Emotional Intelligence and its Impact on Employee Performance and Stress Level While Working from Home

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ABSTRACT: *The world today is experiencing a dramatic shift in workplace practises during this uncertain time. Application of Emotional Intelligence has taken the front seat and in leading to effective management of stress and better performance. This research aims to understand the importance of emotional intelligence and also to identify the impact of Emotional Intelligence on employee performance and stress level of employees while working from home. A Snowball sampling technique was employed. The sample consists of 105 employees working across different departments of private sector organization. The response was collected with help of a structured questionnaire. The questionnaire was designed to collect information related to emotional intelligence, employee performance and stress considering work from home.Descriptive and inferential statistics was applied to analysis the data. The results of regression analysis confirmed that there is a significant relationship between emotional intelligence and stress. 28per cent of employee performance variance can be predicted by emotional intelligence and 24per cent of stress variance can be predicted by emotional intelligence. Out of five components of EI i.e. Self-Awareness, Self-regulation, Empathy, Social Skills and Motivation, statistically it's proven that, Empathy and Social Skills have more influence on employee performance and self-regulation played a vital role in managing stress level among employee while working from home. It is suggested that organizations should impart training related with Empathy and Social Skills as these skills help to manage stress better, improves work culture in the organisation and enables employees to perform better.*

KEYWORDS: *Emotional Intelligence, Employee Performance, Stress, Self- Regulation, Empathy, Social Skills.*

Introduction

Today, Emotional Intelligence is considered as an important skill by organizations because of its significant impact on various aspects of business community. Emotional Intelligence has been proven to be an important component in employee development, employee performance, and productivity. (Goleman et al.,2013)

In today's world the relevance of Emotional Intelligence has increased drastically. It has grown from a "good to have skill" to a "Must have" skill for managers and leaders. According to a study conducted by Capgemini Research Institute -74per cent of executives and 58per cent of non-supervisory employees believe that EI will become a "must-have" skill.

Emotional intelligence plays a significant role in the organization and has become an important evaluation criterion for judgment of an 'effective' employee. It increases productivity and trust within and across the organization. Emotional Intelligence also helps an employee in knowing his capability, gives a better understanding of his job. The employee has a better outlook for the future, and is confident.

The term Emotional Intelligence(EI) is increasingly well known and often cited as the key to effective workplace relationships. It was first popularised in 1995 by Daniel Goleman. Emotional Intelligence allows us to think more creatively and to use our emotions to solve problems. Some researchers suggest that emotional intelligence can be learned and strengthened, while other claim it is an inborn characteristic.Emotional Intelligence is the ability to understand and mange one's own emotions and of people around them. Emotional Intelligence allows a person to understand their emotions and use them to think more creatively in decision making.

According to Salovey and Mayer (1990), Emotional intelligence is "The ability to monitor one's own and others' feelings and emotions, to discriminate among them and to use this information to guide one's thinking and actions." Emotional Intelligence builds better relationships, helps in motivating people and ensures success in coping with environmental demand and pressures.

According to Daniel Goleman (1995) Emotional intelligence is "The capacity for recognizing our own feelings and those of others, for motivating ourselves, for managing emotions well in ourselves and in our relationships." An emotional intelligent person is has four attributes-1) Ability to identifying their emotions, 2) Ability to use their emotions, 3) Ability to understand emotions,4) Ability to regulate emotions.

There are three models that attempt to explain the traits, skills and abilities that are associated with Emotional Intelligence. These three models are trait approach proposed by Peter Salovey and John Mayer, ability approach proposed by Bar-On and mixed approach proposed by Daniel Goleman. (Dhani and Sharma, 2016)

Ability model of emotional intelligence described emotional intelligence as the "ability to monitor one's own and others' feelings and emotions, to discriminate among them, and to use the information to guide one's thinking and actions. Traits model of emotional intelligence viewed emotional intelligence and included non-cognitive competencies such as self-esteem, self-actualization, general mood, and general well-being. Mixed Model of emotional intelligence is a combination of ability model and traits model of emotional intelligence. The mixed model denotes the idea that emotional intelligence assesses aspects of personality and cognitive intelligence in addition to the emotional intelligence. (M.Kulkarni et al., 2009)

Framework of Emotional Intelligence(Goleman, 1995)

Daniel Goleman in 1995 published this book named "Emotional Intelligence- Why It Can Matter More Than IQ. In this book he talked about the five main domains of EI. This research also focuses on these five dimensions of Emotional Intelligence.

Dimension	Definitions
Self-awareness	"The ability to recognise and understand your emotions, and needs - and understanding their effects on others"
Self-regulation	"The ability to control disruptive impulses and moods – and controlling judgement of thinking before acting."
Motivation	"A passion to pursue ones goals with energy and consistency - and to work for reasons that go beyond money or status.'
Social skill	"Skills and proficiency in starting, managing and building on relationships with individuals and groups. The relationships need to be appropriate to the role."
Empathy	"Recognising the emotional makeup of others – and skills in engaging with them appropriately and sensitively."

Emotional Intelligence during Work from Home in Uncertain times

In Today's ever changing Economy and rising business volumes we live in an ecosystem where the competition is always present at all business level around us. We need human approach to counter the unknown challenges and uncertainties. The human touch and emotional intelligence is gaining paramount importance in the current scenario. Organisations having employees with higher EI will benefit in following ways

- Enhanced Productivity, high employee satisfaction with reduced attrition.
- Employee benefits will include openness to change and growth along with job security
- Organisations investing in EI will get better returns as employees will be more productive with quality work environment and organization culture.

Quality human resource is becoming scares, managing and retaining them is even a bigger challenge.Inner wellbeing is even more critical during uncertain times. It gives us the necessary resources required to overcome stress and challenges and even helps us to perform better.Self-awareness is the foundational domain upon which all other EI skills are based. In the realm of self-awareness, many of us are quick to assess that we are, indeed, self-aware. However, in one research study of nearly 5,000 participants across 10,000 investigations, organizational psychologist, Dr. Tasha Eurich, noticed that of all participants asserting self-awareness, only about 15-20per cent was actually self-aware. (Michelle Maldonado, 2020)Essentials required while working from home are:

- Self-discipline, create your daily routine and focus on emotional wellbeing and physical fitness,
- Self-Awareness of the task in hand and the skillsets required,
- Ability to handle the stress and delivery targets even when not being monitored,
- Support your team members,
- Protect your mind-set and mental health by being informed and place your attention on the things you have control,
- Take purposeful pauses to give your mind and body a break from the stress of the day or to simply replenish and refuel.

Research Problem

A lot of research has been conducted to study variables like Emotional Intelligence, employee performance, stress level, leadership and work life balance at workplace. However, there are possibilities that there can be change in the mind-set of the individuals as they are working from home during this pandemic. The researcher will try to fill this research gap by studying variables- emotional intelligence, employee performance and stress level of the employees who are working from home. This paper tries to bring out the relationship between the variables and highlight the factors of emotional intelligence that contributes to employee performance and stress level. The dimensions used for understanding emotional intelligence are self- awareness, self-regulation, motivation, empathy and social skills.

Research Objective

1. To study Emotional Intelligence and its importance during work from home.
2. To study the impact of Emotional Intelligence on Employee Performance while working from home.

3.   To study the impact of Emotional Intelligence on Stress Level of employees while working from home.

Research Hypothesis

Hypothesis (1):

**H0:** Emotional intelligence has no impact of employee performance.

H1: Emotional intelligence has a significant impact on employee performance while working from home.

Hypothesis (2):

H0: Emotional Intelligence has no impact on stress level of employees.

H2: Emotional Intelligence has significant impact on stress level of employees while working from home.

Conceptual Model
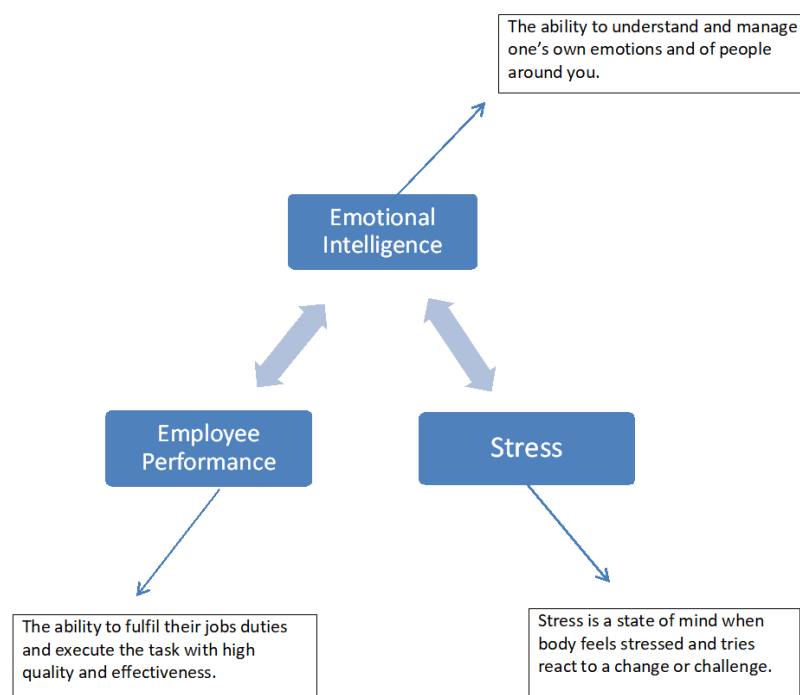
- Emotional Intelligence: The ability to become aware of one's own emotions and of others' emotions and to control them, to keep calm in the midst of pressure, to initiate and maintain healthy relationships with others, and to maintain an optimistic outlook towards life.

- Stress: Stress is an internal state of mind when we react to anything consciously or unconsciously perceiving it as a threat, fear either real or imagined. In order to manage stress we need to take control on the unwanted tensions that comes in from stressful situations by making physical changes or in emotions. Every organization should try at most to control stress among employees as far as possible, because it reduces the employee's ability that leads to the downfall of the organization. Management of Emotional Intelligence would lead to management of stress. (RohiniandNithya, 2018).

- Employee performance: It is the ability of an individual to fulfil their job duties and execute the task assigned to them with high quality and effectiveness. In this research we have considered three dimensions of employee performance- Task Performance, Contextual Performance, Adaptive Performance. (Koopmans et al., 2011)

Review of Literature

A large number of theoretical literature studieshave been done on the Emotional Intelligence and its relationship with occupational stress, job performance and other dimensions. Various studies have concluded that Emotional Intelligence has a positive correlation with job performance and moderately has an impact on occupational stress. This research is focused on establishing Emotional Intelligence as a distinct and independent intelligence, and its relationship with employee performance and on how Emotional Intelligence influence effective stress management.

(Kumar, 2014) studied the relationship between emotional intelligence and job performance among the employees working in Himachal Pradesh University, Shimla. His analysis report reveals that emotional intelligence has a direct impact on the job performance. It also stated that for better performance of an employee he must be self-aware, self-managed, socially aware and must know to manage relationships.

(Gangai, 2013) conduct a study to identify the role of emotional intelligence in managing stress among employees at workplace and also the relationship between emotional intelligence and stress at workplace. The analysis of the report reveals that emotional intelligence and workplace stress are negatively correlated and probably Emotional Intelligence has moderate effect on stress among employees at workplace. He suggested that if employees strong emotionally then they will be able to take handle stressful situations in a better manner.

(Ismail et al., 2009) researched on establishing a relationship between occupational stress and job performance and to measure the effect of psychological stress and emotional intelligence on the job performance. His research proved that effect of physiological and psychological stresses on job performance is not direct but their impacts upon job performance are indirectly affected by emotional intelligence. The study suggested that if emotions are managed properly while performing job them employee will have a strongly capability of coping with occupational stress problems.

(M.Kulkarni et al., 2009) examined managers and supervisors to understand their level of emotional intelligence and its impact on the level of performance and their ability to take higher level jobs in the organization. They gathered employee performance appraisal in format of 360 degree including feedback of self, executives and directors of the organization. The finding of the research was that managers and supervisors with low

emotional intelligence had an impact on their level of performance on the job. If an organization aims to be profitable then they must identify the level of emotional intelligence of managers and supervisor and focus on the developing emotional intelligence among the employees.

(Gohm et al., 2005) conducted a research on 158 freshmen from a mid-sized US university to investigate whether the relation between Emotional Intelligence and stress was moderated by personality. The report suggests that Emotional Intelligence may help some individuals, but not others which may be due to lack of confidence in their emotional ability.

(Rohini and Nithya, 2018)conducted a research on 100 women nurses in private hospitals in Chennai. The study aimed to analyse the components of Emotional Intelligence and its impact on stress management of woman nurses in private hospitals in Chennai. The results of the study concluded that four components that contribute to Emotional Intelligence i.e., Appraisal of Self-Emotion, Appraisal of Other's Emotions, Regulation of Emotion and Usage of Emotion. Out of four components, Usage of Emotion strongly influences the Emotional Intelligence than others. Emotional Intelligence has strong impact on Stress Management.

(Ramesar et al., 2009) studied the relationship between emotional intelligence and stress management in a group of 105 managers and the study concluded that stress management (the ability to cope with stress) is a component of emotional intelligence, while stress can be either an input or an outflow of emotional intelligence or the lack thereof. Researchers recommended to the organizations to focus on the development of emotional intelligence as a skill for coping with stress.

(Rexhepi and Berisha, 2017) also conducted a research on identify the effect of Emotional Intelligence on employee's performance in their working place. The results supported a positive correlation between the working performance index and the level of Emotional Intelligence of employees. The employees having higher level of Emotional Intelligence are more inclined to be successful in their work.

(Munir and Azam, 2019) performed an intervention based experimental study on 266 employees to identify interventions that could enhance emotional intelligence level of employees and to evaluate the effect of emotional intelligence level on employee performance. The study was conducted in three phases pre EI, intervention and post EI. Training and coaching was conducted for employees as well. The analysis report concluded that Emotional Intelligence could be enhanced through training and coaching interventions and there is a significant direct relationship between emotional intelligence and employee performance. The research suggested organizations to conduct training programmes with regards to improvement of Emotional Intelligence of Employees.

Research Methodology

- This research is conducted to find out whether there is an impact of emotional intelligence on employee productivity and stress level while working from home. A quantitative research is carried out.
- The data collection for the research was undertaken from both primary and secondary sources. Primary data was collected by survey method using structured questionnaire on emotional intelligence, employee performance and stress level.

Secondary data was collected from various journals, magazines, and websites like human capital, people matters and hr.com.

- The sample was drawn from a population of employees who were working from home and belong to it sector. The sample size was chosen through the method of snowball sampling/ chain-referral sampling. It is defined as a non-probability sampling technique in which existing subjects provide referrals to recruit samples required for a research study. With direct distribution, had sent approximately 200 questionnaires and received response from 105 respondents. The data were collected during the month of June and July 2020.
- Statistical analysis was done using statistical package for social sciences (spss) for analysing the data and Microsoft excel worksheets for construction of graphs, percentages based on frequency of data.

Data Analysis

Reliability of Research Instrument

This research paper has used **Cronbach's Alpha** value of reliability test to measure the reliability of the questionnaire items or the research instrument. Reliability analysis was carried out for each part of the questionnaire in order to test the validity and reliability of the instrument for the current research setting. The questionnaire involved 5-point Likert scale measures. The questionnaire was divided into 3 parts. It included 9 items aimed to measure the emotional intelligence, 4 items aimed to measure work-life balance and 4 items aimed at measuring the job stress. Then questionnaire has several existing variables and are hence computed into single variable to analyse the phenomenon of interest and hypothesis testing.

Table 1. Reliability Statistics			
Variables	Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
Emotional Intelligence	0.732	0.751	11
Employee Performance	0.893	0.902	8
Stress Level	0.745	0.770	8

The reliability test score is for emotional intelligence, employee performance, and stress level is 0.732, 0.893 and 0.745 respectively. As per George and Mallery's rule of thumb if the value of alpha is above 0.70, this indicates a fairly good internal consistency of the items in the scale. Thus, we can say that the survey was internally consistent and reliable to study the impact of emotional intelligence on employee performance and stress level of employees.

Table 2. Respondent's Characteristics (N=105)			
Characteristics	**Sub Profile**	**Frequency**	**Percentage (per cent)**
Gender	Male	62	59per cent
	Female	43	41per cent
Age	< 25 years old	21	20per cent
	26 – 35 years old	57	54per cent
	36 – 45 years old	23	22per cent
	> 46 years old	4	4per cent
Years of Experience	1-4 years	52	50per cent
	5-8 years	21	20per cent
	9-12 years	17	16per cent
	> 13 years	15	14per cent
Department	IT	41	39per cent
	HR	37	35per cent
	Sales and Marketing	13	12per cent
	Others	14	13per cent

Table 2 shows that, that 59per cent of the respondents are male and 41per cent of the respondents are female.

20per cent of respondents belong to the age group of < 25 years old, 54per cent of the respondents are between the age group of 26 to 35 years old, 22per cent of the respondents are from the age group of 36 to 45 years old and only 4per cent respondents belong to the age group > 46 years old.

49.5per cent of respondents have work experience < 4 years, 20per cent respondents have work experience between 5 to 8 years, 16per cent respondents have work experience between 9 to 12 years and 14per cent respondents have work experience of more than 13 years.

Majority of the respondents belong IT and HR department constituting to 39per cent and 35per cent respectively. 12per cent respondents belong to sales and marketing department and 13per cent respondents belong to other department. Other department majorly includes respondents from admin, finance and operation departments.

Fig. 1 Gender

Fig.3 Years of experience

Fig.2 Age

Fig.4 Department
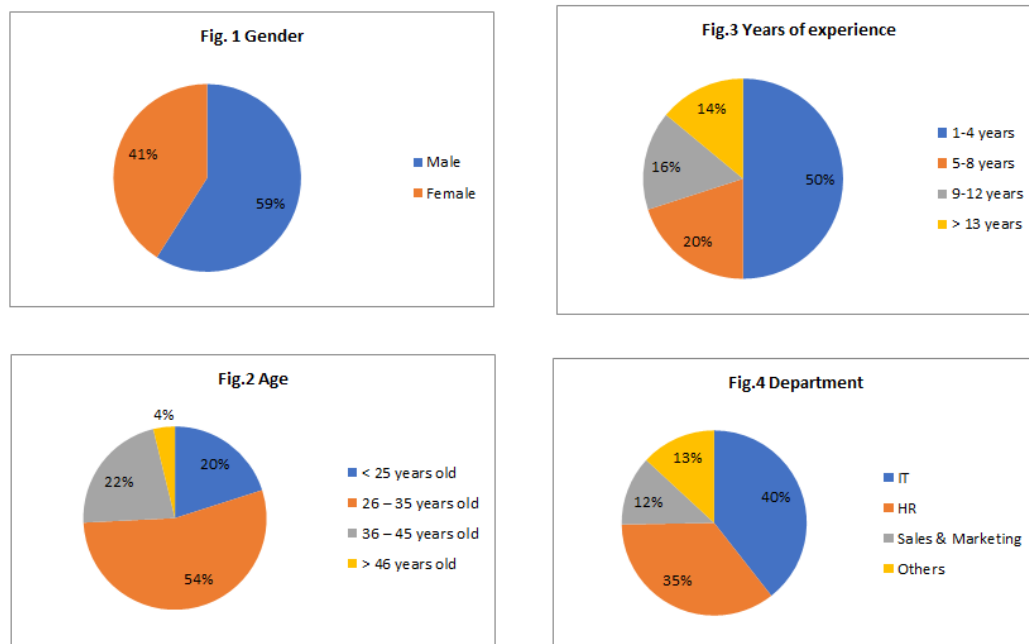
Regression Analysis (Hypothesis Testing)

The regression analysis was performed in order to measure impact of emotional intelligence on employee performance and stress level during work from home.

The study adopted only one independent variable and aimed to find out the direct impact of emotional intelligence on the dependent variables, simple linear regression analysis was carried out. The sub variables were computed into one single variable to conduct the test.

HA1: Emotional intelligence has a significant impact on employee performance while working from home.

Table 3. Model Summary			
Model	R	R Square	Adjusted R Square
1	.533[a]	0.284	0.277

a. Predictors: (Constant), Emotional Intelligence

Table 4. ANOVA[a]					
Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	13.360	1	13.360	40.864	.000[b]
Residual	33.674	103	0.327		
Total	47.033	104			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Emotional Intelligence

Table No.3 provides the R and R square values. The R value is 0.533, this indicates a moderate degree of correlation between the variables. The R square value indicates how

much of the total variation in the dependent variable, can be explained by the independent variable.The predictive power of regression equation was found to be 0.284 which means that 28per cent of employee performance variance can be predicted by emotional intelligence.

Table No.4 indicates Sig. value p value is 0.000. The p value<0.05, and indicates that, overall, the regression model statistically significant. This means that data have enough evidence to reject the null hypothesis. So, the null hypothesis (H0), Emotional intelligence has no impact of employee performance, gets rejected. We can accept the alternate hypothesis (H1),Emotional intelligence has a significant impact on employee performance while working from home.

Table 5. Coefficientsa					
Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	0.606	0.564		1.075	0.285
Emotional Intelligence	0.852	0.133	0.533	6.392	0.000

a.   Dependent Variable: Employee Performance

Table No.5 provides beta value (standardised regression coefficient), is a measure of how strongly each predictor variable (independent) influences the criterion variable (dependent). In this, predictor variable is EI and criterion is employee performance. So, it suggests that the EI has 53.3per cent influences when dealing with employee performance.

H2: Emotional Intelligence has significant impact on stress level of employees while working from home.

Table 6. Model Summary			
Model	R	R Square	Adjusted R Square
1	.495[a]	0.245	0.238

a. Predictors: (Constant), Emotional Intelligence

Table 7. ANOVA[a]					
Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	12.300	1	12.300	33.414	.000[b]
Residual	37.916	103	0.368		
Total	50.216	104			

a. Dependent Variable: Employee Stress level

b.   Predictors: (Constant), Emotional Intelligence

Table No. 6 provides the R and R square values. The R value represents the simple correlation and is 0.495, which indicates a moderate degree of correlation. The R square value indicates how much of the total variation in the dependent variable, can be

explained by the independent variable. The predictive power of regression equationwas found to be 0.245 meaning that 24.5per cent of stress less variance can be predicted by emotional intelligence,

Table No. 7 indicates Sig. value p value is 0.000. The p value<0.05, and indicates that, overall, the regression model statistically significant. This means that data have enough evidence to reject the null hypothesis. So, the null hypothesis H1- Emotional Intelligence has no impact on stress level of employees gets rejected. We can accept the alternate hypothesis; Ha- Emotional intelligence has a significant impact stress level of employees while working from home.

Table 8. Coefficients[a]					
Model	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	T	Sig.
1 (Constant)	0.114	0.598		0.191	0.849
Emotional Intelligence	0.817	0.141	0.495	5.780	0.000

a. Dependent Variable: Employee Stress level

In table No. 8 beta value (standardised regression coefficient), is a measure of how strongly each predictor variable (independent) influences the criterion variable (dependent)

In this, predictor variable is EI and criterion is stress level. So, it suggests that the EI has 49.5per cent influences when dealing with stress.

Impact of components of emotional intelligence on employee performance and stress level-

Table 9. Coefficientsa			
Model		Sig.	Sig.
		Employee Performance	Stress Level
1	(Constant)	0.157	0.439
	Motivation	0.516	0.199
	Self-Awareness	0.369	0.953
	Self-Regulation	0.058	**0.009**
	Empathy	**0.004**	0.124
	Social Skills	**0.037**	0.083

Dependent Variable: Employee Performance and Stress Level

In Table 9, the significance value for empathy is 0.004 and social skills is 0.037, that means p value is smaller than 0.05, so we can say that empathy and social skills have a significant impact on employee productivity. This means that empathy and social skills is the significant predictor of the criterion variable (Employee Performance).

Also, the significance value for self-regulation is 0.009, that means p value is smaller than 0.05, so we can say that self-regulation has a significant impact on employee productivity. This means that the self-regulation is the significant predictor of the criterion variable (Stress Level).

The Independent Variable: Self-Awareness, Self-Regulation, Motivation, Empathy and Social Skills.

Findings:

Regression analysis was used to test both hypothesis and results revealed that emotional intelligence has a moderate relationship with employee performance and stress level of employee while working from home. The analysis of data revealed that-
- 28per cent of employee performance variance can be predicted by emotional intelligence and
- 24per cent of stress variance can be predicted by emotional intelligence.

Both the dependent variables, Emotional Intelligence and Stress Level of employees shows a moderate relationship with EI, this suggests that the EI does impact both the variables but not to a greater extent. This project the need of increasing the EQ levels among employees to ensure they can manage both employee performance and stress level while working from home.

The 5 sub components of emotional intelligence for this research paper are: Self-Awareness, Self-Regulation, Motivation, Empathy and Social Skills. The results projected that, Empathy and Social Skills have an influence on employee performance and self-regulation played a vital role in managing stress level among employee while working from home.

Majority of the respondents were aware about their emotional state and how their feelings could affect their performance.

Around 80per cent of the respondents had good social skills like maintaining personal friendships with associates, sharing ideas and collaborating with teams and helping them in improving their performance and were empathetic as well.

80per cent of the respondents were engaged in an effective communication with their supervisors while working from home and 91per cent of the respondents took ownership of the works assigned to them. 92per cent of the respondents were able to maintain the work quality as per standards while working from home.

Work from home had both its advantages and disadvantages, though the working hour increased but the employees got ample time with their family and pursue their passion.

Recommendation
- Organisations should consider on adding EI as part of the recruitment and selection process as employees with high EI are better at job performance.

- Using tools to measure EI at the time of recruitment and selection and taking employees with high levels of EI, especially for highly stressful jobs, may have positive impact on job performance as they will be able to manage their stress more effectively.
- EI should be included as part of training and development to improve the EI of current employees to enhance the individual performance at work.
- In the training programs on EI the focus should be to impart trainings related with Empathy and Social Skills as these skills help to manage stress better, improves work culture in the organisation and enables employees to perform better
- Reduced stress helps in improving employees job satisfaction and organisational commitment. Organisations can offer a combination of EI and stress management training to their employees so that they can acquire necessary skills and are able to deal with the requirements of their job in a better way.
- Empathy and social responsibility help in creating personal and professional growth as people are open to guide and get help as an when required. These can be cultivated by exposing managers to more community work under the banner of the organisation, simultaneously promoting the organisation's commitment to community development.
- Organisations should have a roadmap to source and develop a more emotionally intelligent workforce.
  - Customize existing Learning and Development programs to include and integrate EI and make them accessible to all employees of organisation.
  - Include the evaluation of EI in the recruitment process to hire better Emotionally Intelligent workforce.
  - Use EI parameters as one of the parameters in promoting and rewarding talent in the organisation.

Discussions:

Emotional Intelligence makes people aware about their feelings and emotions which helps them to ease out stress and perform better. Our research also helped validate that Emotional Intelligence has significant impact on employee performance and stress level while working from home.

Majority of the respondents knew that feelings and emotions affect their performance at work, better management of emotions and feelings helped them stay positive and focused on work.

Empathy as a component of Emotional Intelligence helped respondents to connect with their peer more effectively. It helped in creating a better work culture where team mates were sharing, collaborating and supporting each other. Motivation and clear communication helped in improving the employee performance. Guidance from the team also helped in improving employee performance.

Employees who have empathy skills and also shows good relationship management which contribute in creating a great work culture in the organisation.

Empathy and Social Skills have an influence on employee performance and self-regulation played a vital role in managing stress level among employee while working from home. Self-Regulation like constructive criticism and staying positive under work pressure helped employees perform better at work.

Employees show a strong association between EI and Relationship management. They extend their support to their team members if they are aware about their problems. People with higher EI are open to guide others to improve their performance.

Work from home has its own challenges in terms of communication, ownership of work and work quality. People with higher EI take ownership of work and doesn't require monitoring to maintain the quality of work. While working from home, employees could have a better work life balance as they were able to devote sufficient time to their family and pursue their hobbies as well.

Limitationand Future Scope of Study:

This study was limited by the use of data collection technique. In questionnaire method the respondents answer only to specific question that is asked, there is a possibility that we miss out some other information that they would have shared in personal. Future study can employ personal interview or scheduling method while gathering information.

Another limitation was that this study only focused on employee who were working from home, future study can do a comparative analysis of employees working from home and working from office.

The sample size of this research was limited to 105 and specific to IT sector. It is recommended that future research can be conducted with a larger sample size to make the results more generalisable to a larger population and including different sectors like banking sector, FMCG.

Conclusion:

Post Covid-19 Work from Home will be a new normal for organisation and employees. Even when the situation improves the per cent of population working from home would increase than what it was in pre- Covid-19 era.

Employees will have to perform their day to day task with excellence even when they are not physically at one place. Emotional Intelligence will pay a pivot role as it would enable people to communicate more effectively, manage peer to peer relationship, self-regulation and motivated enough to complete the task without much supervision.

Employees who are able to manage stress and social skills will grow and perform better at work. Organisations which promote people to take ownership and which motivates employees to guide and support their colleagues will be able to attract better talent.

Manger were more inclined to hire employees with higher EI as they can help the managers in creating right work culture in the organisation. Mangers are also of the opinion that technical knowledge can be shared with new joiners but it takes years to teach emotional intelligence and social skills to anyone.

The researcher from this study concludes that emotional intelligence has an impact on the employee performance and on stress level even while working from home. An emotional intelligent workforce can give a competitive advantage over others.

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