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## **A Study on Emotional Intelligence and Work Performance of Women Insurance Agents of LIC of India, Kerala**

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### **Abstract:**

*The dynamicity in the organizational set up demands intellectually awakened, emotionally strengthened and spiritually rediscovered workforce, for better perspectives. Hence an understanding of rational intelligence, emotional and social intelligence has become a vital part in successfully leading people. The role of emotional intelligence is higher in order to achieve productivity, performance, interpersonal effectiveness and team work. Women work force in any organization is confronted with the responsibilities of both family as well as the workplace attributes. To relieve tension and work pressure at the individual level, to adjust with the difficult situations, and make them more productive, maintenance of emotional balance and strength is very essential. Thus the work performance of an employee depends on the level of emotional intelligence and its application in the work place.*

**Keywords:** Emotional intelligence, work performance.

### **1. Introduction**

Emotional intelligence is an important area of modern management studies. It promotes and guides the course of action of the employees and manager towards the attainment of their goals. It also helps the employees to improve and to bring about a positive attitude towards the work and performance. EI plays a major and vital role in determining the overall performance of the organization, moving as an unseen power from the very decision making to organizational success and influencing various components like communication, teamwork, interpersonal relationships etc. Moreover, emotional skills are very essential for leadership to be successful and effective.

The environment in the work place is ever changing and new yardsticks are being used to judge and understand people. Academic qualifications and expertise are accounted considerably for this, but the evaluation and judgment of people is by how well one is able to handle oneself and others which encompasses all the traits or competencies related to EI. When one is able to understand and analyze one's own emotions, he/she will be better able to manage their emotions. Emotionally intelligent organizations are the most effective ones and they can compete even in turbulent situations and are the most desirable places to work (Goleman, 1998). Emotional intelligence determines how far a person will succeed in life, personally and professionally.

Life Insurance Corporation of India, which employs a large number of women insurance agents is one of India's leading players in the Insurance industry with the highest growth rate recorded in the number of insurance policy and premium each year. This is brought about by the enthusiastic effort taken by insurance agents and the focus also goes to the women agents who have been successful in sharing the space at par with men. Hence a study on the level of emotional intelligence and its impact on the work performance of the women insurance agents would bring forth an understanding of correlation between emotional intelligence and work performance and the level of emotional intelligence of women insurance agents and their corresponding impact on the work performance. Thus the study would bring in an enlightenment of the emotional competencies of these enthusiastic women agents, their work performance and affects and attitudes at work place.

#### *1.1. Scope of the Study*

Emotional intelligence plays a vital role in shaping and contributing to one's emotional strength. It affects the attitudes at the work place. It also ensures that a person's emotional balance and ability helps him to achieve the desired level of performance in the work place. Life Insurance Corporation of India, employs a large number of women insurance agents in their business and hence it becomes imperative to study their work performance level. It was found that there is high correlation between emotional intelligence level of women insurance agents and his/her work performance. This also strengthens the fact that if an insurance agent is high on emotional

intelligence, the person would also be a high performer. Hence LIC of India can take up the emotional intelligence test as well as one of their recruitment technologies which would ensure a high performing work force.

### *1.2. Objectives of the Study*

- i. To examine the relationship between Emotional Intelligence and work performance of women insurance agents of Life Insurance Corporation of India, Kerala.
- ii. To study the level of work performance of women insurance agents of Life Insurance Corporation of India, Kerala.
- iii. To study the extent of application of emotional intelligence by the women insurance agents of Life Insurance Corporation of India, Kerala.

## **2. Research Methodology**

### *2.1. Research Design*

The study aims at understanding the relationship between emotional intelligence and work performance of women insurance agents of Life Insurance Corporation of India, Kerala and the level of emotional intelligence of these agents and their work performance level measured by various performance attributes. A descriptive research study has been employed to understand these aspects.

### *2.2. Population*

Life Insurance Corporation of India has a total of 86 Branches across 5 divisions covering all the 14 districts in Kerala. These branches consist of about 12000 registered active women insurance agents. Population for the purpose of the present study are these women insurance agents of Life Insurance Corporation of India, taken up from the North, Central and South regions of Kerala.

### *2.3. Sample Size*

For the purpose of the study, North, Central and South regions of Kerala were subdivided into rural, semi urban and urban areas and 70 samples were selected from each of these areas which contributes 210 samples each from North, Central and South Kerala. Hence the total sample size taken for the study is 630.

### *2.4. Tools Used for Data Collection*

The tools used to collect data from the respondents are:

1. Emotional Intelligence scale, a self-report model of questionnaire containing 5 domains of Emotional intelligence, viz, Self-awareness, self-regulation, empathy, motivation and social skills and a job related demographic schedule to obtain the demographic variables.
2. Work performance questionnaire which is a feedback by the Development officers on individual agents based on the five domains of work performance attributes, viz, work habits, communication, job skills, decision making and team cohesion.

### *2.5. Source of Data*

The investigator has resorted to both primary and secondary sources of data for the present study.

#### 2.5.1. Primary Data

Primary data are collected using two structured questionnaires: one on emotional intelligence (A self-report) from the selected women insurance agents of LIC of India, Kerala and the second questionnaire was used to collect their performance feedback from their respective Development officers. These are the tools used to collect responses relating to EI and work performance of women insurance agents. A job related demographic schedule was also prepared and included in the questionnaire for the women insurance agents.

##### *2.5.1.1. Personal Interview*

The investigator had personal discussion with Development officers for getting necessary information related to the objectives, structure and management of Life Insurance Corporation of India.

#### 2.5.2. Secondary Data

Secondary data are collected from the following sources:

1. Annual reports of LIC.
2. Publications and pamphlets of Life Insurance Corporation of India.
3. Other publications such as books, periodicals etc.
4. Various journals
5. Various websites

Hypothesis: Keeping the objectives at focus, the following hypotheses have been framed:

- H1. There is positive correlation between emotional intelligence and work performance.
- H2. The work performance of women insurance agents in LIC, Kerala is high.

- H3. The emotional intelligence of women insurance agents in LIC, Kerala is high.

### 3. Analysis and Interpretations

The main objective of the study was to understand the relationship between Emotional Intelligence and work performance of the Women Insurance agents in Life Insurance Corporation of India. Pearson Correlation Test was used to analyze the relationship between the two variables which were interval-scaled and ratio-scaled. Furthermore, correlation coefficients reveal magnitude and direction of relationships which are suitable for hypothesis testing.

- $H_0$ : There is no significant relationship between Emotional Intelligence and work performance.
- $H_1$ : There is significant relationship between Emotional Intelligence and work performance.

Variables	Correlation	Lower bound	Upper bound	Z	p
Emotional Intelligence and work performance	0.977	0.976	0.978	114.817	<0.001

Table 1: The correlation between Emotional Intelligence and work performance

From table 1, a high correlation is found between Emotional Intelligence and work performance of women insurance agents of LIC of India, Kerala. The correlation coefficient is 0.977 which means that there is a high significant positive correlation between emotional intelligence and work performance. It follows the fact that if a person is high on the emotional intelligence scale, he/she is also a high performer. Hence the level of emotional intelligence of a person accounts for major part of his/her work performance.

The next objective was to assess and measure the work performance of the Women Insurance agents in Life Insurance Corporation of India. The respondents were asked to answer a set of thirty-two questions in the five point Likert scale regarding various aspects of work performance, namely Work Habit, Communication, Job Skill, Decision Making and Team work. The response is scored as 1 for 'Never', 2 for 'rarely', 3 for 'Occasionally', 4 for 'Frequently' and 5 for 'Always'. The total score of each of 32 questions for all

630 respondents is found out, based on which the mean % score  $\left[ MPS = \frac{\text{Mean Score} \times 100}{\text{Maximum possible score}} \right]$  of the work performance

dimension for each of the respondent was calculated. This score is classified into one of the four groups as low or poor if the mean % score is less than 35%, average if the mean % score is between 35 and 50 per cent, medium or good if the mean % score lies in the interval 50 to 75% and high or excellent if the mean % score is above 75%. A one sample Z test is carried out to test the significance. The following table gives the Mean, SD, Mean % Score and Z value of the variables considered. (Lloyd, B. H., & R. R. Abidin. R. R. (1985). Revision of the Parent Stress Index. *Journal of Pediatric Psychiatry*, 10(2), 169).

Mean	Std. Deviation	Maximum score	Mean % score	CV	z	p value
148.33	21.52	160	92.56	14.510	65.037	<0.001

Table 2: Mean, SD, Mean % Score and Z value of work performance

The mean percentage score of the work performance of the Women Insurance agents in Life Insurance Corporation of India is 92.56% which indicate that level of work performance of the Women Insurance agents in Life Insurance Corporation of India is very high. The CV= indicate that this score is stable as the value is less than 20%. To test whether the sample information that is observed exists in the population or to verify that the level of the work performance of the Women Insurance agents in Life Insurance Corporation of India is high or medium the following hypothesis is formulated.

- $H_0$ : The work performance of the Women Insurance agents in LIC of India is medium
- $H_1$ : The work performance of the Women Insurance agents in LIC of India is high

To test the above hypothesis one sample Z test was used and the result is exhibited. From the table the calculated value of Z is 65.037 which is more than the tabled value of 1.645, indicate that the test is significant. So it is concluded that work performance of the Women Insurance agents in Life Insurance Corporation of India are high.

The next objective is to evaluate the level of Emotional Intelligence of the Women Insurance agents in Life Insurance Corporation of India. A 48, five point Likert scale questions were asked to measure this attribute of Women Insurance agents in Life Insurance Corporation of India. As in the first case this case also, the mean, mean% score, SD and Z values are calculated and is exhibited in Table 3.

Mean	Std. Deviation	Maximum Score	Mean % score	CV	z	p value
221.47	31.53	240	92.13	14.24	102.953	<0.001

Table 3: Mean, SD, Mean % Score and Z value of Emotional Intelligence

The mean percentage score of the Emotional Intelligence of the Women Insurance agents in Life Insurance Corporation of India is 92.13% which indicate that level of Emotional Intelligence of the Women Insurance agents in Life Insurance Corporation of India is high. The CV indicates that this score is stable as the value is less than 20%. To test whether the sample information that we observe

exist in the population or to verify that the level of the Emotional Intelligence of the Women Insurance agents in Life Insurance Corporation of India is high or medium, the following hypothesis is formulated:

- $H_0$ : The Emotional Intelligence of the Women Insurance agents in LIC of India is medium
- $H_1$ : The Emotional Intelligence of the Women Insurance agents in LIC of India is high

To test the above hypothesis, we use one sample Z test and the result is exhibited in Table 3. From the table the calculated value of Z is 102.953 which is more than the tabled value of 1.645, indicates that the test is significant. So it is concluded that Emotional Intelligence of the Women Insurance agents in Life Insurance Corporation of India is high.

#### 4. Findings

The following are the major findings from the study:

- There is significant positive correlation between emotional intelligence and work performance of Women Insurance Agents of LIC of India, Kerala. This signifies the importance of the role of emotional intelligence in accounting for a person's work performance level.
- Emotional intelligence can be used as a predictor of one's work performance.
- The work performance of women insurance agents of LIC, Kerala was also found to be high. The agents also showed a higher attribute of work performance measured by their work habits, job skills, communication, decision making and team work.
- The Emotional Intelligence shown by women insurance agents of LIC, Kerala was found to be high. The measure of emotional intelligence developed through the scale took into consideration different perspectives of emotional intelligence and found that the level of emotional intelligence of women insurance agents of LIC of India, Kerala is high.
- The women insurance agent of LIC of India, Kerala showed a higher level of emotional intelligence attributed by their self-awareness, self-regulation, motivation, empathy and social awareness.

#### 5. Conclusion

Emotional Intelligence, defined as the ability to monitor one's own and other's feelings and emotions, to discriminate between them, and to use the information to guide one's thinking and actions is the focal point of most of the organization right now for their man power quality enrichment. This kind of ability includes interaction between feelings and recognition that help people to adapt with life/work situation.

The results of this study show a significant positive relationship between Emotional intelligence and work performance of women insurance agents in LIC of India, Kerala. The study also reveals that the Emotional Intelligence level of women insurance agents of LIC of India, Kerala are high. This also gives an impact on their work performance as well. The work performance of the women insurance agents was also found to be high, strengthening the fact that emotional intelligence is the better predictor of job performance.

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