RESEARCH PAPER

Exploring the Interplay between Emotional Intelligence, Organizational Role Stress, and Job Performance with special reference to Pharmaceutical Industry

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Abstract

The Indian Pharmaceutical Industry is currently facing a complex and dynamic issues due to VUCA (volatile, uncertain, complex and ambiguous) landscape. To sustain in such a VUCA environment the company has to exhibit an agile methodology and adapt the fast changing global trends and mitigating the challenges of sourcing and retaining top executive talent. A key focus is on enhancing managerial competencies through Emotional Intelligence (EI), which is prime importance for managing job-related stress and improving performance.

The study explores effect of Emotional Intelligence on job performance (JP) and its relationship with organizational Role Stress (ORS), using a survey of managers from various pharmaceutical firms in Mumbai.

Results suggest that educating Emotional Intelligence among managers, along with relevant training, enhances emotional awareness and helps mitigate stress, leading to better job performance. The study has concluded that among various factors influencing job performance the paramount factors are Total Experience, Current Experience, Organizational Role Stress (ORS) and Gender

Keywords: Emotional Intelligence, Organizational Role Stress, Job Performance, Pharma sector

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I. INTRODUCTION

At a generic level, it is expected that the Indian pharmaceutical demand may reach to a level US$65 billion by 2024, further it will be at US$130 billion by 2030 and US$450 billion by 2047. As per official information Indian Pharmacy Industry is nearly US$50 billion (approx.). India is contributing nearly 20% of global exports of generic drugs.(ibef.org, 2024) However, it encounters challenges such as such as price controls, declining generics prices, and low R&D productivity, complicating its operation in a VUCA environment.

Companies adopting need flexibility, and executives must excel under pressure. Research indicates a lack of emotional intelligence and people management skills among many leaders in the sector.

Emotional intelligence is vital for stress management and achieving extraordinary performance. Executives should learn to regulate their emotions effectively to traverse through complex situations and foster a constructive workplace atmosphere.

Developing emotionally intelligent norms within teams is dynamic for collaboration, as emphasized by experts in the field. Investing in emotional intelligence is very much crucial for executive development and helps organizations manage and retain the talent while augmenting performance.

This research examine the association between EM, Job Performance and Organizational Role Stress particularly for managers in Mumbai regions. In Indian Pharma sector, Emotional Intelligence emerged as one of the critical competency for managers traversing in the VUCA

world. The important attributes like such as self-awareness, which allows leaders to recognise their stress triggers, empathy which fosters a strong connection with stakeholder.

The ability of emotional regulation enabling executives to maintain composure during crises are essential for effective decision-making.

Furthermore, skills in social awareness and relationship management empower executives to inspire teams, collaborate with diverse parties and cultivate a resilient organisational culture, ultimately enhancing performance in challenging environments.

By adopting these EI attributes, managers can become more adaptive and responsive, ensuring that they effectively serve their stakeholders while maintaining their own well –being.

II. LITERATURE REVIEW

Salovey & Mayer, 1990, has defined emotional intelligence as an ability to monitor own and as well as others feeling using social intelligence and emotions to categorize between them and to use the information to think and act ". (Adhia et al 2010).

Goleman (1995), has defined EI as ability to understand and manage one's emotions and emotions of others. Social skills, self-awareness, emphaty, social skills and motivation. Goleman(200) classified self-regulation, self-awareness, empathy, motivation and social skill.(Adhia et al., 2010)

In the past few decades EI has emerged as significant enabler inducing individual as well as organizational success. There are various studies conducted on it including its role in managing stress at workplace and job performance. Further, there are studies on organizational role stress influence on employee's mental well- being, influencing their ability to perform effectively.

Emotional Intelligence and Job Performance

Goleman (1998) had defined the concept of EI as "the ability to understand, manage, and influence one's own emotions and the emotions of others". Several studies conducted over the years has proven a strong link between emotional intelligence and job performance. In 2014 Côté had stated that individuals with higher EI can better regulate their emotions, leading to improved decision-making and workplace interactions and Joseph and Newman (2010) stated, "employees with strong emotional awareness demonstrate better teamwork and leadership abilities, ultimately enhancing their job performance".

Mayer and Salovey in 1997 expounded that people with high emotional intelligence are better able to handle obstacles at work, communicate effectively, and build positive relationships- all of which have a big influence on their performance. In 2006, Cote and Miners points out that emotional intelligence (EI) can balance for cognitive intelligence deficits, enabling workers to manage complex interpersonal relationships in work environments.

Wong & Law, 2002 stated that in roles that involve direct interaction with customers, such as sales and customer service, emotional intelligence (EI) is crucial for identifying customer needs and providing customized solutions, leading to improved performance. Moreover, individuals with higher levels of EI are more inclined to display organizational citizenship behaviors (OCBs), which indirectly contribute to better team dynamics and overall organizational success (Organ, 1988).

A meta-analysis by O'Boyle et al. (2011) revealed a strong positive relationship amid EI and job performance across diverse sectors. This connection was particularly pronounced in positions demanding significant emotional labor, such as customer service roles and leadership. Additionally, Wong and Law (2002) highlighted that EI could serve as a buffer, mitigating the adverse impacts of workplace stress on job performance outcomes.

Organizational Role Stress and Job Performance

Organizational role stress refers to the stress experienced by individuals due to their roles within an organization. Pareek (1983) categorizes this stress into ten dimensions, including role ambiguity, role conflict, and role overload. Stress arising from these factors can significantly affect job performance. For instance, in 1985 Jackson and Schuler argue that role conflict and role ambiguity reduce job satisfaction which lead to decreased productivity. Furthermore, high levels of role stress may result in burnout, absenteeism, and turnover intentions (Maslach & Jackson, 1981).

Research also suggests that role stressors disrupt an individual's ability to focus on work tasks, diminishing their overall performance (Beehr & Newman, 1978). In high-stress environments, employees are more likely to experience emotional exhaustion, which further deteriorates their capacity to meet job demands effectively (Leiter & Maslach, 1988).

Organizational role stress refers to the stress experienced by employees due to conflicting demands and expectations within their roles. Stress can arise from factors such as role ambiguity, role conflict, and workload pressure, significantly impairing job performance (Srivastava, 2013). High levels of role stress have been found to negatively affect employees' productivity, motivation, and job satisfaction (Rizzo et al., 1970).

Recent studies have explored how role stress manifests in different industries. For example, Rani and Rani (2014) examined healthcare professionals and found that organizational role stress is a key predictor of burnout, which adversely affects their job performance. Similarly, Tubre and Collins (2000) identified role ambiguity as a critical stressor that reduces employee efficiency and

increases error rates. The adverse effects of ORS are particularly pronounced in high-pressure industries such as education, healthcare, and IT.

Emotional Intelligence as a Buffer for Role Stress

One of the critical areas of intersection between EI and organizational role stress lies in the buffering effect of EI. Individuals with high EI are better at managing stress because they possess the emotional skills to cope with challenging situations and maintain psychological well-being. According to Matthews et al. (2002), EI enables individuals to reframe stressors positively, reducing their adverse effects on performance.

Bar-On (2006) argues that emotionally intelligent employees are more resilient and capable of navigating conflicting role demands, maintaining high performance despite adverse conditions. This suggests that EI not only improves job performance directly but also mitigates the detrimental effects of organizational role stress on employees.

The Intersection of Emotional Intelligence, Organizational Role Stress, and Job Performance

The interplay between EI, ORS, and job performance has been a focus of recent research. Scholars suggest that EI can serve as a protective factor, helping individuals cope with the adverse effects of role stress on their performance. For instance, Salovey et al. (2002) posited that emotionally intelligent individuals are better equipped to handle stressful situations, leading to reduced role stress and improved performance.

Similarly, recent empirical studies, such as those by Pradhan et al. (2016), highlight that employees with higher EI are more likely to exhibit resilience under stress, enabling them to maintain high job performance despite challenging work environments. These findings suggest that EI training programs could be a strategic intervention to mitigate the negative effects of ORS on employee productivity.

III. RESEARCH METHODS AND MATERIALS

The study has employed research techniques that focusses on investigating the relationship between the variables - emotional intelligence, organizational role stress and job performance.

This research traces linkages between variables by drawing hypotheses based upon sample data, collected through questionnaire. The reliability tests has been conducted by using Cronbach's alpha. The validity of the study has been tested through the hypothesis. The study identified variables such as job performance, organizational role stress, and emotional intelligence and data analysis is based on structural relationship between variables (refer Figure 2).

The study had a sample size of 450 respondents however, after cleaning of the data the suitable number of samples were 402. Incomplete responses were removed from the data gathering process, which involved both in-person interviews and paper copies. The respondents included executives from Indian pharmaceutical businesses headquartered in Mumbai and Navi Mumbai. SPSS version 20 was used for statistical analysis.

A. Theoretical Construct:

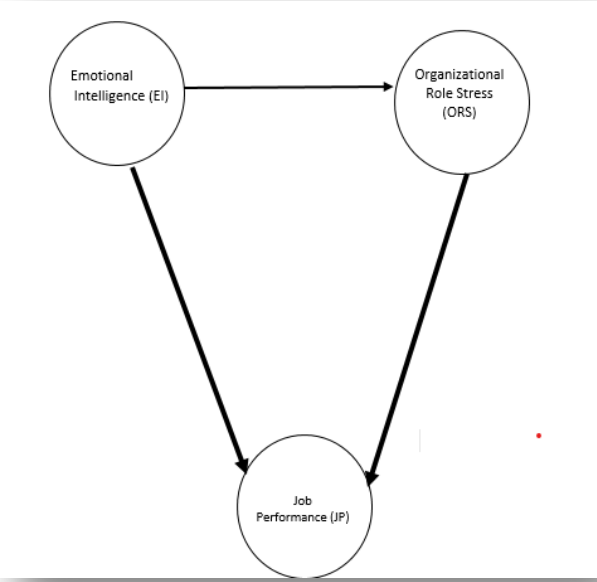

Figure 1: Conceptual Model

Based on the literature, review and the gap identified a conceptual model was created and is depicted in figure 1. It presents a researcher's perception shown as link between Emotional Intelligence (EI), Job performance (JP) and Organizational Role Stress (ORS). The researchers have attempted to understand as well as formulate a conceptual linkage between Emotional Intelligence & Job performance on Job performance in the pharmaceutical industry. Keeping in mind the conceptual model the hypothesis the study has been framed and are as given below:

The reliability test has been conducted by using Cronbach alpha. The reliability coefficient of the scale ranges between 0.725 to 0.853, pertaining to decision variables identified in conceptual model indicating the questionnaire used for the study is reliable.

The descriptive statistics pertaining to demographic and other relevant aspects of data analysis as well as the structural relationship model has been given below:

Table 1 Demographic Details of the Respondents

Demographic Items (N=402)	Frequency	Percentile
Gender		
Male	258	64.2
Female	144	35.8
Age		
23-28	35	8.7
29-33	116	28.9
34-39	113	28.1
40-45	81	20.1
46-50	38	9.5
51-55	16	4.0
56-60	3	0.7

H1: There is a significant relationship between Emotional Intelligence (EI) and Gender.
H2: There is a significant relationship between Emotional Intelligence (EI) and Age.
H3: There is a significant relationship between Emotional Intelligence (EI) and Total Experience.
H4: There is a significant relationship between Emotional Intelligence (EI) and Current Experience.
H5: There is a significant relationship between Organizational Role Stress (ORS) and Gender.
H6: There is a significant relationship between Organizational Role Stress (ORS) and Age.
H7: There is a significant relationship between Organizational Role Stress (ORS) and Total Experience.
H8: There is a significant relationship between Organizational Role Stress (ORS) and Current Experience.
H9: There is a significant relationship between Emotional Intelligence (EI) and Job performance (JP).
H10: There is a significant relationship between Organizational Role Stress (ORS), Job performance (JP).
H11: There is a significant relationship between Emotional Intelligence (EI) and Organizational Role Stress (ORS).
H12: There is a significant relationship between Total Experience and Job performance (JP).
H13: There is a significant relationship between Current Experience and Job performance (JP).

IV. ANALYSIS AND INTERPRETATION OF THE DATA

Experience in current organization (CExp)		
Less than 1	65	16.2
1.1 – 5	209	52.0
5.1 - 10	85	21.1
10.1 - 15	28	7.0
15.1 - 20	7	1.7
20.1 - 25	6	1.5
25.1 - 30	1	0.2
30.1 - 35	1	0.2
Total Experience in the Industry (TExp)		
1-5 years	53	13.2
5.1 - 10	128	31.8
10.1 - 15	108	26.9
15.1 - 20	65	16.2
20.1 - 25	30	7.5
25.1 - 30	16	4.0
30.1 - 35	2	0.5

The relationship that is exhibited between and among the variables is neither dependent nor independent; rather, they are interdependent. The complexity of the relationship is beyond linear or functional: hence, it is depicted through the pictorial representation as shown below:

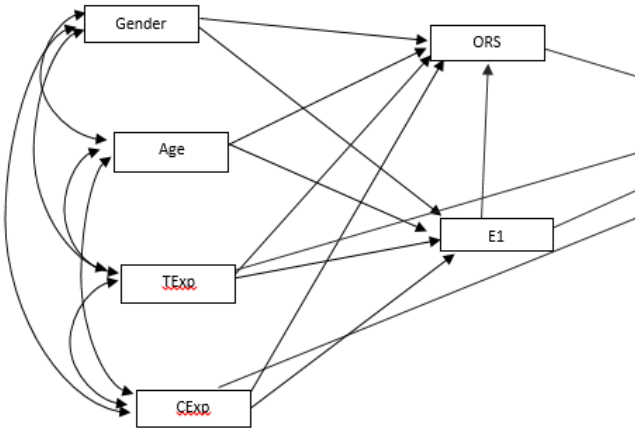

Figure 2: Structural Equation Model

The pictorial representation clearly shows the interrelationship between the independent and dependent variables. The variables considered are – Age & Gender and Experience have been taken as independent variables while Job Performance is dependent variable. However, in the Structural Model the EI and the ORS are in dual role of dependent as well as independent variables. Gender, Age, and Experience affect EI as well as ORS. EI affects ORS. Finally, EI and ORS affect Job Performance.

Table 2: The relationship between the variables in the default model

			Estimate	Standard Error	C.R.	P-Value	Inference
EI	<---	GenderM1	-.040	.042	-.945	.345	H0:A(H1:R)
EI	<---	Agemid	-.003	.005	-.543	.587	H0:A(H1:R)
EI	<---	TExpmid	.080	.031	2.545	**.011**	H0:R (H1A)
EI	<---	CExpmid	-.070	.033	-2.099	**.036**	H0:R (H1A)
ORS	<---	GenderM1	.143	.062	2.320	**.020**	H0:R (H1A)
ORS	<---	Agemid	-.005	.008	-.580	.562	H0:A(H1:R)
ORS	<---	TExpmid	.081	.046	1.757	.079	H0:A(H1:R)
ORS	<---	CExpmid	-.088	.049	-1.799	.072	H0:A(H1:R)
ORS	<---	EI	-.448	.072	-6.179	***	H0:A(H1:R)
JobPerfo	<---	ORS	.082	.033	2.480	**.013**	H0:R (H1A)
JobPerfo	<---	EI	.402	.051	7.916	***	H0:A(H1:R)
JobPerfo	<---	CExpmid	-.093	.033	-2.843	**.004**	H0:R (H1A)
JobPerfo	<---	TExpmid	.089	.030	2.966	**.003**	H0:R (H1A)

Note: "*" indicates a very low P-value (typically less than 0.001), meaning the results are highly statistically significant.**

EI is influenced by Experience. ORS is influenced by Gender and EI. Job Performance is influenced by ORS, EI and Experience.

Table 3. Covariance Matrix of variables (ORS & EI)

			Estimate	S.E.	C.R.	P-Value	Label
Agemid	<-->	TExpmid	40.858	3.116	13.114	***	
Agemid	<-->	CExpmid	37.189	2.849	13.052	***	
TExpmid	<-->	CExpmid	38.320	2.713	14.125	***	
GenderM1	<-->	agemid	.881	.180	4.904	***	
GenderM1	<-->	TExpmid	.668	.159	4.211	***	
GenderM1	<-->	CExpmid	.584	.145	4.022	***	

From the above table, we can interpret that the degree of relationship between and among the variables are not

significant. The strength of relationship considering the functional as well as structural dimension are weak in nature. Hence, the following can be deduced:

H1: The Hypothesis is rejected. Accordingly, there is no significant relationship between Emotional Intelligence (EI) and Gender.

H2: The Hypothesis is rejected. Accordingly, there is no significant relationship between Emotional Intelligence (EI) and Age.

H3: The Hypothesis is accepted. Accordingly, there is a significant relationship between Emotional Intelligence (EI) and Total Experience.

H4: The Hypothesis is accepted. Accordingly, there is a significant relationship between Emotional Intelligence (EI) and Current Experience.

H5: The Hypothesis is accepted. Accordingly, there is a significant relationship between Organizational Role Stress (ORS) and Gender.

H6: The Hypothesis is rejected. Accordingly, there is no significant relationship between Organizational Role Stress (ORS) and Age.

H7: The Hypothesis is rejected. Accordingly, there is no significant relationship between Organizational Role Stress (ORS) and Total Experience.

H8: The Hypothesis is rejected. Accordingly, there is no significant relationship between Organizational Role Stress (ORS) and Current Experience.

H9: The Hypothesis is rejected. Accordingly, there is no significant relationship between Emotional Intelligence (EI) and Job performance (JP).

H10: The Hypothesis is accepted. Accordingly, there is a significant relationship between Organizational Role Stress (ORS), Job performance (JP).

H11: The Hypothesis is rejected. Accordingly, there is no significant relationship between Emotional Intelligence (EI) and Organizational Role Stress (ORS).

H12: The Hypothesis is accepted. Accordingly, there is a significant relationship between Total Experience and Job performance (JP).

H13: The Hypothesis is accepted. Accordingly, there is a significant relationship between Current Experience and Job performance (JP).

V. CONCLUSIONS

There is a significant relationship between variables supported by the data analysis pertaining to the impact of Emotional Intelligence (EI) on Job performance (JP) as well as Organizational Role Stress (ORS) on Job performance (JP). Based on the conventional logic the results drawn are seemingly not in sync. However, the current sample has contradicted the conventional wisdom linking high Emotional Intelligence (EI) with enhanced Job performance (JP). Similarly, Organizational Role Stress (ORS) with its components like gender and age also has an aggregate positive relationship with Job performance (JP) as per generic concepts.

It has also been negated by the data analysis based on the sample that is drawn from the population. Accordingly, neither Organizational Role Stress (ORS) nor Emotional Intelligence (EI) in the current context is meaningfully impact on Job performance (JP).

Thus, it is observed from the analysis that the performance of the executive from pharma industry is not impacted by the Organizational Role Stress (ORS) and Emotional Intelligence, this may be due to the fact that the executives in today's VUCA world are more alert, agile , and smart in their behaviour towards job role.

They understand the fact that if they need to survive in this competitive world they need to give performance, even if they are in an adverse situation. Thus, it is proved that performance is only focussed for the executives in this competitive world and fast-changing scenario.

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