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EXPLORING THE RELATIONSHIP BETWEEN EMOTIONAL INTELLIGENCE IN HR PRACTICES AND EMPLOYEES' PERFORMANCE

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ABSTRACT

The study had been conducted to determine relationship between emotional intelligence human resource (HR) practices that improve employee performance. The study had focused on emotional intelligence human resource practices such as delight employee with unexpected, open book management style, performance evaluation and feedback systems, knowledge sharing, highlight performers, creative rewards and reward ceremonies to analyze human resource practices in employee performance improvement and these HR practices related to organization success. The study was conducted on 50 employees of private sector organization. The result showed HR practices such as fair performance evaluation system, open house discussion system, creativity reward system and extrinsic rewards had positive relationship with employee job. The study concluded that emotional intelligence human resource practices lead to improve performance which resulted in organizational performance improvement.

INTRODUCTION

An organization must concern on their employee performance. The successful organization worldwide is depending on emotional intelligence (EI), unfortunately most organization used on HR selection processes which focuses on qualification, skills, knowledge and experience on new hired employees. Emotional intelligence is considered to determine organizational and individual life [1]. The human resource (HR) professionals had play important roles in employment relationship management effective remain controversial despite several previous studies and multiple HR models development and typologies. Good working environment and performance in the organization is correlated to emotional intelligence which is employee self

[2]. Hence, there are correlation between emotional intelligence and positive performance in the organizational [3].

Emotional intelligence is defined as positive employee attitude towards the organization and its values [4]. Meanwhile, emotional intelligence also defined as human cognitive abilities beyond traditional academic intelligence [5]. Emotional intelligence included four abilities such as emotion appraisal and expression, emotion usage and emotional management [6].

The contemporary models proposed that profession occupied strategic business partner role and critical HR management as in previous studies. Criticism centres on lack of acknowledging of inherent duality in HR work arising from competing role demands and trade-offs between employee needs and organizational objectives. There was argument that paradoxes facing by HR practitioner in their working day are downplayed and emotional challenges these create ignored. Furthermore, the HR role was employed by practitioners is limited due to there are few detailed empirical studies that focus on HR professional do their jobs [7]. The leaders need high emotional intelligence since their roles as organization representation [8].

This study aimed to determine relationship between emotional intelligence human resource (HR) practices that improve employee performance. Achieving organizational success can be well managed human resource practices such as fair performance-evaluation system performance based on rewards system and motivating workers through dealing employees with the unexpected.

METHODOLOGY

The study had used quantitative approach which focused on exploring relationship between emotional intelligence HR practices and employee performance. The questionnaire survey objectives are determining relationship between emotional intelligence HR practices and employee performance.

The emotional intelligence HR practices included 360-degree performance management feedback system and fair evaluation system for employees. There were 50 employees had involved in the study. The questionnaire contained question regarded the respondent information to understanding their opinion about employee performance motivation, emotional intelligence human resource management practices and perceived performance of organization.

The questionnaires were contributed to the respondents through online media. The convenience sampling method was used to collect data rapidly, economical, quick and convenient.

RESULT AND DISCUSSION

Result

First question was if the organization arrange a meeting to provide the employee an opportunity to speak out about their favorite's restaurants or any

new skills employee hope to learning or country to visit and their favorite's restaurant of spending time. 38.5% respondents were answered not at all and 23.1% were answered little as in Figure 1. Meanwhile, second question was if the employee had opportunity to choose their favorites incentive in proportion to their achievement.

According to Figure 2, most respondents about 48.1% answered not at all and there is no respondents answered fully agree on this question.

The next question was if there are a sufficient number of public organizations in Jeddah performed smart kinds of meetings. The third question was there were arrangements in my workplace for friendly meeting periodically. The result showed 17.3% were not at all and 7.7% respondents were fully as shown in Figure 3. Overall the organization did not use meeting effectively.

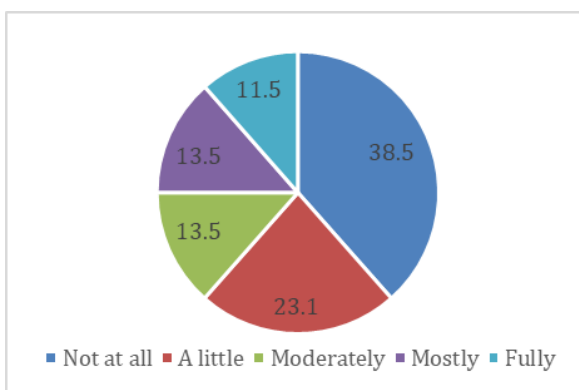


Figure 1: The respondent's answer to question 1.

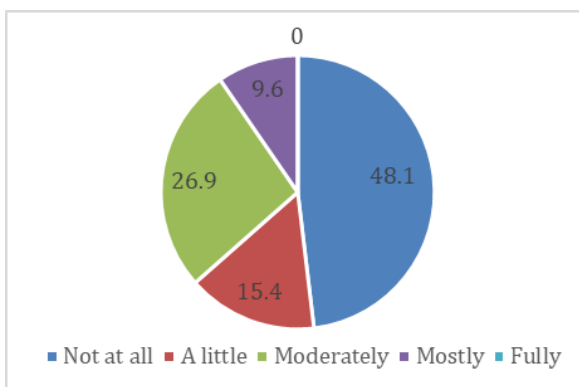


Figure 2: The respondent's answer to question 2.

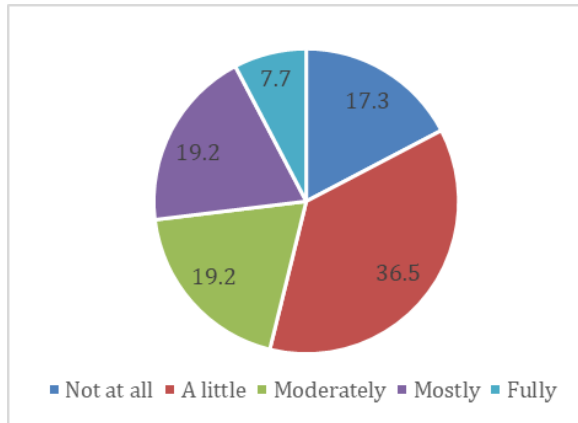


Figure 3: The respondent's answer to question 3.

The fourth question was investigated if the organization arranges a different kind of meetings for employee needs of speak out. The result showed 30.8% respondent had experienced a little experience of arrangement for speaking about concerns and suggestions in the workplace. Besides, 26.9% respondents answered moderately as shown in Figure 4. Overall, the organization performed a smart meeting but not periodically.

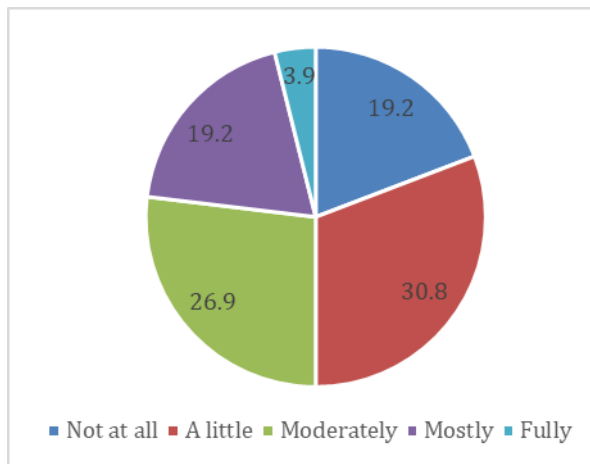


Figure 4: The respondent's answer to question 4.

Besides, the respondents were asked question regarded fair bonuses. The purpose of this question is to investigate if the employees received fair bonuses for their productivity. The result showed 34.6% answered a little and 7.7% respondent was answered fully as shown in Figure 5.

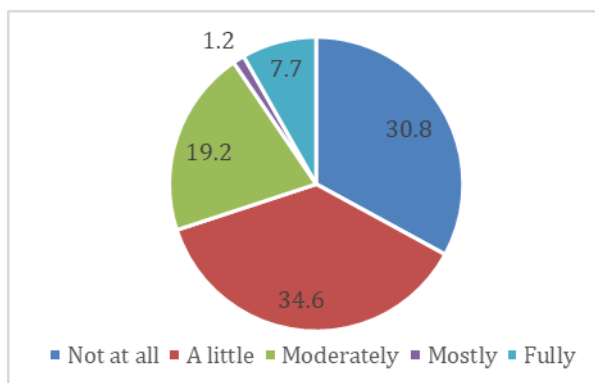


Figure 5: The respondent's answer to question 5.

The respondents also asked on importance feedback. The purpose was about receiving appraisal of their performance and effectiveness of feedback to the employee. Sixth question was if the employees received a formal appraisal. The result showed 28.8% respondents were fully enjoyed and 38.5% respondents were mostly enjoyed as shown in Figure 6.

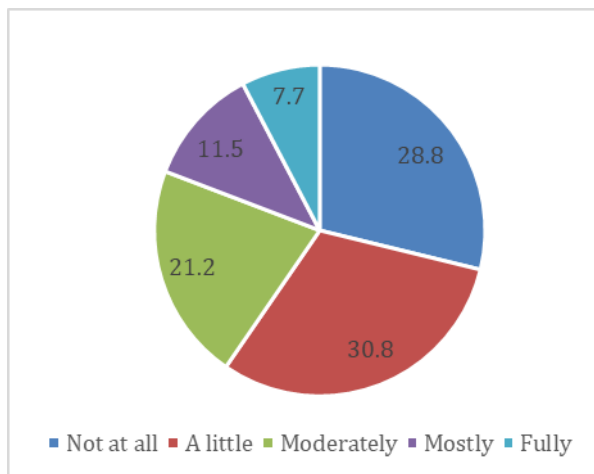


Figure 6: The respondent's answer to question 6.

In addition, respondents were asked whether they were happy when others noticed their achievements. This question determines the statistician who enjoys the sense of accomplishment when employees are realized by others. Figure 7 shows that majority of respondents about 38.5% and 28.8% are mostly enjoy and fully enjoy respectively when their good performance is noticed by others.

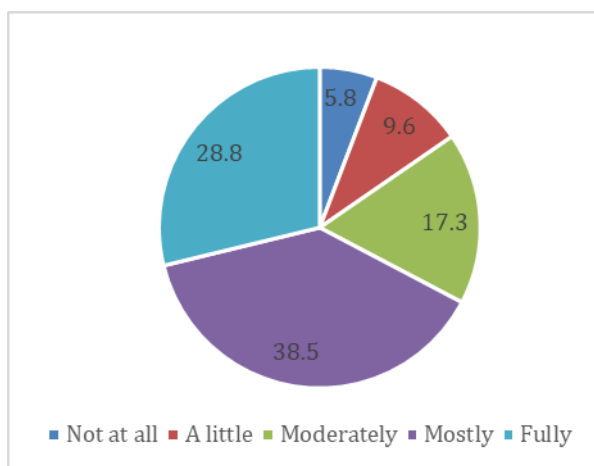


Figure 7: The respondent's answer to question 7.

In this questionnaire, the respondents were asked question regarded employee willingness for the improvement. The question purpose was determined if the employee in private sector had the desire for the improvement in the workplace. There were 25% respondents answered not at all and 32.7% respondents were moderated in learning new skills as shown in Figure 8.

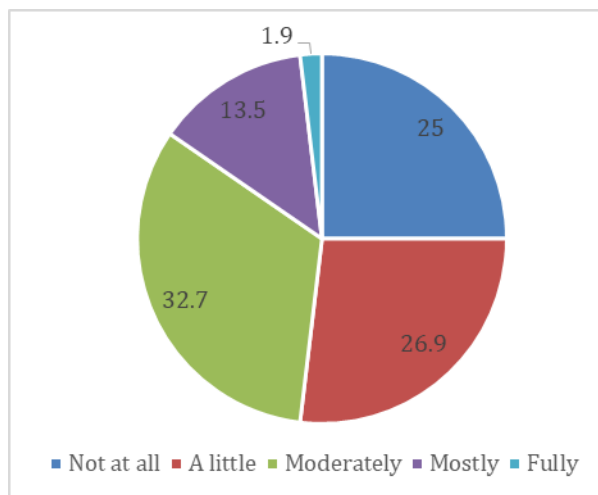


Figure 8: The respondent's answer to question 8.

The last question regarded on job satisfaction. The purpose of question was concluded employee satisfaction with their workplace improvement practices. The question was determined the respondents general liking of their organization methods in employee performance improvement. In Figure 9, 25% respondents were mostly and 23.1% respondents were little of satisfaction.

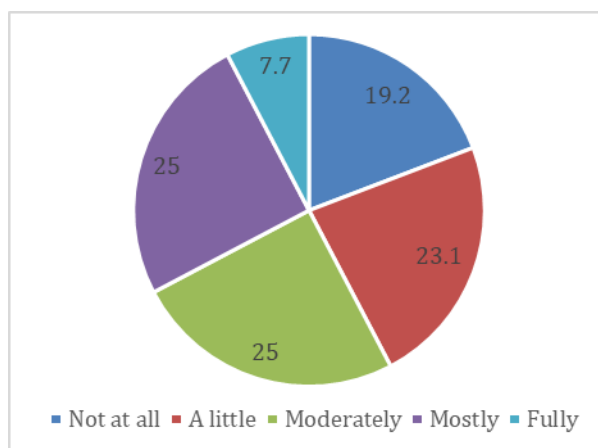


Figure 9: The respondent's answer to question 9.

Discussion

The result showed emotional intelligence HR practices affected employee performance and willing to improve. The feedback system and open book discussion among HR practices that was very important. The performance evaluation system was useful for the organization to develop desired employee behaviors and attitudes. Transparent and fair performance assessment system motivated the employee to work more to obtain the organizational objectives. The HR practice career development system helped to improve employee development and career progression.

CONCLUSION

In conclusions, the study showed that human resource practices effect employee motivation which resulted in employee performance improvement.

If the organization had provided attentions to HR practices such as performed fair performance-appraisal and feedback in open book discussion system, knowledge sharing system, better reward system which contributed to optimum return and maximize the performance.

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