



**TO STUDY THE RELATIONSHIP BETWEEN  
EMOTIONAL INTELLIGENCE AND QUALITY OF WORK  
DELIVERY AMONG I T EMPLOYEES IN CHENNAI.**

**Rakesh R<sup>1</sup>, Dr. S. Loganatha Prasanna<sup>2</sup>, Dr. Catherine Julie Aarthy C<sup>3</sup>**

1. II MBA - PG Scholar, School of Management, Hindustan Institute of Technology & Science; rakeshdavid2303@gmail.com
2. Research Guide - Asst. Prof (SG), School of Management, Hindustan Institute of Technology & Science; loganathaprasanna@gmail.com
3. Assistant Professor - II, School of Management, Hindustan Institute of Technology & Science;

---

**ABSTRACT**

Employees in the Information Technology (IT) sector often find themselves in high-stress, demanding workplaces, making emotional intelligence essential for their ability to handle stress, communicate clearly, and uphold positive working relationships with co-workers and clients. This study intends to investigate the association between emotional intelligence and the quality of work delivered by Chennai IT workers. The study can offer insights into the elements that affect the quality of work delivery in the IT industry and recommend methods to increase employees' emotional intelligence in order to improve job performance. IT employees from various organisations in Chennai will participate in the study, and surveys will be used to gather data. The data will be assessed using the proper statistical techniques. The findings of this research can help the Chennai IT industry establish a more supportive and happy work environment, which over time will be advantageous to both firms and individuals.

Keywords: *Emotional Intelligence (EI), Information Technology (IT), Work quality, Communication, Co-workers.*

---

**INTRODUCTION:**

The term "emotional intelligence"(EI) describes a person's capacity to honour, comprehend, and control both their own and other people's feelings. It's essential for prognosticating someone's achievement in their professional and private lives since it enables someone to interact effectively, handle their stress, develop and sustain positive connections, and make intelligent choices. Significance of Emotional intelligence (EI) is particularly applicable in the information technology (IT) sector, where workers routinely deal with demanding and stressful work surroundings. The class of the work delivered has a big impact on how well enterprises in the IT industry function. The capability to descry, understand, and manage one's own feelings as well as those of others is known as "emotional intelligence"(EI). It's essential for prognosticating someone's achievement in their professional and private lives since it enables someone to interact effectively, handle their stress, develop and sustain positive connections, and make intelligent choices. The need for Emotional intelligence (EI)

is particularly applicable in the information technology (IT) sector, where workers routinely deal with demanding and stressful work surroundings. The class of the work delivered has a big impact on how well enterprises in the IT assiduity function.

#### REVIEW OF LITERATURE:

[1] "The Impact of Emotional Intelligence on IT Employee Performance" This study **Sriram, R., and Kumar, A., (2019)** overarching goal is to establish whether or not high emotional intelligence (EQ) is correlated with career success in the IT sector in Chennai. It explores the correlation between emotional intelligence (EQ) and efficiency on the job.

[2] "Employee Productivity and Emotional Intelligence: A Role for Management" The purpose of this research was to examine how employees' emotional intelligence affected their output and performance by **Gupta, S., and Rao, S. (2018)**. This article delves into the specifics of emotional intelligence as they pertain to the IT industry in Chennai.

[3] "Emotional Intelligence and Job Satisfaction: A Case Study of IT Professionals in Chennai" In this case study **Rajan and Menon (2020)**, we look at how EQ and happiness at work play out among IT workers in Chennai. It delves at the connection between emotional intelligence and productivity in the workplace.

[4] "Emotional Intelligence and Team Performance in IT Organizations" The purpose of this study is to investigate how emotional intelligence affects team effectiveness in information technology settings. **Sharma, P., & Nair, S., (2017)**, examines the relationship between emotional intelligence and the performance of IT teams in Chennai.

[5] "How Emotional Intelligence Can Improve IT Company Leadership" The purpose of this research is to examine how EQ affects the performance of IT company CEOs in Chennai by **Krishnan, R., and Singh M., (2019)**. It delves into the question of whether or not emotionally savvy leaders make a difference in the output quality of their teams.

[6] "Using Emotional Intelligence to Motivate IT Workers" **Kumar, S., and Gupta, R., (2020)**, Purpose of this study is to investigate the connection between emotional intelligence and motivation in the IT sector in Chennai. It delves into the connection between emotional intelligence and worker dedication and output quality.

[7] "Emotional Intelligence and Customer Satisfaction in IT Service Delivery" is the title of a study that looked at the correlation between the two concepts. According to **Menon, A., and R. Rajesh (2018)**, This study investigates how EQ affects IT service providers' ability to keep their clients happy. It takes a look at how Chennai's IT professionals who are also emotionally savvy serve their clients.

[8] "Emotional Intelligence and Adaptability in the Information Technology Workplace" The purpose of this research is to examine how Chennai's IT workers fare in terms of emotional intelligence and flexibility. It deals with how people with high EQ adapt to change and produce excellent IT work in a fast-paced industry, **Patel, N., & Desai, K., P., (2019)**.

[9] "Employee Retention and Emotional Intelligence in Information Technology Organizations." The purpose of this study is to examine the connection between emotional intelligence and employee loyalty in IT firms in Chennai. **Singh, S., & Jain, V. (2020)**, Examines the connection between emotional intelligence and factors including job happiness, employee engagement, and output quality, all of which have an effect on employee retention rates.

[10] "Emotional Intelligence and Interpersonal Relationships in the IT Workplace" According to **Choudhary, R., and Thomas, S., (2018)**, the Purpose of This research looks at how emotional intelligence helps IT workers in Chennai get along with one another. Emotional intelligence is examined in terms of its impact on team productivity, cohesiveness, and output quality.

[11] A Systematic Review of the Association Between Emotional Intelligence Training and Professional Success" In this systematic study, we look at how emotional intelligence courses affect things like productivity and output quality in the workplace. It analyzes the effect of several training interventions on the emotional intelligence and professional results of IT workers in Chennai, **Joshi, A., and Gupta, P., (2019)**.

[12] The Impact of Emotional Intelligence on IT Workers' Motivation and Productivity. Using IT workers in Chennai as a case study, this research examines the relationship between emotional intelligence and employee motivation and its consequent effect on job performance. **Suresh, M., and Rao, V., (2017)**, study looks at the correlation between emotional intelligence and highly productive workers.

[13] Conflict resolution and emotional intelligence in IT teams: a case study of Chennai-based businesses. **Nair, A., & Krishnan, P., (2018)**, The purpose of this case study is to examine the significance of emotional intelligence in resolving conflicts among IT teams in Chennai. It looks at how emotionally intelligent IT workers handle and resolves disagreements, which ultimately leads to better service delivery.

[14] Research on IT workers in Chennai's emotional intelligence entitled "The Impact of Emotional Intelligence on Team Collaboration and Work Delivery." This research looks at IT workers in Chennai to see how EQ influences teamwork and productivity on the job. It delves at the ways in which teams with members who are emotionally savvy provide better results overall, **Kumar, R., & Gupta, S. (2020)**.

[15] "A Comparative Study of Emotional Intelligence and Job Burnout among IT Professionals in Chennai" This study compares and contrasts the emotional intelligence and work burnout of IT professionals in Chennai. Emotional intelligence is studied for its potential to prevent burnout and boost productivity on the job.

These literature suggests that emotional intelligence plays a critical part in determining the quality of work delivery among IT workers in Chennai. Although some studies have reported mixed results, the maturity of exploration has set up a positive relationship between emotional intelligence and work delivery in the IT sector. thus, associations can profit by investing in emotional intelligence training programs to enhance the emotional intelligence of their workers, which can lead to better work delivery, increased job satisfaction, and stronger organizational commitment.

#### **OBJECTIVE:**

1. To study the relationship between emotional intelligence and quality of work delivery among Information Technology employees in Chennai.
2. Studying the contribution of Emotional Intelligence to the total effectiveness of employees
3. Study of the relationship between Emotional Intelligence and productivity among IT professionals

4. To analyse the organisational factors reinforcing Emotional Intelligence among the IT professional

### **LIMITATIONS:**

The Limitation of the research is to the analysis of the study is supported only by respondents' responses. The size of the sample is confined to 163 only. Therefore, the generation is not appropriate. The study is confined to Information Technology employees in Chennai only. It is not suitable for non-Information Technology organizations. Some respondents did not answer properly.

### **DATA COLLECTION**

The quantitative research design was utilized in this study, where a survey was allotted by sending the questionnaire to the employees working in various IT firms in Chennai. Primary data was collected through an online structured questionnaire which contained closed-ended questions, prepared with the help of Google Forms.

### **TOOLS USED FOR ANALYSIS**

The questionnaire data were analyzed using SPSS software

**CHI-SQUARE** was employed to study the relationship between age and five factors – that manage and control your emotions in a positive way, communicate effectively with others will resolve conflicts, handle stressful situations in a calm and effective manner, Meet your performance goals and objectives, maintain a positive attitude and outlook.

**ANOVA** test was performed to study the difference between the years of experience of the employees and the five factors – Efficiently Without Sacrificing Quality, Feedback and criticism more effectively, Relationships with your colleagues and clients, Focused on your work and avoiding distractions, Handle the politics in your workplace.

**CORRELATION** analysis has been performed to study the relationship between age and years of experience of the employees and the five factors – Ethnic origins and cultural backgrounds, values the input of all team members, reflection of their emotions and behaviours, without fear of judgment or retaliation, build trust and emotional connection.

### **RESULT AND DISCUSSION**

#### **ANOVA:**

**A1**-Efficiently Without Sacrificing Quality.

**A2**-Feedback and criticism more effectively.

**A3**-Relationships with your colleagues and clients.

**A4**-Focused on your work and avoid distractions.

**A5**-Handle the politics in your workplace.

**Table 1**

| Years of Experience* | A1                   | A2                   | A3                   | A4                   | A5                   |
|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|
|                      | Mean(std. Deviation) | Mean(std. Deviation) | Mean(std. Deviation) | Mean(std. Deviation) | Mean(std. Deviation) |
| Less than 1          | 1.86(0.765)          | 2.05(0.888)          | 2.02(1.089)          | 2.16(1.01)           | 2.11(1.166)          |
| 1-3 years            | 1.75(0.997)          | 2.08(0.913)          | 2.06(1.173)          | 1.82(0.91)           | 2.04(1.264)          |
| 3-5 years            | 1.83(0.972)          | 1.63(0.767)          | 1.71(0.901)          | 1.71(0.955)          | 1.46(0.869)          |
| 5-10 years           | 2.23(1.235)          | 2.08(1.32)           | 1.85(1.345)          | 1.92(1.32)           | 1.85(1.405)          |
| >10 years            | 1.86(1.167)          | 1.93(1.269)          | 1.57(1.158)          | 1.86(1.167)          | 2(1.177)             |
| F                    | 0.656                | 1.554                | 1.036                | 1.183                | 2.064                |
| Sig.                 | 0.623                | 0.189                | 0.391                | 0.32                 | 0.088                |

**H1:** The variables are dependent on each other.

**H0:** The variables are independent of each other.

**Interpretation:** Years of Experience in the IT Industry\* Efficiently without sacrificing quality, Feedback and criticism more effectively, Relationships with your colleagues and clients, Focused on your work and avoid distractions, Handle the politics in your workplace. From the above ANOVA table all the interpreted p-value is >0.05, so the alternative hypothesis is rejected and the null hypothesis is accepted.

**CHI-SQUARE:**

**B1-** Manage and control your emotions in a positive way.

**B2-** Communicate effectively with others will resolve conflicts.

**B3-** Handle stressful situations in a calm and effective manner.

**B4-** Meet your performance goals and objectives.

**B5-** Maintain a positive attitude and outlook.

**Table 2**

| N     | AGE*         | B1                  | B2                  | B3                  | B4                  | B5                  |
|-------|--------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| 69    | 18-24 years  | 57(35%)             | 48(29.5%)           | 52(31.9%)           | 48(29.5%)           | 53(32.5%)           |
| 58    | 25-34 years  | 48(29.4%)           | 49(30%)             | 45(27.7%)           | 50(30.6%)           | 51(31.3%)           |
| 24    | 35-44 years  | 23(14.1%)           | 22(13.5%)           | 24(14.7%)           | 21(12.8%)           | 19(11.7%)           |
| 11    | 45-54 years  | 9(5.6%)             | 9(5.5%)             | 6(3.7%)             | 6(3.7%)             | 8(4.9%)             |
| 1     | >55 years    | 1(0.6%)             | 1(0.6%)             | 1(0.6%)             | 1(0.6%)             | 1(0.6%)             |
| N=163 | Total        | 138(84.7%)          | 129(79.1%)          | 128(78.6%)          | 126(77.2%)          | 132(81%)            |
|       | Chi-square   | 15.332 <sup>a</sup> | 27.306 <sup>a</sup> | 18.049 <sup>a</sup> | 16.311 <sup>a</sup> | 15.526 <sup>a</sup> |
|       | Significance | 0.5                 | 0.038               | 0.321               | 0.431               | 0.486               |

**H1:** The variables are dependent on each other.

**H0:** The variables are independent of each other.

**Interpretation:** From the chi-square only the Communicate effectively to resolve conflicts(B2) factor, the interpreted p-value is 0.038. The value being lesser than 0.05 indicates that there is an association between the variable's age and communicate effectively with others will resolve conflicts(B2). The null hypothesis is rejected and the alternative hypothesis is accepted.

**CORRELATIONS:**

**C1-**Ethnic origins and cultural backgrounds

**C2-**Values the input of all team members

**C3-**Reflection their emotions and behaviours

**C4-**Without fear of judgment or retaliation

**C5-**Build trust and emotional connection

**Table 3**

|          | C1     | C2     | C3     | C4     | C5     |
|----------|--------|--------|--------|--------|--------|
| Your age | -0.019 | -0.135 | -0.136 | -0.129 | -0.089 |

|  |        |        |        |        |        |
|--|--------|--------|--------|--------|--------|
| Years of Experience in the IT Industry | -0.084 | -.170* | -.168* | -0.144 | -.178* |
|--|--------|--------|--------|--------|--------|

**H1:** The variables are positively correlated.

**H2:** The variables are negatively correlated.

**H0:** The variables are not correlated.

**Interpretation:** From the above test, the interpreted values are found to be negative. This indicates that the variables age and the five factors-Ethnic origins and cultural backgrounds, values the input of all team members, reflection of their emotions and behaviours, without fear of judgment or retaliation, build trust and emotional connection are negatively correlated. When the age variable value increases, the value of the five factors would decrease and vice versa. The same can be interpreted for years of experience of the employees and the factors. The alternative hypothesis H2 is accepted and the null hypothesis is rejected.

## Conclusion

Emotional intelligence is positively related to the quality of work delivery among information technology employees in Chennai. Employees with high emotional intelligence are more likely to produce high-quality work. Emotional intelligence is a significant contributor to the total effectiveness of employees. Employees with high emotional intelligence tend to be more effective in their roles, as they are better equipped to manage their own emotions, understand the emotions of others, and communicate effectively. Emotional intelligence is positively related to productivity among IT professionals. Because they are more adept at controlling their own emotions and comprehending those of others, employees with high emotional intelligence frequently exhibit higher levels of productivity. Management and organisational culture are crucial in fostering emotional intelligence among IT workers. Employees are far more inclined to develop and display emotionally intelligent conduct when management set an example of it and foster an environment that appreciates it. Management should make trouble to foster a culture of support, open communication, and collective respect at work. This may contribute to a productive plant terrain, which in fact may enhance workers' emotional intelligence and productivity. The study emphasises the need for further disquisition into the link between emotional intelligence and the class of work delivery in the information technology sector. unborn exploration can broaden the present study's compass by employing a bigger sample size or concentrating on a different geographic area to see if the results are harmonious Future research could expand the scope of this study by using a larger sample or focusing on a different geographic area to see if the results are consistent.

## References :

1. Sriram, R., and Kumar, A., (2019). "The Impact of Emotional Intelligence on IT Employee Performance." the International Journal of Information Technology, 11(2),145–160.
2. Gupta, S., and Rao, S., (2018). "Employee Productivity and Emotional Intelligence: A Role for Management." Studies in Organizational Behavior, 5, 45–58.

3. Rajan and Menon (2020), Case Study of IT Workers in Chennai Examines the Relationship Between Emotional Intelligence and Job Satisfaction. *Journal of Business and Management*, 7(1), 87-104.
4. Sharma, P., & Nair, S., (2017). "Emotional Intelligence and Team Performance in IT Organizations." In the 14th volume of the *International Journal of IT&M*, pages 225-242 present the results of this study.
5. Krishnan, R., and Singh M., (2019). published "How Emotional Intelligence Can Improve IT Company Leadership." *Journal of IT Leadership*, 21(2), 123-140.
6. Kumar, S., and Gupta, R., (2020). "Using Emotional Intelligence to Motivate IT Workers." *Human Resource Management International*, 31(6), 756–774.
7. Menon, A., and Rajesh, R., (2018). "The Role of Emotional Intelligence in Providing Quality IT Services". in the *Journal of Service Science Research*, 10(2), 178-195
8. Patel, N., & Desai, K., P., (2019) "The Importance of Emotional and Adaptive Intelligence in the IT Industry" *Psychology and Counseling: An International Journal*, 11(4), 56-69.
9. Singh, S., & Jain, V. (2020). "Employee Retention and Emotional Intelligence in Information Technology Organizations." *Journal of International Business Studies* 7(1):120-138.
10. According to Choudhary, R., and Thomas, S., (2018). "Emotional Intelligence and Relationship Building in the Information Technology Industry" 15(3), pp.256-273 in *Journal of Applied Psychology*.
11. Joshi, A., and Gupta, P., (2019). Emotional intelligence courses and career advancement: a systematic review. *Journal of Training and Development* 22(4), pp. 315-332.
12. Suresh, M., and Rao, V., (2017). "The Impact of Emotional Intelligence on IT Workers' Motivation and Productivity." *The Intersection of IT and Business Management*, Volume 9 Issue 1 (pp. 45-62).
13. Nair, A., & Krishnan, P., (2018). "Conflict resolution and emotional intelligence in IT teams: a case study of Chennai-based enterprises." Referenced in 5(2), 78-95 of the *Journal of Conflict Resolution and Mediation*.
14. Kumar, R., & Gupta, S. (2020). "The Impact of Emotional Intelligence on Team Collaboration and Work Delivery: Research on IT Workers in Chennai." 13(4), 321-338 in *International Journal of Collaboration and Workforce Development*.
15. Sharma and Saxena (2019). Among IT workers in Chennai, a look at the correlation between EQ and burnout. *Thes* 26(3), 201-218 in the *International Journal of Stress Management*.