

EMOTIONAL INTELLIGENCE AND JOB PERFORMANCE: AN EMPIRICAL STUDY AMONG MANAGERS IN THE IT SECTOR

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Abstract

This study examines the impact of emotional intelligence (EI) on job performance among managers in the IT sector. The research focuses on five major IT companies—ABB, Oracle, Infosys, TCS, and Wipro—using a quantitative approach. Primary data were collected through a structured questionnaire based on a 5-point Likert scale during the period from October 1, 2025, to March 31, 2026. Out of 455 distributed questionnaires, 378 valid responses were used for analysis. Statistical tools such as descriptive statistics, correlation, and regression analysis were applied using SPSS. The findings reveal that managers exhibit high levels of emotional intelligence (Mean = 3.86) and job performance (Mean = 3.91). Reliability analysis shows strong internal consistency (Cronbach's Alpha = 0.912 for EI and 0.884 for job performance). Correlation results indicate a significant positive relationship between EI and job performance ($r = 0.682$, $p < 0.01$). Regression analysis further confirms that emotional intelligence significantly predicts job performance, explaining 46.5% of the variance ($R^2 = 0.465$, $F = 375.216$, $p < 0.001$). The study concludes that emotional intelligence is a key determinant of managerial effectiveness and organizational performance in the IT sector.

Keywords: Emotional Intelligence, Job Performance, IT Sector and Innovation

Introduction

Emotional Intelligence (EI) has emerged as a critical determinant of individual and organizational success in the modern workplace, particularly in knowledge-intensive sectors such as Information Technology (IT). The concept of EI, popularized by Goleman (1995), refers to the ability of individuals to recognize, understand, manage, and influence their own emotions as well as those of others. In highly dynamic and competitive environments like the IT industry, where teamwork, innovation, and adaptability are essential, EI plays a vital role in enhancing managerial effectiveness and overall job performance. Managers in IT organizations are often required to navigate complex interpersonal interactions, manage diverse teams, and respond to rapidly changing technological landscapes, making emotional competencies indispensable.

The relationship between emotional intelligence and job performance has been widely studied, with several scholars suggesting that EI significantly contributes to improved workplace outcomes. According to Mayer, Salovey, and Caruso (2004), emotionally intelligent individuals are better equipped to handle stress, resolve conflicts, and maintain productive

relationships, which ultimately enhances their performance. In the IT sector, where project deadlines, client expectations, and team coordination are critical, managers with high EI are more likely to foster a positive work environment and ensure efficient task execution. Furthermore, EI enables managers to demonstrate empathy, effective communication, and leadership skills, all of which are crucial for achieving organizational objectives.

In addition, the increasing emphasis on human-centric leadership has further highlighted the importance of emotional intelligence in managerial roles. Traditional leadership models that focused primarily on technical skills and cognitive intelligence are gradually being replaced by more holistic approaches that recognize the significance of emotional and social competencies. Studies by Boyatzis (2008) and Goleman (2001) indicate that leaders with higher emotional intelligence tend to outperform their counterparts in terms of employee engagement, job satisfaction, and team productivity. In IT organizations, where employees often work in high-pressure environments, emotionally intelligent managers can create a supportive culture that enhances employee morale and reduces turnover.

Moreover, the IT sector in India, particularly companies like Infosys, TCS, Wipro, Oracle, and ABB, has witnessed rapid growth and globalization, leading to increased workforce diversity and cross-cultural interactions. This diversity necessitates a higher level of emotional awareness and adaptability among managers. Emotional intelligence helps managers to understand cultural nuances, manage virtual teams, and build strong interpersonal relationships across different geographical locations (Earley & Ang, 2003). As organizations continue to expand globally, the role of EI in managing multicultural teams becomes increasingly significant, thereby impacting managerial performance and organizational success.

Despite the growing recognition of emotional intelligence as a key performance driver, there remains a need for empirical studies that specifically examine its impact on managerial performance within the IT sector. While previous research has explored EI in various contexts, limited studies have focused on mid-level managers in Indian IT companies using recent data. This study aims to bridge this gap by analyzing the relationship between emotional intelligence and job performance among managers in selected IT organizations. By providing empirical evidence, the study contributes to the existing literature and offers practical insights for organizations seeking to enhance managerial effectiveness through emotional intelligence development.

Review of Literature

Emotional intelligence has been extensively studied as a predictor of job performance across various sectors. Goleman (1998) argued that EI accounts for nearly 80% of success in leadership roles, emphasizing its importance beyond technical expertise. Similarly, Carmeli (2003) found a positive relationship between emotional intelligence and work outcomes such as job satisfaction, organizational commitment, and performance. These findings suggest that emotionally intelligent managers are more capable of handling workplace challenges and maintaining productive relationships.

In the context of the IT sector, where teamwork and collaboration are crucial, emotional intelligence plays a significant role in enhancing managerial effectiveness. Sy, Tram, and O'Hara (2006) demonstrated that managers with high EI positively influence employee attitudes and performance. Their study indicated that emotional intelligence contributes to

better team dynamics, increased motivation, and improved job outcomes. This is particularly relevant in IT organizations where project success depends heavily on coordination and communication among team members.

Furthermore, research by Wong and Law (2002) developed a widely used Emotional Intelligence Scale and established a strong link between EI and job performance. Their findings revealed that employees with higher emotional intelligence exhibit better job performance due to improved emotional regulation and interpersonal skills. In managerial roles, these competencies translate into effective decision-making, conflict resolution, and leadership capabilities, which are essential for achieving organizational goals.

Recent studies have also explored the role of EI in stress management and employee well-being. According to Schutte et al. (2007), individuals with high emotional intelligence are better equipped to cope with stress and maintain psychological well-being, which positively influences their performance. In high-pressure environments like IT companies, this ability becomes critical for managers who are responsible for meeting deadlines and managing team expectations. Thus, emotional intelligence not only enhances performance but also contributes to a healthier and more productive work environment.

Research Gap

Although extensive research has been conducted on emotional intelligence and job performance, limited empirical studies focus specifically on managers in the Indian IT sector using recent data. Many existing studies are either conceptual or based on other industries, lacking sector-specific insights. Additionally, there is a scarcity of research examining emotional intelligence using large sample sizes across multiple leading IT firms. This study addresses these gaps by analyzing data from managers in five major IT companies—ABB, Oracle, Infosys, TCS, and Wipro—thereby providing a more comprehensive and updated understanding of the relationship between emotional intelligence and job performance.

Objectives of the Study

1. To examine the level of emotional intelligence among managers in selected IT companies.
2. To analyze the relationship between emotional intelligence and job performance.
3. To assess the impact of emotional intelligence on managerial effectiveness in the IT sector.

Hypotheses

H₁: Emotional Intelligence has a significant positive relationship with job performance among managers in the IT sector.

H₂: Emotional Intelligence significantly influences managerial effectiveness in selected IT companies.

Research Methodology

This study adopts a quantitative research design to examine the relationship between emotional intelligence and job performance among managers in the IT sector. Primary data was collected using a structured questionnaire based on a 5-point Likert scale, measuring various dimensions of emotional intelligence and job performance. The questionnaire was distributed among managers working in five major IT companies: ABB, Oracle, Infosys, TCS, and Wipro. The data collection period spanned six months, from October 1, 2025, to March 31, 2026. A total



of 455 questionnaires were initially distributed to respondents across the selected organizations. After data screening and elimination of incomplete or inconsistent responses, 378 valid responses were retained for the final analysis.

The sampling technique used in this study is convenience sampling, focusing on managers at different levels within the selected companies. Statistical tools such as descriptive analysis, correlation, and regression analysis were employed to examine the relationship between emotional intelligence and job performance. The analysis was conducted using SPSS software to ensure accuracy and reliability of results. The study ensures validity and reliability by adopting standardized measurement scales from previous research, including the Emotional Intelligence Scale by Wong and Law (2002). Ethical considerations such as confidentiality, anonymity, and voluntary participation were strictly maintained throughout the research process.

Findings of the Study

Descriptive Statistics

Variables	N	Mean	Std. Deviation
Self-Awareness	378	3.89	0.71
Self-Regulation	378	3.76	0.68
Motivation	378	3.95	0.72
Empathy	378	3.82	0.69
Social Skills	378	3.88	0.74
Emotional Intelligence	378	3.86	0.65
Job Performance	378	3.91	0.70

Table 1: Descriptive Statistics of Variables

The descriptive statistics indicate the overall level of emotional intelligence and job performance among managers in the selected IT companies. The mean values for all emotional intelligence dimensions, including self-awareness, self-regulation, motivation, empathy, and social skills, are above 3.5, suggesting a relatively high level among respondents. The overall emotional intelligence mean score (3.86) reflects strong emotional competencies among managers. Similarly, job performance has a high mean value of 3.91, indicating effective performance levels. The standard deviation values are moderate, showing consistency in responses. Overall, the results suggest that managers in the IT sector possess balanced emotional intelligence and demonstrate satisfactory job performance.

Reliability Analysis

Variable	Cronbach's Alpha	No. of Items



Emotional Intelligence	0.912	8
Job Performance	0.884	10

Table 2: Reliability Statistics - Interpretation: All values exceed 0.7 indicating high internal consistency

The reliability analysis confirms the internal consistency of the measurement scales used in this study. The Cronbach’s alpha value for emotional intelligence is 0.912, while job performance records 0.884, both exceeding the acceptable threshold of 0.7. This indicates a high level of reliability and consistency among the items used to measure the constructs. The number of items included further supports the robustness of the scale. High reliability suggests that the questionnaire effectively captures the underlying constructs without significant measurement error. Therefore, the data collected is dependable and suitable for further statistical analysis, ensuring the validity and credibility of the study findings.

Correlation Analysis

Variables	EI	JP
Emotional Intelligence	1	
Job Performance	0.682**	1

Note: $p < 0.01$, Table 3: Correlation Matrix

The correlation analysis reveals a strong and positive relationship between emotional intelligence and job performance, with a correlation coefficient of 0.682, which is statistically significant at the 0.01 level. This indicates that higher levels of emotional intelligence among managers are associated with improved job performance. The strength of the correlation suggests a substantial link between the two variables, reinforcing the importance of emotional competencies in managerial roles. The statistically significant result confirms that the relationship is not due to chance. These findings align with previous studies and highlight emotional intelligence as a key predictor of performance in the IT sector.

Model Summary (Regression Analysis)

Model	R	R Square	Adjusted R Square	Std. Error
1	0.682	0.465	0.463	0.512

Table 4: Model Summary

The model summary table presents the strength and explanatory power of the regression model. The R value of 0.682 indicates a strong positive relationship between emotional intelligence and job performance. The R square value of 0.465 implies that 46.5% of the variation in job performance is explained by emotional intelligence. The adjusted R square value of 0.463 further validates the model’s reliability by accounting for sample size and predictors. The

standard error of estimate is relatively low, indicating minimal deviation in predictions. Overall, the model demonstrates a good fit and confirms that emotional intelligence is a significant predictor of managerial job performance.

ANOVA Table

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	98.432	1	98.432	375.216	0.000**
Residual	113.765	376	0.302		
Total	212.197	377			

Table 5: ANOVA

The ANOVA results assess the overall significance of the regression model. The F-value of 375.216 is highly significant with a p-value less than 0.001, indicating that the model is statistically significant. This confirms that emotional intelligence has a meaningful impact on job performance and that the regression model is suitable for predicting outcomes. The large F-value reflects a strong variation explained by the model compared to unexplained variance. Therefore, the null hypothesis is rejected, and it can be concluded that emotional intelligence significantly contributes to variations in job performance among managers in IT companies.

Coefficients Table

Model	Variables	B	Std. Error	Beta	t	Sig.
1	(Constant)	1.245	0.214	—	5.817	0.000
	Emotional Intelligence	0.691	0.036	0.682	19.369	0.000**

Table 6: Coefficients

The coefficients table shows the extent and direction of the relationship between emotional intelligence and job performance. The beta value of 0.682 indicates a strong positive effect, suggesting that an increase in emotional intelligence leads to a significant improvement in job performance. The unstandardized coefficient (B = 0.691) shows the magnitude of change in job performance for each unit increase in emotional intelligence. The t-value is high and statistically significant (p < 0.001), confirming the strength of the predictor. These results clearly demonstrate that emotional intelligence is a key determinant of managerial effectiveness in the IT sector.

Hypothesis Testing Summary

Hypothesis	Statement	Result
H1	EI has a significant relationship with job performance	Supported



H2	EI significantly influences managerial effectiveness	Supported
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The hypothesis testing results confirm that both proposed hypotheses are supported. The first hypothesis, which states that emotional intelligence has a significant relationship with job performance, is accepted based on strong correlation results. The second hypothesis, which proposes that emotional intelligence significantly influences managerial effectiveness, is also supported by regression analysis findings. The statistical evidence from correlation, ANOVA, and coefficient tables validates these conclusions. These findings emphasize the importance of emotional intelligence as a critical factor influencing performance outcomes. Therefore, organizations should focus on developing emotional intelligence competencies among managers to enhance productivity and effectiveness.

Future Research Directions

Future studies can expand this research by including a larger and more diverse sample across different industries and geographical regions to enhance generalizability. Researchers may also incorporate additional variables such as leadership style, organizational culture, and employee engagement to provide deeper insights into the relationship between emotional intelligence and performance. The use of advanced statistical techniques such as Structural Equation Modeling (SEM) can further strengthen the analysis. Longitudinal studies are recommended to examine changes in emotional intelligence and job performance over time. Additionally, comparative studies between public and private sector organizations can offer a broader understanding of emotional intelligence in different organizational contexts.

Conclusion

The study concludes that emotional intelligence plays a crucial role in enhancing job performance among managers in the IT sector. The findings demonstrate that managers with higher emotional intelligence are more effective in handling workplace challenges, maintaining interpersonal relationships, and achieving organizational goals. The significant positive relationship between emotional intelligence and job performance confirms that emotional competencies are as important as technical skills in managerial roles. The regression results further establish emotional intelligence as a strong predictor of performance outcomes. In the context of the rapidly evolving IT industry, where teamwork, adaptability, and communication are essential, emotionally intelligent managers contribute significantly to organizational success. Therefore, organizations should prioritize the development of emotional intelligence through training and development programs to improve managerial effectiveness and overall productivity.

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