need to monitor global trends and adapt swiftly. The major challenge for the Industry and the organization is to identify, develop and retain the executives with the best talents. The complexity of the business environment requires organizations with managerial skills that have high a Emotional Quotient to achieve higher performance. To achieve high performance, it is very important to cope with Stress related to Job Performance. Thus it becomes important to develop Emotional Intelligence. The Indian Pharmaceutical industry is a knowledge-based industry and human resource is an asset for the organization. Thus this study looks into how emotional intelligence helps employees to increase their job performance. It also tries to ascertain whether the relationship is mediated by Organization Role Stress. A theoretical model was created and a hypothesis was generated to understand the relationships. Survey of executives. i.e. managers working in Indian Pharmaceutical companies from all departments were conducted in Mumbai through a questionnaire. Hypothesis testing was done through correlation and regression to see the relationship and its significance. R square was calculated to see the mediation effect. Kolmogorov-Smirnov tests were done to check the normality of the data. A p-value of less than 0.05 for this research paper. Hypothesis testing for demographic factors was conducted through non-parametric tests such as Mann – The Whitney U test and Kruskal -Wallis Test. All the factors of Emotional Intelligence like Self-Awareness, Self-Management, Social Management, and Relationship Management had a negative and significant relation with Organization Role Stress This study shows if Emotional Intelligence is developed in the managers of Indian Pharmaceutical companies and provided training, it will create awareness and sensitivity among managers to distinguish the feelings underlying interpersonal communication, and resist the temptation to respond impetuously and thoughtlessly. This helps an employee to manage Organization Role Stress and increase job performance.

Keywords: emotional intelligence, organization role stress, job performance, Indian Pharmaceutical Industry.

Introduction

Coronary artery disease (CAD) is the major cause of mortality and morbidity. Several studies have established a relationship between central obesity and the development of cardiovascular disease¹⁻³. Obesity results in metabolic abnormalities, with upper-body obesity strongly associated with glucose intolerance, hyperinsulinemia, diabetes, hypertriglyceridemia, and gout than lower-body obesity⁴. Ischemic heart disease severity is conventionally

CURRENT SCENARIO OF PHARMA INDUSTRY IN INDIA

Indian Pharmaceutical sector presently is one of the fastest growing industries among all science-based trade with advanced fields from production to marketing. Today Indian Pharma Industry lives in a VUCA environment. (Volatile, Uncertainty Complexity and Ambiguity). India supplies 50% of the global demand for various vaccines. Globally India ranks third in terms of Pharmaceutical production by volume and 14th by value.

To succeed in this changing environment, companies not only need to be agile but continuously need to monitor global trends and adapt swiftly. Research suggests that many pharmaceutical companies may be lacking when it comes to emotional intelligence. The Centre for Creative Leadership found in 'The leadership challenge in the pharmaceutical sector' report that Pharmaceutical leaders were rated lowest by their employees when it came to confronting the problem of their people.

The National Skill Development Corporation in the Human Resource and Skill Requirement for the Chemicals and Pharmaceuticals Sector (2022) report states that the skill gap in the Pharmaceutical segment at the Manager level is inadequate people management and leadership skills.

Purpose of the Study

Indian Pharmaceutical industry operating in VUCA the environment continually faces difficulty in effectively serving customers while still investing in new ways to improve efficiencies and drive innovation. Managers who are agile need to challenge the current situation to make tough decisions which bring lots of stress on the experienced managers. The article, The pharma industry worldwide facing severe challenges that are never faced before written by Viveka Row Chowdhury and published in Pharma Express (Dec 2016) states that Managers need to be responsive and resilient, with the ability to ride out turbulent forces that cannot be avoided. Thus there is a need to study the attribute of Emotional Intelligence which helps the manager to manage stress and job performance.

Research Problem

The research study emphasizes the association between Emotional Intelligence and Job Performance of Managers with Organization Role Stress as the mediating variable. The research helps the participants to understand the following:

1. What is the association between Emotional Intelligence and Employee Job Performance?
2. What is the association between Emotional Intelligence, Organization Role Stress, and Job Performance of the executives working in the Indian Pharmaceutical Industry?

Significance and Rationale of the study

Currently, the Indian Pharmaceutical industry is highly volatile and dynamic. The new environment demands competencies in managing stress and emotional intelligence. It will help in Leadership Development by

identifying the Leadership Competencies to adapt to the changing environment. It will help in managing and retaining talented employees in a fast-changing environment. This study will help the leaders and managers in the organization to develop emotional competencies to deal with difficult situation to avoid internal conflicts. This will help to increase employee performance and also enhance overall organization performance.

Literature Review

Emotional Intelligence

Thorndike (1920) mentioned that there are various kinds of intelligence human beings possess which one is social intelligence which he defined as the ability to understand and manage individuals and to act wisely in human relations. Wechsler, D (1940) defined intelligence as the capacity of the individual to act purposefully, think rationally, and deal effectively with his environment. Ellis (1962) pointed out that human emotion and thinking are not separate processes, but they can significantly overlap and can never be viewed completely apart from each other. Gardner (1983) included intrapersonal and interpersonal intelligence in his theory of multiple intelligences. Intrapersonal intelligence relates to one’s ability to deal with oneself and to symbolize complex and highly differentiated sets of feelings within the self. Interpersonal intelligence relates to one’s ability to deal with others and to notice and make distinctions among other individuals.

Goleman and Boyatzis’s Model of Emotional Intelligence

Goleman defined emotional competence as “a learned capability based on Emotional Intelligence that results in an outstanding performance at work”. Goleman (1995) in his initial research proposed two basic competencies which were: “personal” and social competencies.

Personal competencies included Self- Awareness, Self-Regulation, and Motivation and Social competencies include Empathy and Social Skills.

In the year 2000, with the help of two researchers Richard Boyatzis and Rhee, Goleman revised his model into four main clusters:

- i. Self-Awareness
- ii. Self-Management
- iii. Social Awareness
- iv. Relationship Management

	<i>Personal Competence</i>	<i>Social Competence</i>
<i>Recognition</i>	<i>Self-Awareness</i> <i>Emotional Self-Awareness</i> <i>Accurate Self-Assessment</i> <i>Self-Confidence</i>	<i>Social-Awareness</i> <i>Empathy</i> <i>Service Orientation</i> <i>Organizational Awareness</i>

Regulation	Self-Management Trustworthiness Adaptability	Self-Control Conscientiousness Achievement Drive Initiative	Relationship Management Other's Influence Communication Leadership Change Catalyst Building Bonds	Developing Conflict Management
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Goleman’s Model of Emotional Intelligence (Source: Emotionally

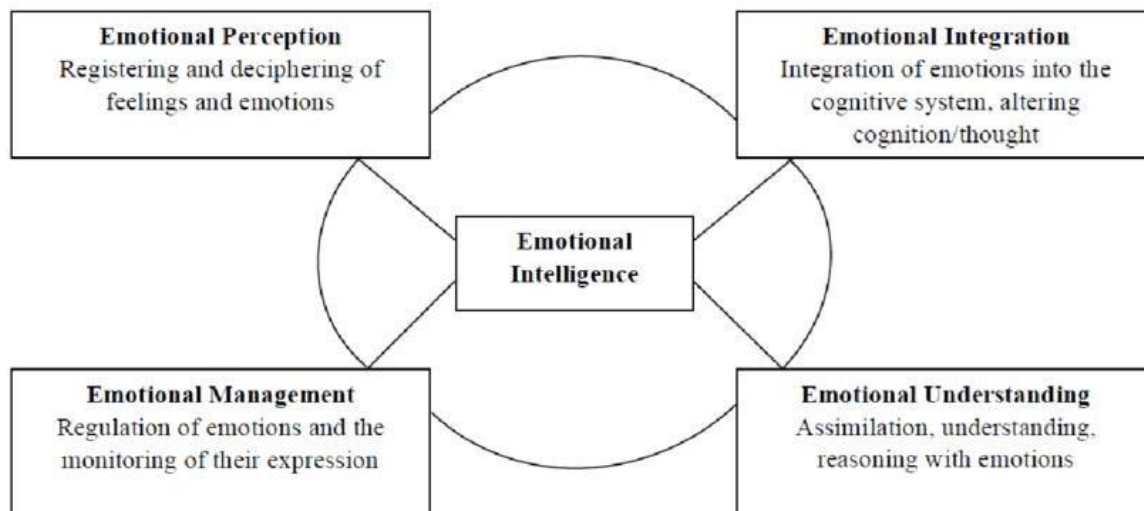
Models of Emotional Intelligence

Emotional Intelligence models are classified into two categories:

- 1. Ability-based Model of Emotional Intelligence:** these models focus on mental ability that focuses from childhood to adulthood.
- 2. Mixed Models of Emotional Intelligence:** These models explained Emotional Intelligence as a mixture of abilities, personal abilities, and characteristics that over time can be developed toward Emotional Intelligence competencies

Ability-Based Model of Emotional Intelligence

Mayer and Salovey (1997) EI abilities can be divided into four branches.



Bar-On Model of Emotional Intelligence

Bar-On defines a non-cognitive model of emotional intelligence as an array of non-cognitive capabilities, competencies, and skills that influence one’s ability to successfully cope with environmental demands and pressure. It has used 15 conceptual constructs in the model and these are included in five specific dimensions of emotional and social intelligence. These are of 2types

- i) Intrapersonal emotional intelligence – representing Abilities, Capabilities, Competencies, and Skills about the inner self.
- ii) Interpersonal emotional intelligence – representing Interpersonal Skills, Adaptability, Stress Management, and General Mood.

Measures of Emotional Intelligence

The MSCEIT was developed by Mayer Salovey to measure Emotional Intelligence It is a self-report test designed to resolve some of the problems associated with the MEIS (Mayer, Salovey, & Caruso, 2000a). This ability-based MSCEIT scale consists of 141 items and measures how well people perform tasks and solve emotional problems. This instrument yields a single overall performance score in addition to the two area scores for Emotional Experience and Emotional Reasoning. The Four-Branch Model of emotional intelligence is: (1) accurately perceive emotions; (2) use emotions to facilitate thinking, problem-solving, and creativity; (3) understand emotions, and 4) manage emotions for personal growth. The test has been standardized on a sample of approx. 2000 individuals. The four branches have high reliability of 0.79 to 0.91. Many studies have shown that the MSCEIT has discriminant, convergent predictive, and incremental validity.

Emotional Quotient Inventory

The Emotional Quotient Inventory (EQ-i) was devised by Bar-On as a measure of Emotional Intelligence the test is also a self-report measure. It consists of 133 items and is divided into five composite scales and fifteen sub-scales. The five composite scales are Intrapersonal Emotional Quotient, Interpersonal Emotional Quotient, Adaptability Emotional Quotient, Stress Management Emotional Quotient, and General Mood Emotional Quotient. The test can be administered to individuals who are more than 17 years. The reliability of the scale is between 0.68 and 0.86 for the scale and with an internal consistency coefficient of 0.76.

Emotional Competency Inventory

This scale was developed by Goleman and is based on the self-assessment measure of Richard Boyatzis that measure Emotional Intelligence and leadership competencies. It is a 360-degree multi-rater based on the response of superior, subordinate, peer, and self. The test gives a score of 20 competencies, organized into four clusters: Self-Awareness, Social-Awareness, Self-Management, and Social Skills. Each respondent is given a set of two basic ratings for each competency which is a self-rated score and others rated score.

Job Performance

Job Performance is defined as behaviors and actions that are relevant to the goals of the organization. Employee performance is defined in terms of the behavior or actions of employees rather than the results of the actions. Employee performance also consists of behaviors that are under the control of the individual, excluding behaviors that are constrained by the environment.

According to Linda Koopman, job performance is also known as Employee Work Performance. The Employee Work Performance i.e. Job Performance is made up of the conceptual framework consisting of the following:

Task Performance

It can be defined as the ability with which one performs the work in the organization. The area enclosed within the Task Performance is Quality of Labor, Planning, and Execution of work, and operating efficiency

Contextual Performance

Contextual Performance can be outlined as personal performance that supports the business, social and mental setting within which the technical core functions. It includes Interpersonal and Organizational Contextual Performance. Interpersonal Contextual Performance consists of Taking Initiative, Learning from feedback, Co-operating with others, and communicating effectively (e.g. expressing ideas and intentions clearly). Organizational Contextual Performance consists of showing responsibilities, being client-oriented, being artistic, and taking on tasks.

Adaptive Performance

Adaptive Performance is outlined as the degree to which a person is adaptable to changes in the organization. It consists of showing resiliency, innovative skills, efforts created in updating knowledge and skills, dealing with unsure and volatile work situations, and managing work goals whenever necessary.

Counterproductive work behavior

Counterproductive work behavior consists of displaying excess negativity and doing things that damage the organization. (Not following rules, discussing confidential information), doing things that hurt your colleagues or supervisors (e.g. arguing, leaving work for others to finish), deliberately making mistakes.

The objective of the Study-The objective of the research is to study the association between Emotional Intelligence, Organization Role Stress, and Employees Job Performance of managers working in Indian Pharmaceutical Industry.

1. To ascertain the association between Emotional Intelligence and Employee's Job Performance.
2. To ascertain the association between Emotional Intelligence, and Employee's Job Performance.

Identification of the Variables

There are 2 variables in this study

- Independent Variable - Emotional Intelligence
- Dependent Variable -Job Performance.

Research Hypothesis

Hypothesis 1: There is an association between Emotional Intelligence and Employee's Job Performance

Research Methodology

Objective of the study-The objective of the research is to study the association between Emotional Intelligence, and Employee's Job Performance of the managers working in Indian Pharmaceutical Industry.

Research design- In order to carry out quantitative descriptive across cross-sectional study, three basic methods are available to the researchers-observation, experimentation and survey. Survey method is more suitable for the present study. Surveys can be used to investigate many aspects of phenomenon at the same time. The survey method is typically used to identify the extent and nature of associations between several variables, a task that would be difficult to accomplish with experimental method. Since the study is drawn on only one sample at one time, the research design chosen is descriptive. The nature of the questions in the present study implies that the survey method would be appropriate for this study. Lehman, Gupta and Steckel (1998, p.170) maintained that surveys are the only way to measure thoughts and attitudes. Hence the survey method is appropriate in this case for collecting the data to examine the proposed research hypotheses.

Variables in the Study

Independent Variable - Emotional Intelligence

- Dependent Variable -Job Performance.

Research Hypothesis

Hypothesis 1 - There is an association between Emotional Intelligence and Job Performance

Questionnaire Design

The questionnaire consists of 3 divisions consisting of Emotional Intelligence by Richard Boyatzis and Daniel Goleman adapted in the Indian Context,

Emotional Intelligence Scale

Emotional Intelligence is the ability to identify our own emotional state and those of others for inspiring self and dealing with emotions effectively in ourselves and others. Data were collected in 2 areas: Basic Information of Executives like Qualification, Age, Current Experience, Total Experience, Gender, Position, and Department. It was measured with the help of the Emotional Intelligence Scale of Richard Boyatzis and Daniel Goleman modified in the Indian Context. The questionnaire contains 75 questions rated on the likers scale of 1 to 5 i.e. 1 indicates "To a very small extent", 2 indicates "To a small extent" 3 indicates "To a moderate Extent", 4 indicates "To a large extent", 5 indicates "To a very large extent." The Emotional Intelligence competencies were clubbed into two main clusters

Personal Competence

Personal Competence is made up of Self –Awareness, and Self-Management

Self-Awareness

Self-Awareness is described as a concern about of knowing one's inner state, liking, possessions, and embarrassment. It consists of 3 competencies.

- **Emotional Self -Awareness:** is described as an ability of an individual to identify his own emotions clearly, by recognizing the base of such feelings and the triggers that are responsible for the same.
- **Accurate Self-Assessment:** refers to bringing be ability to assess oneself in full capacity of strengths, weaknesses, and limitations.
- **Self Confidence:** is an evaluation of one's competencies and establishment of one's self-respect and worth.

Job Performance

The questionnaire used for the study is by Linda Koopmans. It consists of 31 questions rated on the scale of 1- Seldom 2- Sometimes 3- Regularly 4- Often 5- Always. Job performance is also known as Individual Work Performance. Job Performance is made up of the four conceptual frameworks consisting of the following

- **Task Performance** can be defined as the ability with which one performs the work in the organization. The area enclosed within the Task Performance is Quality of Labor, Planning, of work and Execution of work and operating efficiently.
- **Contextual Performance** can be outlined as personal performances that support the business, social and mental setting within which the technical core functions. It includes Interpersonal and Organizational Contextual Performance. Interpersonal Contextual Performance consists of Taking Initiative, Learning from feedback, Co-operating with others, and communicating effectively (e.g. expressing ideas and intentions clearly). Organizational Contextual Performance consists of showing responsibilities, being client-oriented, being artistic, and taking on difficult tasks.
- **Adaptive Performance** is outlined as the degree to which a person is adaptable to changes in the organization. It consists of showing resiliency, innovative skills, efforts created in updating knowledge and skills, dealing with the unsure and volatile work situation, and managing work goals whenever necessary.
- **Counterproductive work behavior** is defined as the deeds that are harmful to the well-being of the organization. It consists of displaying excess negativity and doing things that damage the organization. (not following rules, discussing confidential information), doing things that hurt your colleagues or supervisors (e.g. arguing, leaving work for others to finish), deliberately making mistakes.

Job Performance

Job Performance is defined as behaviors and actions that are relevant to the goals of the organization. Employee performance is defined in terms of behavior or actions of employees rather than the results of the actions. Employee performance also consists of behaviors that are under the control of the individual, excluding behaviors that are constrained by the environment.

According to Linda Koopman, job performance is also known as Employee Work Performance. The Employee Work Performance i.e. Job Performance is made up of the conceptual framework consisting of the following:

Sampling Method

The research is conducted in Maharashtra. The researcher would like to cover other States also but for the want of time and other constraints, the research was restricted to Mumbai and Navi Mumbai only. Respondents are Executives (defined as Managers) from Indian Pharmaceutical companies including Public Ltd and Private Ltd within Mumbai. The main objective is to study the connection between Emotional Intelligence, and the Employee's Job Performance, thus the geographical location of the organization did not impact the results.

The sample population was shared Questionnaire hardcopy and also some of the respondents were personally met to explain how to fill the questionnaire

Data Collection Method

This research collected both primary and secondary data. The main requisite of any research study is to test the proposed hypothesis

i) Secondary Data

Sources of Secondary Data are collected from mainly journals, articles, and books. Previous research from various authors was found in databases like EBSCO, Pro Quest, Science Direct, Elsevier, and other academic journals. These sources of data provided useful background information on Emotional Intelligence and Job Performance, especially in the context of the Indian Pharmaceutical Industry

ii) Primary Data

In this study, primary data is collected through self – administered questionnaires to investigate the research questions. Questionnaires are the main means of collecting quantitative primary data in social sciences. The present research uses measurement for various constructs like Emotional Intelligence, and Job Performance. Primary data was collected using the convenience random sampling method and a self-administered questionnaire distributed to the respondents through hard copy.

All responses were scored and analyzed on the basis of the following tools used to test the Normality of distribution of variables like the Kolmogorov Smirnov Test. The Hypothesis was analyzed by conducting Mann-Whitney U-Test, Kruskal-Wallis, Correlation, and Regression. A structural Equation Model was also done to study whether the model was fit or not. All these tests were undertaken to derive results for measuring the association between Emotional Intelligence, Organization Role Stress, and Job Performance of executives. i.e. managers. SPSS version 20 and AMOS version 25 were used for the data analysis.

• Justification For Data Analysis Used:

Hair et al. (2006) suggested a sample size between 100-150 for Structural Equation Modelling. It was also suggested that at least 10 cases for each of the independent variables for Multiple Linear Regression Analysis. Hence 402 samples would be appropriate for the Multivariate Data Analysis techniques which the researcher has applied.

Descriptive Statistics

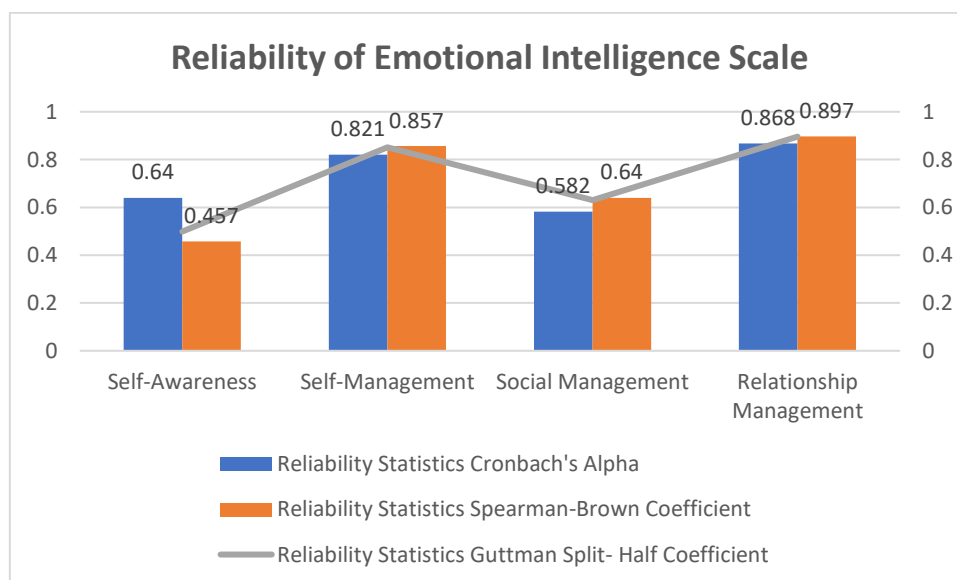
Descriptive Statistics –Emotional Intelligence Table 4.7. Descriptive Statistics – Emotional Intelligence

Variables	Number of Respondents	Mean	Standard Deviations
Self-Awareness			
Emotional Self-Awareness	402	4.1153	.74012
Accurate Self-Assessment	402	3.1126	.53574
Self Confidence	402	4.0730	.58681
Total Self Awareness Scores (Range 1 to 5)		3.77	0.62
Self-Management			
Emotional Self Control	402	3.6383	.43537
Trust Worthiness	402	3.9537	.54039
Conscientiousness	402	3.2355	.64197
Adaptability	402	3.4842	.57074
Optimism	402	3.6915	.58049
Achievement Orientation	402	3.8930	.67835
Initiative	402	4.2177	.68962
Total Self-Management Scores (Range 1 to 5)		3.73	0.60
Social Management			
Empathy	402	3.7456	.50107
Organizational Awareness	402	3.9826	.67818
Service Orientation	402	3.8955	.77863
Total Social Management Scores (Range 1 to 5)		3.87	0.652
Relationship Management			
Developing Others	402	4.0398	.64580
Inspirational Leadership	402	3.6642	.76950
Influence	402	3.7444	.64326
Communication	402	4.0307	.66492
Change Catalyst	402	3.4718	.58843
Conflict Management	402	3.5046	.53375
Building Bond	402	3.4693	.65473
Team Work and Collaboration	402	4.1399	.58251
Total Relationship Management Scores (Range 1 to 5)		3.76	0.63

Table 4.7 shows emotional intelligence score of 402 respondents. The Level of Emotional Intelligence and various dimensions are in the range of 1 to 5, wherein the scores from 1 to 2.5 indicates Low Emotional Intelligence, 2.5 to 3.5 indicates Moderate EI and 3.5 to 5 indicates. High Emotional Intelligence Thus the Total Mean of EI dimension is 3.77 indicating higher Emotional Intelligence level. It is observed that amongst dimensions of Emotional Intelligence, Total Score of Social Management is higher (Mean= 3.87) followed by Self- Awareness (Mean= 3.77) and Relationship Management (Mean= 3.76). The reason for high emotional intelligence is the Indian environment where people are socially and emotionally bonded which is observed in the Indian Business environment also. In Indian Pharmaceutical Industry the business is dominated by family culture.

Reliability Statistics of Emotional Intelligence Table 4.10. Reliability of Emotional Intelligence Scale

Competencies	Reliability Statistics		
	Cronbach's Alpha	Spearman-Brown Coefficient	Guttman Split-Half Coefficient
Self-Awareness	0.640	0.457	0.499
Self-Management	0.821	0.857	0.852
Social Management	0.582	0.640	0.631
Relationship Management	0.868	0.897	0.896

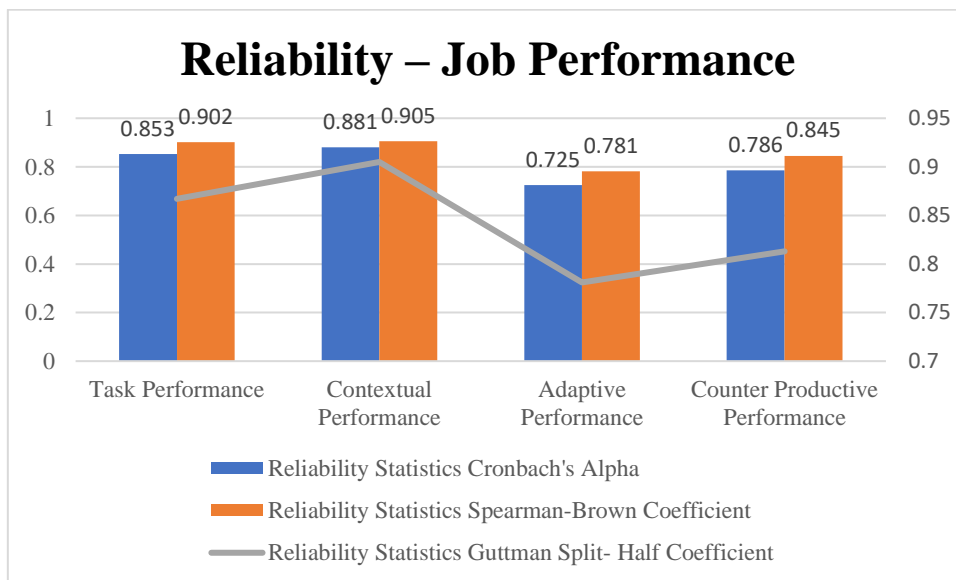


Reliability – Job Performance

Competencies	Reliability Statistics		
	Cronbach's Alpha	Spearman-Brown Coefficient	Guttman Split-Half Coefficient

Task Performance	0.853	0.902	0.867
Contextual Performance	0.881	0.905	0.905
Adaptive Performance	0.725	0.781	0.781
Counter Productive Performance	0.786	0.845	0.813
Total Job Performance	0.889	0.938	0.935

Table 4.24 shows different Cronbach's alpha for the 4 constructs of the Questionnaire. The attribute that influence Adaptive Performance has lowest Alpha of 0.725, followed by the attribute of Counter Productive Performance with 0.786, followed by the attribute of Task Performance is 0.853 and followed by the attribute of Contextual Performance is 0.881. Overall, all the items in each variable in the questionnaire have a good reliability. This is because all Cronbach alpha values are in excess of minimum value of the 0.582 recommended by Cronbach (1951). The reliability coefficient of the scale ranges 0.725 to 0.853 indicating the questionnaire used for the study is reliable.



From all the above analysis, we can conclude that there is a significant **relationship between Emotional Intelligence and Job Performance**. A **p-value less than 0.05 (typically ≤ 0.05) is statistically significant**. It indicates strong evidence against the null hypothesis, as there is less than a 5% probability the null is correct (and the results are random). Therefore, we reject the null hypothesis, and accept the alternative hypothesis.

H0: There is no relationship between Emotional Intelligence and Job Performance

H1: There is a relationship between Emotional Intelligence and Job Performance

Table 4.48 Hypothesis Testing EI and JP

	Task Performance	Contextual Performance	Adaptive Performance	Counter Productive Performance	Total Job Performance

Kendall's tau_b	Total Awareness	Self	Correlation Coefficient	.095**	.101**	0.044	-.139**	0.004
			Sig. (2-tailed)	0.008	0.004	0.222	0	0.911
			N	402	402	402	402	402
	Total Management	Self	Correlation Coefficient	.154**	.162**	.129**	-.183**	0.03
			Sig. (2-tailed)	0	0	0	0	0.384
			N	402	402	402	402	402
	Total Management	Social	Correlation Coefficient	.219**	.211**	.184**	-.093**	.124**
			Sig. (2-tailed)	0	0	0	0.01	0
			N	402	402	402	402	402
	Total Relationship Management	Self	Correlation Coefficient	.258**	.227**	.150**	-.184**	.078*
			Sig. (2-tailed)	0	0	0	0	0.023
			N	402	402	402	402	402
	Total EI	Self	Correlation Coefficient	.198**	.187**	.128**	-.196**	0.038
			Sig. (2-tailed)	0	0	0	0	0.262
			N	402	402	402	402	402
Spearman's	Total Self	Correlation Coefficient	.139**	.143**	0.07	-.191**	0.024	

			Task Performance	Contextual Performance	Adaptive Performance	Counter Productive Performance	Total Job Performance
rho	Awareness	Coefficient					
		Sig. (2-tailed)	0.005	0.004	0.16	0	0.635
		N	402	402	402	402	402
	Total Management	Correlation Coefficient	.215**	.233**	.188**	-.257**	0.061
		Sig. (2-tailed)	0	0	0	0	0.222
		N	402	402	402	402	402

	Total Social Management	Correlation Coefficient	.291**	.285**	.258**	-.131**	.184**
		Sig. (2-tailed)	0	0	0	0.008	0
		N	402	402	402	402	402
	Total Relationship Management	Correlation Coefficient	.351**	.319**	.215**	-.260**	.124*
		Sig. (2-tailed)	0	0	0	0	0.013
		N	402	402	402	402	402
	Total EI	Correlation Coefficient	.276**	.269**	.190**	-.276**	0.074
		Sig. (2-tailed)	0	0	0	0	0.138
		N	402	402	402	402	402
**. Correlation is significant at the 0.01 level (2-tailed).							
* . Correlation is significant at the 0.05 level (2-tailed).							

The table shows the results of hypothesis testing. Task Performance components of job performance was establish to be meaningfully and absolutely connecting all the factors of emotional intelligence and total scores as well. The correlation coefficients of Task Performance with Self- Awareness ($r=0.095$, $p=0.008$), Self -Management ($r=0.154$ $p=0$), Social Management ($r=0.219$ $p=0$), Relationship Management ($r=0.258$, $p=0$) Total EI ($r=0.198$, $p=0$) were found to be positive and significant. Hence it indicates that as Task Performance increases, scores on all factors of EI also increases. Contextual Performance components of job performance was establish to be meaningfully and absolutely connecting all the factors of emotional intelligence and total scores as well. The correlation coefficients of Contextual Performance with Self- Awareness ($r=0.101$, $p=0.004$), Self - Management ($r=0.162$ $p=0$), Social Management ($r=0.211$ $p=0$), Relationship Management ($r=0.227$, $p=0$) Total EI ($r=0.187$, $p=0$) were found to be positive and significant. Hence it indicates that as Contextual Performance increases ,scores on all factors of EI also increases. Adaptive Performance components of job performance was establish to be meaningfully and absolutely connecting all the factors of emotional intelligence and total scores as well. The correlation coefficients of Adaptive Performance with Self - Management ($r=0.129$ $p=0$), Social Management ($r=0.184$ $p=0$), Relationship Management ($r=0.150$, $p=0$) Total EI ($r=0.128$, $p=0$) were found to be positive and significant. There is no significant relationship Self- Awareness ($r=0.004$, $p=0.222$). Hence it indicates that as Adaptive Performance increases scores on all factors of EI except Self Awareness. Counter Productive Performance components of job performance was establish to be meaningfully and absolutely connecting all the factors of emotional intelligence and total scores as well. The correlation coefficients of Counter Productive Performance with Self- Awareness ($r= - 0.139$, $p=0$) Self - Management ($r= - 0.183$ $p=0$), Social Management ($r= -0.093$ $p=0.01$), Relationship Management ($r= -0.184$, $p=0$) Total EI ($r= -0.196$, $p=0$) were found to be negative and significant. Hence it indicates that as Counter Productive Performance increases scores on all factors of decreases.Total job performance was established to be meaningfully and absolutely connecting all the factors of emotional intelligence and total scores as well. The correlation coefficients of Total Job Performance with Self- Awareness ($r=0.004$, $p=0.911$), Self - management ($r=0.03$ $p=0.384$), Social Management ($r=0.124$ $p=0$), Relationship

Conclusion

Organisation is extremely unpredictable and dynamic and insist higher productivity. Only Task cannot be proficient by individuals or working with others in fixed regular ways. Only those who can act in response to challenges and are open to innovate can survive. The skills needed to succeed at jobs with goal orientation requires high degree of intellectual ability and also emotional frame of mind.. An attempt had been made through this research to examine the association between emotional intelligence, and job performance of the executives in the Indian Pharmaceutical companies. The results of the study show that emotional intelligence plays a very important role in shaping the interaction between employees and their work environment. Emotional Intelligence provides an individual a skill to use his or her awareness and sensitivity to distinguish the feelings underlying interpersonal communication, and resist the temptation to respond impetuously and thoughtlessly. This indicates that there is a relationship between Emotional Intelligence and Job Performance of the executives. Previous research, extensive development program to enhance Emotional intelligence in the organization can be explored to manage Job Performance.

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