Impact Of Emotional Intelligence On Work Efficiency Of Library Professionals Working In Arts & Science Colleges In Greater Chennai With The Mediating Effects Of Organizational Culture And Individual Attitude

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Abstract
The present study was designed to investigate the impact of emotional intelligence on work efficiency of library professionals. The study is conducted with special reference to library professionals working in arts & Science colleges in Greater Chennai, Tamil Nadu State, India. The objective of the study is to find out the impact of emotional intelligence on work efficiency of library professionals with the mediating effects of organizational culture and individual attitude. The researcher has chosen a descriptive research design, as the research has a specific objective to be accomplished. The study population consisted of 46 arts and science colleges in greater Chennai from which 70 library professionals were selected by employing simple random sampling according to the convenience of the researcher. A five point rating scale questionnaire was constructed based on the exogenous and endogenous variables. The questionnaire was validated to test its reliability. The theoretical model was constructed to build the theoretical framework. The SEM model was used to analyse the collected data. The study revealed that the individual attitude of the respondents have significant mediating effects on work efficiency of the library professionals. The result of the study also indicates that the better the work place, (organizational culture) the more the productivity (work efficiency) and enhanced responsibility to strive to achieve organization goals. The study also recommends for the necessary counseling and training programs for library professionals to enhance their skills.

Keywords: Emotional intelligence, Mediating effects, Work Efficiency, Organizational Culture, Individual Attitude, Librarians, SEM Model.

1. Introduction:
The Library and Information Centres are undergoing drastic changes in the last two decades in terms of their products and services. Application of ICT technologies, web technologies, transition from print to digital delivery system to a clients pose a continuous problem and challenges to library professionals. However, these changes are inevitable, librarians are expected to play their role in the changing scenario by equipping themselves with the limited man power and financial constraints. It is the question of how a librarian is going to perform their task successfully. In addition to technical skills of librarian, in many instances the ‘emotional intelligence skills’ of librarians are proved to be vital for performing their assignments efficiently. Predominantly in the COVID-19 pandemic period librarians are expected to do their job offline/online in order to serve their library clients without interruption. This situation demands high level expertise of handling people effectively. In order to carry out their job plans, librarians are expected to enhance their emotional intelligence skills also. Further the organizational environment where librarian works and his individual attitudes also matters in achieving the overall goal of the librarian job. This paper aims to examine the impact of emotional intelligence on work efficiency of librarians and how organizational culture and individual attitude plays intervening role.

2. Statement of the Problem:
Emotional intelligence involves the ability to understand and manage one’s emotions. However, can a person or an individual be calm and composed always even when he is facing difficult situations? If yes then he is the person who will be able to handle the most uncomfortable situation with grace or ease. If an individual can handle his/her emotion in all the situation it shows that they have greater resilience, that is who can overcome even the toughest situations of their life. Those are individuals who are capable of understanding their own strength and weakness. They are open to new information and ready to learn from their experiences and interactions with others.

While some researchers suggest that emotional intelligence can be learned and strengthened while others claim it as inborn in one’s character. The ability to control and express one’s emotion is essential but the ability to understand and interpret and respond to someone’s emotion is very important as one cannot live in a vacuum. Since the dawn of civilization, human being as a social animal like to be socialized and to socialize it requires more of emotional quotient rather than intelligence quotient.

In this context conducting research on emotional intelligence among any professionals become more important and in particular library professionals being a public relation officer in an institution, they are more interactive and requires more patience and understanding towards others as they also have to meet different people in different situations. So, such researches are becoming inevitable to demonstrate the abilities of library professionals in handing their emotions intelligently.

3. Background of the Study:
Although the term emotional intelligence was first appeared in 1964 (Michael Beldoch), gained a momentum only after the influential works conducted by Salovey & Mayer (1990). Further, the

For many years a lot of emphasis was given on certain aspects of intelligence like mathematical skills, spatial skills, logical reasoning and verbal skills. The researchers were convinced with the fact that only intelligent quotient was able to judge the academic performance of an individual to a great extent and to some extent their personal and professional success. Although they felt that still something was missing in the way of measuring the success. Some individuals had fabulous intelligent quotient, but they did their career in a poor way. They were wasting their potentials by thinking, communicating in a way that affected their chance to succeed in their career. On the other hand, emotional intelligence is the capacity, skill and perceived ability which helps to control access and identify emotions of oneself and of others which help them to be successful both in their personal and professional career. The present study is an attempt to study the impact of emotional intelligence on work efficiency of library professionals.

4. Objectives the Study:
The objective of the study is to find out the impact of emotional intelligence on work efficiency of library professionals with the mediating effects of organizational culture and individual attitude.

5. Scope of the Study
The scope and coverage of the present study is limited to library professionals working in arts and science colleges situated in the greater Chennai, Tamil Nadu state. The study uniformly resided primarily on the two mediating variables i.e., Organizational Culture and Individual Attitude.

This study will help in understanding the importance of emotional intelligence of library professionals in their work place especially in the educational institutions and further bring about necessary changes in the work environment. Further the study also brings about understanding the individual difference among employees as to why some employees are outstanding and other are just ordinary in their approach of work is just a matter of the individual attitude as to how they act or react to a particular situation. This study will suggest about the required changes in the attitude of individuals say the librarians in sensing the emotions of others and respond effectively. At the same time while this study has the obvious effect of lessening the adverse impact thereof. This study would be an opportunity to the librarians to vent their long suppressed emotions and to cope up with their work related stress and result in greater job satisfaction.

6. Review of Literature:
In order to offer answer to the research question and to review the earlier studies on the research topic, the review of literature is devoted to concepts related to the present study.

Research findings of Cooper & Sawaf (1998) have shown that people with high levels of emotional intelligence experience more career success, build stronger personal relationships lead more effectively and enjoy better health than those with low emotional intelligence.
Carmeli, A. (2003) researched the relationship between emotional intelligence and work attitudes (career commitment, job involvement affective commitment, continuance commitment, job satisfaction, work-family conflict), work behavior and work outcomes (job performance, withdrawal intention from organization) among senior managers in local government authorities in Israel. The results indicated a positive and significant relationship between emotional intelligence and job satisfaction, affective commitment, career commitment, organizational citizenship behavior, control of work-family conflict and job performance. The study also shown that managers with high EI produce positive work attitudes and altruistic behaviors and that their employees enjoy higher job satisfaction and performance.

Goleman (2004) states that ‘‘Social skill component of emotional intelligence is a culmination of the other components of emotional intelligence’’. He also states that socially skilled leaders are adapt at managing teams, a manifestation of self-awareness, self-regulation and empathy combined. Further he states that emotionally intelligent leaders can employ their social skills in building and maintaining relationships.

Vakola, M., Tsaousis, I. and Nikolaou, I. (2004) in their article on, ‘’The Role of Emotional Intelligence and Personality Variables on Attitudes toward Organizational Change’’ confirmed that there is a relationship between personality traits and employees’ attitudes toward change. Similarly, the contribution of emotional intelligence to the attitudes to change was found to be significant, indicating the added value of using an emotional intelligence measure above and beyond the effect of personality.

According to Moore (2009) the emotions within any organizational environment confronted with change can be disruptive, motivating or de-motivating, exhilaration, positive or negative and can challenge the abilities of any person.

Stock (2009) is of opinion that the librarians can sense and perform more rationally in the moment by developing self-regulation skills that enable him or her to quickly metamorphose negative, weakening emotions into more positive, productive ones.

Danaeeefard et al. (2012) carried out research on emotional intelligence and organizational culture and state that principally, it is expected that the creation of emotional intelligence paves the way for the development of organizational culture in an organization.

Foltin & Keller (2012) in their work states that emotional intelligence is the most important ingredient contributing to increase moral, cooperation, teamwork, motivation, and a positive work environment.

Abdullah-Sani et al. (2013) in their work titled ‘‘Assessing the Emotional Intelligence Profile of Public Librarians in Malaysia’’ revealed the level of emotional intelligence among Malaysian
public librarians has proven to be reasonably high. However, several aspects of the emotional intelligence still require improvements, which suggest that the authorities concerned should provide appropriate training to the librarians to improve the overall emotional intelligence level.

Aboyade (2013) notes that if emotional intelligence (EI) is lacking in university library workers, university librarians will find it difficult to deal with their workforce in that good and friendly working relationships may be lacking, thus culminating in bitterness and acrimony.

Awadh & Alyahya (2013) has conducted research on the study of organizational culture on employee performance and asserts that the job performance of an organization has a strong impact on strong organization culture as it leads to enhanced productivity. They also recommend that the strong culture of an organization based upon managers and leaders helps in improving levels of performance.

Hendrix (2013) addresses that academic library are in a period of rapid organizational change, which can be engaging and stimulating and can also arouse strong emotions as a result of perceived losses and conflicting values; librarians are experiencing a range of emotions including optimism, cynicism, anxiety and apathy. He also adds that on university campuses libraries have traditionally been highly valued, but the changes occurring in academic libraries now may question the role of libraries.

Igbinovia & Popoola (2016) in their study titled ‘‘Organizational Culture and Emotional Intelligence as Predictors of Job Performance among Library Personnel in Academic Libraries in Edo State, Nigeria’’ states that there is a high level of job performance, good organizational culture and high level of emotional intelligence among the library personnel. There is a significant positive correlation between organizational culture and job performance.

Miao, C., Humphrey, R.H. & Qian, S. (2017) in their study on ‘‘A meta-analysis of emotional intelligence and work attitudes concluded that, employees with higher emotional intelligence have higher job satisfaction, higher organizational commitment, and lower turnover intentions. Adding emotional intelligence measures to the set of personality and cognitive measures currently being used can improve the ability to assess employee job satisfaction, organizational commitment, and turnover intentions. EI improves job satisfaction by helping employees reduce negative feelings, by increasing positive feelings, and/or by improving job performance. To produce productive and satisfied workers, organizations should incorporate emotional intelligence in employee recruitment, training, and development programs.

Uslu, Osman and Uslu, Meryem (2019) indicated that comparing to other dimensions, regulation of emotions was found to be more effective on employee attitudes. So, it seems to be critical to
control nerves, be able to evaluate negativity and negative situations as ordinary and prevent sudden emotional changes.

7. **Theoretical Framework**

Based on the objective of the study and literature consulted, the theoretical framework that described the effect of emotional intelligence on work efficiency with the mediating effects of organizational culture and individual attitude among library professionals was examined. The theoretical model for emotional intelligence was constructed to build the theoretical framework for the present study. The following exogenous and endogenous variables were taken for the study and the descriptions on those variables are given below.

**7.1 Individual Awareness:**

Individual awareness is the ability of an individual to be in tune with their own feelings and to recognize the impact of their feelings has on others. It is all about knowing one’s emotion, personal strengths, and weakness and having a strong sense of own worth (Daniel Goleman, 1996). He also states that if you understand your emotions, you can identify their impact to you and those in your team. It denotes the ability to recognize emotions and their effects.

**7.2 Individual Regulation:**

Individual Regulation is the ability to control or redirect disruptive impulses or moods and the tendency to suspend judgment and to think before acting. It includes trustworthiness and integrity; comfort with ambiguity and openness to change.

**7.3 Individual Realisation:**

It is the fulfillment by oneself of the possibilities of one's character or personality.

**7.4 Individual Empathy:**

Self-Empathy enhances one's confidence and inner strength and opens up to connection and shared purpose. This enables an individual to inspire others with vision and articulate common goals.

**7.5 Individual Motivation:**

Individual Motivation is the force that keeps pushing us to go on. It is our internal drive to achieve, produce, develop and keep moving forward. According to Goleman, it is a key component of emotional intelligence. It is the ability to achieve challenging goals and to have a strong focus on alignment within the organization’s goals and values.

**7.6 Organizational Culture:**

Organizational culture, also known as corporate culture, refers to the values, attitudes, beliefs and behaviors that characterize and contribute to organization's unique social and emotional work
environment. Organizational culture is unique for every organization and one of the hardest things to change and consists of written and unwritten rules that have been developed over time.

**7.7 Individual Attitude:**
Attitude is a common phenomenon. It is a set of readiness to act or react towards particular object or subject. It may be positive or negative. A person with positive attitude view problems and failures as an opportunity or a chance. On the contrary a person with negative attitude sees problems in every opportunity. Hence, it largely depends on the attitude of the individual that he or she holds at that given point of time. In the library scenario, when the library is provided with limited facilities and resources, a librarian with positive attitude does good job out of available facilities. He/she perceive ways to success in their professional career unlike a librarian with negative attitude who will be criticizing the system set up rather than breaking the barriers to crack the triumph.

**7.8 Work Efficiency:**
Efficiency denotes doing things right at the first time itself. Efficiency helps to avoid duplication of efforts. In the library context, work efficiency plays an important role as library and librarians are expected to work with limited resources and their users’ expectations and industry demand are growing day by day.

**8. Theoretical model**

![Figure 1 Theoretical Model](http://www.webology.org)

IA -> Individual Awareness
9. Methodology:
The researcher has adopted descriptive research design for the present study, as the study is determined for some apparent purpose, for instance to know the segment of librarians in a particular population who hold certain views and attitudes. This research design is used to investigate the following three variables namely, organization culture, individual attitude and work efficiency.

9.1 Data Source:
The target population of this study was library professionals of arts & science colleges situated in the greater Chennai of Tamil Nadu state. The data for this study has been collected from the respondents through a personal interview in the form of structured questionnaire. The factors of emotional intelligence were tested with the questionnaire developed based on following emotional intelligence factors (exogenous variables) i.e., Individual Awareness, Individual Regulation, Individual Realisation, Individual Empathy and Individual Motivation against the mediating effects (endogenous variables) of organizational culture and work efficiency among the respondents. The response options in the research instrument were based on 5 point scale; strongly agree, agree, neither disagree nor agree, disagree and strongly disagree. The researcher has used simple random sampling technique for identifying 70 samples from 46 arts & science colleges which includes college librarians, assistant librarians and library assistants. The samples were collected during the period of January to February 2022.

10. Analysis & Discussion:
The path goal model is shown in the figure comprises of four factors. In Structural Equation Modeling (SEM) exogenous variables are correlated with each other. There are five exogenous variables namely Individual Awareness, Individual Regulations, Individual Realisation, Individual Empathy and Individual Motivation. There are four endogenous variables namely emotional intelligence, organisational culture, individual attitude and work efficiency. These endogenous variables should have error terms. So there are four error terms namely e1, e2, e3 and e4.

The results of the theoretical structural model indicate that chi-square of 76.60 with 16 degree of freedom is statistically significant at p<0.05, $\chi^2$/df = 4.788; GFI =0.960; AGFI= 0.888; RMSEA=0.069. This statistics indicate that the model is within acceptable fit.
Figure 2. Path Goal Model

<table>
<thead>
<tr>
<th>Hypothesis</th>
<th>Standardized (β)</th>
<th>S.E</th>
<th>C.R (t)</th>
<th>P</th>
<th>Result</th>
</tr>
</thead>
<tbody>
<tr>
<td>H1: There is a significant direct effect of Individual Awareness on Emotional Intelligence</td>
<td>-.026</td>
<td>.039</td>
<td>-.667</td>
<td>.505</td>
<td>Not Supported</td>
</tr>
<tr>
<td>H2: There is a significant direct effect of Individual Regulations on Emotional Intelligence</td>
<td>.271</td>
<td>.047</td>
<td>5.804</td>
<td>***</td>
<td>Supported</td>
</tr>
<tr>
<td>H3: There is a significant direct effect of Individual Realisation on Emotional Intelligence</td>
<td>.019</td>
<td>.045</td>
<td>.417</td>
<td>.677</td>
<td>Not Supported</td>
</tr>
<tr>
<td>H4: There is a significant direct effect of Individual Empathy on Emotional Intelligence</td>
<td>.092</td>
<td>.054</td>
<td>1.706</td>
<td>.088</td>
<td>Not Supported</td>
</tr>
<tr>
<td>H5: There is a significant direct effect of Individual Motivation on Emotional Intelligence</td>
<td>.402</td>
<td>.061</td>
<td>6.638</td>
<td>***</td>
<td>Supported</td>
</tr>
</tbody>
</table>
From the Path Goal Model it is inferred that individual regulations and individual motivation are significant at 5% level and have a direct effect on emotional intelligence. Similar types of results are also supported by the earlier researchers Stock (2009) and Foltin & Keller (2012). It is observed that emotional intelligence has significant at 5% level and has direct effect on organizational culture and individual attitude. This result is also proved by the studies of Moore (2009). It is examined that Individual attitude has significant at 5% level and has direct effect on work efficiency. Earlier studies of Osman Uslu & Meryem Uslu (2019) and Ahad et al. (2021) are also revealed that there is an influence of individual attitude on emotional intelligence.

Thus based on the findings of the study, it is concluded that emotional intelligence does not have direct effect on work efficiency but Individual attitude has a mediating effect on the work efficiency of the individual.

11. Implications:
Emotional Intelligence is popular idea in organizational psychology and the field is gaining a momentum in management, education and in modern research. Library Science is of no exception, as the concept is becoming novel and interesting. Due to advancement in information technology and availability of digital platform, library as a profession is facing demanding assignments from the ever growing library clients. The needs and behavior of library users is also multitude and challenging. This circumstances post a professional challenge for the librarian to handle the situation effectively by using his emotional intelligence skills.
Proficiency in emotional intelligence is becoming a vital prerequisite in intense areas of emotional work say especially in service industries like teaching where librarians have an important role to play.

Emotional intelligence is becoming an integral part for forming and developing meaningful relationship. Where there is a high level of emotional intelligence there is a sound health and sound mind and encourages in performing better. People who have a high level of emotional intelligence obviously show a greater level of temperament and greater propensity for thinking empathetically and cooperate with others and develop a satisfying relationship for striving towards organizational goals.

It is important to note that self awareness and the ability to control the self say self regulation helps in overcoming personal and interpersonal problems. Where it’s about remaining in control of one’s emotion where one understands the deeper meaning of their aspirations and self motivation and makes an individual self resilient where librarians get the capacity to quickly recover from the difficulties rather than allowing one’s action’s to be emotionally driven.

Emotional intelligence has an immense value in developing many positive traits which will help in achieving personal and professional goals.

12. Conclusion:
Though the results of analysis reveal that emotional intelligence does not directly affect the work efficiency of the employees at the same time the indirect factors cannot be ignored as they do affect the attitude of the employees. This paper has thrown a better light on why emotions have to be handled intelligently by every individual. People cannot work in vacuum as every one's job is interrelated and attitude of one individual is going to influence the attitude of others. Hence handling emotional intelligence is very important requirement for every individual as this will help in improving individual’s commitment towards the organization.

The study confirms that attitude of individual has a major role to play in the emotional intelligence. Many a time the library department is left aloof and is been kept only for mandatory requirements to be shown in the infrastructure facilities and fail to recognize the talents of a librarian, for an organization to be successful the contribution the librarian brings to the workplace must be valued. Hence the workplace of librarians should not be compromised in any form say qualitatively or quantitatively as this would result in negative attitude towards work. The better the work place the more the productivity and enhanced responsibility to strive to achieve organization goals.

Emotional intelligence to be used effectively in an organization can be ensured through self awareness and self management tools through proper leadership and development programs. Therefore a necessary counseling and training programs may be conducted at periodic intervals which will help in improving their skill sets of the library professionals and contribute to increased
work efficiency. Hence emotional intelligence is linked to all the point of a work place and library department is no exception to it.

References:


