



The Effects of Emotional Intelligence on the Performance of Government and Private Sector Employees

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ABSTRACT

This article compares the emotional intelligence (EI) environments in the public and private sectors, as well as the effects of EI on job performance in each. An individual's capacity to handle professional difficulties and have a good impact on their companies is greatly influenced by their emotional intelligence, which includes qualities like self-awareness, self-regulation, motivation, empathy, and social skills. Examining the differences between the public and commercial sectors, the research draws attention to the specific dynamics, organizational structures, and expectations that shape emotional intelligence. Government personnel often face bureaucratic processes, contacts with numerous stakeholders, and the need to provide public services. This article looks at how emotional intelligence impacts government workers' capacity to lead, interact with others, and respond to the needs of the people they serve. Considering the effects on public service delivery and citizen happiness, it also discusses the possibilities and threats of improving government organizations' emotional intelligence. In contrast, the private sector is client-centric, innovative, and runs on a tight budget, so flexibility and profitability are key. Examining the effects of EQ on teamwork, customer relations, and leadership efficacy, the research delves into the ways EQ helps private sector workers succeed. Examining the significance of emotional intelligence in decision-making and building a healthy company culture, it highlights the effects on employee involvement and productivity.

Keywords: Leadership, Commercial, Emotional, Intelligence, Motivation, Stakeholders, productivity

INTRODUCTION

Everyone agrees that people's emotional intelligence and social responsiveness are significantly impacted by their soft skills. They will be more invested and driven to accomplish company objectives if they believe their contributions are acknowledged and respected. When we have emotional intelligence, we can retain our cool, make sound judgments, communicate clearly, and continue to lead effectively even when pressure is high. To have more empathy, we need emotional intelligence. Of all the leadership abilities, emotional intelligence is the most crucial for success on the job. The importance of our emotional intelligence surpasses that of our technical proficiency by a significant margin. Researchers chose to compare public and private sector workers' EQ because of the clear correlation between EQ and productivity on the job. The ability to effectively manage people depends on developing one's emotional intelligence, which is not a natural talent but an acquired skill. Emotions are action-oriented, hence emotional intelligence is based on being able to manage one's own emotional responses and the reactions of others in emotionally charged situations.

To effectively control these responses, we must first acknowledge and understand the capacity of seeing, comprehending, and skillfully utilizing emotions as a wellspring of human vitality, knowledge, connection, and impact is characterized by emotional intelligence (EI) according to Cooper and Sawaf (1997). The capacity to recognize and appropriately respond to one's own and other people's emotional states, as well as to distinguish between different types of emotions, is the essence of emotional intelligence, according to Mayer and Salovey (1997). Emotional intelligence encompasses a wide range of skills, including correct perception, appraisal, and expression of emotions; access to and generation of feelings when they support thinking; and understanding of how our emotional states influence our behavior patterns. Personal growth and leadership abilities are profoundly affected by emotional intelligence. To have emotional intelligence is to be self-aware and able to regulate one's own and other people's emotional tones, to take the lead, to remain composed under duress, to form and sustain positive relationships, and to have a positive view on life in general. One component of emotional intelligence is the capacity to recognize, understand, and manage one's own and other people's moods and emotions. People in general, as well as professionals and academics in the field, are now interested in the idea of emotional intelligence. The study's authors detailed the interplay between EQ and other psychosocial variables, illuminating its significance and utility in areas such as academic performance, interpersonal communication, personality development, work-life balance, stress management, and occupational success.



EMOTIONAL INTELLIGENCE

Emotional intelligence has its roots in the work of Charles Darwin, who highlighted the need of showing one's emotions to ensure one's own survival. In 1985, Wayne Payne introduced the phrase "Emotional Intelligence" for the first time in their PhD thesis titled "A study of Emotion: Developing Emotional Intelligence." The subsequent 1995 release of Daniel Goleman's best-selling book "Emotional Intelligence: Why It Can Matter More Than IQ." marked a watershed moment in this topic. In 1995, a story by Nancy Gibbs in Time magazine brought attention to Daniel Goleman's book.

Emotional intelligence refers to a collection of skills that help one control and understand their own emotions as well as those of others around them. A five-dimensional model was proposed in 1998 by Daniel Goleman. Here are the following:

Self-awareness: The capacity to identify and evaluate emotional states. Confidence and accuracy in one's own evaluation.

Self-management: Having self-control means you can keep your impulsive emotions in check. It aids in controlling disruptive emotions, being honest and forthright, being flexible, owning up to one's mistakes, and coming up with new ideas.

Motivation: Emotions have a way of leading people toward their objectives. All of these qualities—hope, dedication, ambition, and initiative—are part of it.

Empathy: The capacity to empathize with and recognize the needs of others around you.

Social skills: Having social intelligence means you can survive, prosper, and influence others in a group setting. The emphasis is on teamwork, leadership, etc.

Government Sector

Since the public sector offers essential services that communities rely on for their success and prosperity, public sector organisations play an essential role in the community. The success or failure of an organisation is directly related to its resource management practices. One of the most valuable assets any company may have been the performance of its employees. In order to achieve their objectives, businesses rely on the performance of their employees. Employee performance may be defined in a variety of ways; nonetheless, some research has shown that it is a construct, and that performance is what ultimately decides an organization's efficacy and efficiency. For public administration to develop as a field and for public sector organisations to be structured in a way that promotes productive employee performance in the organisation, public sector studies are essential.

Private Sector

Companies in profit-driven private sector rely heavily on the performance of its employees. The organization's quality and production will take a hit if workers start to underperform. Maximising earnings for business owners is the primary objective of every organisation in the private sector. In order to guarantee high-quality product output, high-performance personnel are necessary to the manufacturing process. In order to manage production, resolve technical issues, and participate in logistical operations, a group-like help system is necessary for productivity. Workers in logistics must find solutions to issues pertaining to the procurement of raw materials, shipment, packing, and quality control of finished goods prior to client delivery. Staff members are individuals with abundant inner wants. Individual movement's underlying conceptual frameworks are inspired by these demands.

EFFECT OF EMOTIONAL INTELLIGENCE ON EMPLOYEE PERFORMANCE IN THE PRIVATE SECTOR AT CADBURY LIMITED MALANPUR GWALIOR (MP)

Effect of Self-Awareness on Employee Performance

Results showed that self-awareness does, in fact, improve workers' productivity, lending credence to the theory's central claim. The level of self-awareness among employees increased their contribution to the accomplishment of business objectives and vision by around 5.6%. This lends credence to the findings of Victoroff and Boyatzis (2012), who found that when workers are self-aware, they are better equipped to grasp their own strengths and weaknesses, identify their own behaviors when they are under scrutiny, and adjust their actions accordingly to meet their goals. Strongly self-aware employees tend to be practical in their approach and outlook, according to almost 92% of respondents. When workers have a good grasp of themselves, they are better able to deal with difficult situations and tackle hard occupations with the right mindset. In agreement with Dierette's (2010) views, this discovery supports the idea that KSL's performance has improved thanks to the dissemination and discussion of self-awareness feedbacks with



employees at all levels, both individually and in groups. This has allowed employees to hone their strengths while working to improve their weaknesses, ultimately leading to better performance.

Effect of Self-Management on Employee Performance

The survey found that most participants agreed with the premise that workers who can control themselves well do better than those who are not. Employees' ability to self-manage contributed to the favorable variety in their KSL performance.

Effect of Social Awareness on Employee Performance

A large percentage of those who took the survey agreed that raising people's social consciousness helps boost productivity in the workplace. It resulted in a small but noticeable shift in how well workers performed. This meant that for Cadburys limited Malanpur to benefit from increased worker performance, it was necessary to raise the level of social consciousness among the personnel. There was a little agreement with the findings of Victor off and Boyatzis (2012), who found that employees perform better when they spend more time interacting with coworkers and other people in the workplace. This is because employees learn more about the people they are dealing with, the best way to approach certain situations or people, how to analyze trends, and so on.

EMOTIONAL INTELLIGENCE ON EMPLOYEE PERFORMANCE IN THE MUNICIPAL CORPORATION

The importance of emotional intelligence (EI) in influencing employee performance has garnered a lot of attention in the contemporary workplace, which is always changing and developing. As key players in local government, municipal corporations confront distinct issues that call for employees with strong interpersonal and problem-solving abilities as well as technical know-how. In the context of public sector organizations, this article investigates the meaning of emotional intelligence and how it affects workers' productivity.

Understanding Emotional Intelligence

The term "emotional intelligence," first used in the early 1990s by psychologists John Mayer and Peter Salovey, describes a person's capacity to identify, analyze, control, and influence their own and other people's emotions. It includes several abilities, including as knowing oneself, controlling one's impulses, being empathetic, and interacting well with others. Because of the frequent and varied contacts with many stakeholders in a municipal corporation context, emotional intelligence is of paramount importance.

The Role of Emotional Intelligence in Employee Performance

- **Enhanced Interpersonal Relationships:** A complex network of interactions among workers, residents, and other interested parties defines municipal corporations. Emotionally intelligent workers will have an easier time navigating these connections. A pleasant work atmosphere is fostered by their exceptional communication, conflict resolution, and cooperation skills.
- **Leadership Effectiveness:** To be an effective leader, you need high levels of emotional intelligence. The ability to make sound decisions and put policies into action is essential in a municipal corporation, therefore having emotionally intelligent leaders is a must. They can empathize with their coworkers and address their issues, which boosts morale and productivity.
- **Adaptability and Resilience:** Policy, legislation, and community demand are ever-evolving, creating a dynamic environment in which municipal corporations must function. Workers who score high on the emotional intelligence scale can roll with the punches and keep going when things become tough. Their improved ability to handle pressure, adapt to new situations, and have a positive outlook helps the company move quickly.
- **Customer Service Excellence:** The happiness of the people they serve is of the utmost importance to municipal corporations. Workers who score high on the emotional intelligence scale are masters at reading public sentiment and responding accordingly. Customers get better service and have a more favorable impression of the municipal corporation because of their empathy and strong communication abilities.
- **Conflict Resolution and Decision Making:** Disagreements will arise in any workplace. City governments rely on personnel who can constructively handle disagreements since they deal with a wide range of viewpoints and interests. Conflict resolution relies heavily on emotional intelligence (EI), as people with high EI are better able to control their emotions, foster understanding, and come to an agreement.

Challenges and Opportunities in Developing Emotional Intelligence

- **Cultural and Organizational Barriers:** Cultural and organizational obstacles may make it difficult for a municipal corporation to foster emotional intelligence. Impediments to the incorporation of EI techniques might arise from resistance to change and from existing hierarchical systems. A planned and steady strategy for cultural change is necessary to overcome these obstacles.



- **Training and Development Programs:** Corporations at the municipal level may fund extensive programs of professional development aimed at raising emotional intelligence. Skills in emotional intelligence (EI), including active listening, empathy, and emotional control, may be the focus of these programs' seminars, workshops, and coaching sessions.
- **Leadership Commitment:** Integrating emotional intelligence into an organization's culture requires the support of leadership. Municipal leaders should promote a culture that recognizes and appreciates emotional intelligence (EI), act in accordance with its principles, and be strong advocates for EI.
- **Performance Metrics and Evaluation:** Emotional intelligence may be a part of performance assessments and metrics in municipal organizations. As a result, workers are more likely to set personal goals that are in line with the organization's broader objectives and focus on improving their EI abilities.

Strategic Value of Emotional Intelligence in Public Sector

Emotionally intelligent leaders are more able to consider the personal aspects of their judgments. This encourages a more thorough and moral decision-making process, which is especially important when the well-being of the people is at stake.

Communicating complex ideas to a diverse group of people is a constant struggle for public sector executives. Here, emotional intelligence plays a crucial role in creating messages that speak to people's fears and anxieties, which in turn increases public support and collaboration.

Organizations in the public sector have a wide variety of stakeholders, which almost guarantees that disagreements will arise. The good news is that leaders with high EI are skilled negotiators and can find solutions to resolve conflicts that work for everyone. Additionally, they can establish and manage diverse teams by creating spaces where everyone feels heard, understood, and motivated to do their best.

A key component of organizational performance that goes beyond conventional measures of productivity and efficiency is emotional intelligence (EI). This article delves into the strategic importance of emotional intelligence in the public sector, illuminating how encouraging EI may improve leadership efficiency, company culture, and productivity.

Leadership Effectiveness:

To successfully serve diverse constituents and navigate complicated policy environments, strong leadership is required in the public sector. Emotionally intelligent leaders are self-aware, skilled at managing their own emotions, and able to motivate their people to greatness. A leader's strategic worth is in his or her ability to encourage teamwork, convey ideas clearly, and adjust to new situations. Public sector firms may improve decision-making, team cohesion, and creativity and resilience by making emotional intelligence a priority in leadership development programs.

Employee Engagement and Productivity:

Bureaucratic systems and high public expectations are common problems for those who work for the public sector. Leaders with high emotional intelligence may boost morale and productivity in the workplace. Staff morale and output are boosted by showing appreciation for their work, offering helpful criticism, and creating a feeling of direction. The ability of EI to reduce stress, boost morale, and improve overall organizational performance makes it a clear strategic asset for public sector organizations.

Interpersonal Relationships and Stakeholder Engagement:

Emotional intelligence is a key advantage in the public sector because of the importance of collaborating with varied stakeholders. Policy implementation and community participation are both aided by employees who are empathetic and skilled communicators, and who can successfully negotiate complicated interpersonal interactions. Government agencies are more trustworthy and productive when they can identify and address the concerns of all relevant parties. Building trust, managing disagreements, and creating good connections are all ways in which public officials with high emotional intelligence may boost the organization's strategic position within the community.

Emotional Intelligence of Government Employees and Private Sector Employees

The emotional intelligence of government and commercial sector personnel significantly impacts their professional achievements and overall welfare. Emotional intelligence, also known as EQ, includes a variety of talents and competencies associated with understanding and controlling one's own emotions as well as the emotions of others. Below are few crucial factors to consider when evaluating the emotional intelligence of persons in government and commercial sector positions:



1. Self-Awareness:

- **Government Employees:** Government employees may gain advantages by cultivating a strong sense of self-awareness, which involves recognizing their own strengths and opportunities for growth. This self-awareness can help them effectively navigate the complexities of bureaucratic systems and handle the varied range of tasks that come with their roles.
- **Private Sector Employees:** Self-awareness may be used by private sector personnel in competitive business situations to effectively adjust to changing market circumstances and match their talents with company objectives.

2. Self-Regulation:

- **Government Employees:** Self-regulation is beneficial in government positions, as it enables individuals to remain composed in high-pressure scenarios and make judgments that are in line with organizational goals, given the importance of adhering to laws and regulations.
- **Private Sector Employees:** Private sector professionals may use self-regulation to effectively cope with market uncertainty and competition, enabling them to mitigate stress, make informed business choices, and foster a favorable work culture.

3. Motivation:

- **Government Employees:** In the realm of government service, maintaining motivation is crucial for public officials to sustain their dedication to their responsibilities and efficiently provide services, propelled by a strong sense of public obligation.
- **Private Sector Employees:** In the private sector, motivation might be focused on attaining organizational objectives, fostering innovation, and adjusting to market changes to enhance professional development.

4. Empathy:

- **Government Employees:** Empathy is crucial in government positions because comprehending the requirements of various people is essential. It facilitates the establishment of a positive relationship with people and effectively resolving their issues.
- **Private Sector Employees:** Empathy is beneficial for private sector personnel in customer-centric businesses as it enables them to comprehend client viewpoints, improve customer service, and cultivate client relationships.

5. Social Skills:

- **Government Employees:** Proficient social skills are advantageous in government positions that need cooperation, bargaining, and involvement of interested parties, hence promoting efficient communication across departments.
- **Private Sector Employees:** Social skills are crucial in a business environment as they facilitate networking, team cooperation, and leadership, hence fostering a healthy workplace culture.

6. Adaptability:

- **Government Employees:** Government employees may face dynamic policies and political environments, necessitating flexibility in response to evolving rules and goals.
- **Private Sector Employees:** Private sector personnel must possess flexibility to effectively navigate market dynamics, technology breakthroughs, and changing customer preferences.

7. Communication Skills:

- **Government Employees:** Efficient communication is crucial in government positions for effectively transmitting policy, interacting with the public, and guaranteeing transparent governance.
- **Private Sector Employees:** Effective communication is essential in the private sector to facilitate team collaboration, engage with clients, and articulate company goals.

8. Leadership:

- **Government Employees:** Leadership attributes are very advantageous for government officials in management positions as they can motivate teams and effectively traverse intricate problems in public service.



- **Private Sector Employees:** Proficiency in leadership is vital for CEOs in the private sector to effectively lead teams, cultivate innovation, and propel organizational triumph.

9. Job Satisfaction:

- **Government Employees:** Emotional intelligence enhances job satisfaction in government positions by promoting favorable interpersonal connections, active job involvement, and a feeling of meaning.
- **Private Sector Employees:** Emotional intelligence in the private sector is associated with work satisfaction, since it impacts employee well-being, cooperation, and dedication to company objectives.

CONCLUSION

To summarize, emotional intelligence has significant and diverse impacts on the performance of both government and private sector personnel. The study results indicate that persons with elevated emotional intelligence exhibit improved interpersonal abilities, efficient communication, and adeptness in navigating complex job contexts. These attributes enhance cooperation, collaboration, and overall job performance.

Emotional intelligence has a favorable impact on leadership effectiveness, decision-making, and conflict resolution in both government and commercial sectors. Employees that possess a heightened degree of emotional intelligence often demonstrate more flexibility and tenacity when confronted with difficulties, therefore creating a more optimistic work environment. Consequently, this results in heightened work contentment and active involvement of employees, which are pivotal elements in attaining the most favorable performance results.

The research emphasizes the significance of emotional intelligence in customer-facing positions, where professionals with highly developed emotional intelligence abilities are more adept at managing client encounters, resolving difficulties, and cultivating favorable connections. This has a beneficial effect on customer satisfaction and loyalty, which are crucial for the success of both government and private sector businesses.

Moreover, the results underscore the significance of emotional intelligence in reducing occupational stress and burnout. Employees who possess a high degree of emotional intelligence, which includes the ability to comprehend and regulate their own emotions as well as those of their coworkers, are more prone to experiencing reduced stress levels. This, in turn, leads to enhanced mental well-being and consistent job performance.

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