6.1. INTRODUCTION

Emotional intelligence is becoming crucial today in the context of individuals’ role-based behavior within group and organizational contexts. As organizations are becoming flatter in structure, flexibility is the key issue. People working at all levels of organizations require emotional intelligence to excel at their performance.

6.2. FINDINGS

The findings are presented here based on the analysis and interpretation.

- Out of the 300 respondents, 51.3 percent are male and the remaining 48.7 percent are female.
- In the selected sample of 300, a maximum percent (45%) of respondents comes under the age group of below 30 years, 35.7 % of respondents comes under the age group of 31-40 years. The percentage of 15.3 % respondents comes under the age group of 41-50 years. Only 4% respondents come under the age group of above 50 years.
- Out of 300 respondents undergraduates are largest in number (44.7%). The second largest are the post graduates (34.0%) followed by Diploma holders (21.3%).

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• Out of 300 respondents 52.7% of the respondents have got less than 10 years of experience. 32.7% of the respondents have got 11 to 20 years of experience. Thus it is understood that the employees with the experience less than 10 years found in large number among the respondents.

• Out of 300 respondents 42.0% of the respondents comes under the income group of 10,000-20,000. 24.0% of the respondents comes under the income group of 20,000-30,000. Majority of the respondents comes under the income group of 10,000-20,000.

• Out of 300 respondents 67.3 percent of the respondents are ‘single’ and the remaining 32.7 percent are married.

• Out of 300 respondents 31% of the respondents are highly satisfied with their performance, 50% are satisfied, only 0.7% are highly dissatisfied. Majority of the employees are satisfied with their performance, this improves their efficiency and effectiveness at work place.

• Out of 300 respondents 47.7% of the respondents are satisfied with their career growth opportunities provided by their company, 27.3% are neither satisfied nor dissatisfied. Majority of the employees are satisfied with their career growth opportunities provided in their company, this improves their efficiency and effectiveness at work place and reduces employee turnover.
• Out of 300 respondents 37.7% of the respondents are satisfied with that the personal goal matches with organization goal, where as 25.3% are partially satisfied. Majority of the employees are satisfied with that the personal goal matches with organization goal and most of them are partially satisfied, this shows that personal goal matches with organizational goal. This increases effectiveness at work place and the reduces employee turnover.

• Out of 300 respondents 47.7% of the respondents are satisfied with the designation (or) the post., 23.7% are neither satisfied nor dissatisfied, Majority of the employees are satisfied with the designation (or) the post. Most of them are neither satisfied nor dissatisfied; this shows that employees require the job which matches with their skills.

• Out of 300 respondents 48.3% of the respondents are satisfied with their job profile. 27.7% are neither satisfied nor dissatisfied. Majority of the employees are satisfied with their job profile. Most of them are neither satisfied nor dissatisfied; this shows that employees require the job which matches with their skills.

• Out of 300 respondents 35.3% of the respondents are neither satisfied nor dissatisfied with their performance level that fixed and achieved. Majority of the employees are neither satisfied nor dissatisfied with their
performance level that fixed and achieved, this shows the employees favorable attitude to improve their performance.

- Out of 300 respondents 28% are neither satisfied nor frustrated with their performance level. Majority of the employees are neither satisfied nor frustrated with their performance in the company, this shows their efficiency and effectiveness at work place and reduces employee turnover.

- Out of 300 respondents 49% are satisfied with the performance level when compare with others. Majority of the employees are satisfied with the performance level when compare with others. This shows interpersonal relationship and conflict which enhances the emotional quotient of the employees.

- Out of 300 respondents 49% of the respondents are satisfied with the opportunity given by the company for the performance, 25.7% are neither satisfied nor dissatisfied. Majority of the employees are satisfied with the opportunity given by the company for the performance. Most of them are neither satisfied nor dissatisfied; this shows that company provides an equal opportunity for the employees’ performance.

- Out of 300 respondents, 51.3% of the respondents are high performer. Majority of the employees felt that they are high performer.
• The highest mean score has been obtained for the openness personality trait in both male (35.5) and female (34.9). The lowest mean score has been obtained for the neuroticism in both male and female. This states that the mean for the personality is same for both male (22.7) and female (23.1).

• SD summaries and average distance of all the scores from the mean of a particular set. Conscientiousness in male (4.906) shows high SD and the least is extraversion (3.819). This states that the male extraversion mean score deviates less than conscientiousness. Male are more extraverts than conscientiousness.

• Extraversion personality trait in female (7.05) shows high SD and the least is Conscientiousness (4.6). This states that the female conscientiousness personality trait mean score deviates less than extraversion. Female are more conscientiousness than extraversion in their personality traits.

• Appraisal of negative emotions mean for both male (43.9) and female (43.6) gains the highest priority, where as emotional facilitation and goal orientation gains the least priority in both the cases.

• Appraisal of negative emotions SD for both male (7.443) and female (7.893) gains the highest priority, where as emotional facilitation and goal orientation gains the least priority in both the cases.
• Out of 300 respondents 28.3% of the respondents are having extraversion personality trait and 18.3% of the respondents are having agreeableness personality trait and 10.7% of the respondents are having conscientiousness personality trait and 1.3% of the respondents are having neuroticism personality trait and 41.4% of the respondents are having openness personality trait.

• Out of 300 respondents’ appraisal of negative emotions is high in both male (65.7%) and female (57.3%). This shows that it contributes high for the Emotional quotient of the employees.

• Appraisal of positive emotions is high in both male (63.4%) and female (51.3%). This shows that it contributes high for the Emotional quotient of the employees.

• Interpersonal conflict and difficulty is high in both male (52%) and female (49.3%). This shows that it contributes high for the Emotional quotient of the employees.

• Interpersonal skill and flexibility is extremely high in both male (60%) and female (46.7%). This shows that it contributes high for the Emotional quotient of the employees.

• Emotional facilitation and goal orientation is high in both male (45.3%) and female (54.7%). This shows that it contributes high for the Emotional quotient of the employees.
• Positive correlation in male respondents between extraversion (personality trait) and other emotional quotient factors except emotional facilitation and goal orientation.

• Positive correlation in male respondents between agreeableness (personality trait) and other emotional quotient factors except Interpersonal conflict and difficulty and emotional facilitation and goal orientation.

• Positive correlation in male respondents between conscientious (personality trait) and other emotional quotient factors except appraisal of positive emotions emotional facilitation and goal orientation.

• Negative correlation in male respondents between neuroticism (personality trait) and other emotional quotient factors.

• Positive correlation in male respondents between openness (personality trait) and other emotional quotient factors except Interpersonal skill and flexibility.

• Positive correlation in female respondents between extraversion (personality trait) and other emotional quotient factors.

• Positive correlation in female respondents between agreeableness (personality trait) and other emotional quotient factors except Interpersonal conflict and difficulty.
• Positive correlation in female respondents between conscientious (personality trait) and other emotional quotient factors.

• Negative correlation in female respondents between neuroticism (personality trait) and other emotional quotient factors.

• Positive correlation in female respondents between openness (personality trait) and other emotional quotient factors except Interpersonal conflict and difficulty.

• Positive correlation in overall respondents between extraversion (personality trait) and other emotional quotient factors.

• Positive correlation in overall respondents between agreeableness (personality trait) and other emotional quotient factors except Interpersonal conflict and difficulty.

• Positive correlation in overall respondents between conscientious (personality trait) and other emotional quotient factors.

• Negative correlation in overall respondents between neuroticism (personality trait) and other emotional quotient factors.

• Positive correlation in overall respondents between openness (personality trait) and other emotional quotient factors except Interpersonal conflict and difficulty.
PEARSONS’ COEFFICIENT CORRELATION

Moderate positive correlation between extraversion and emotional quotient which means there is a tendency for high EQ score go with high Extraversion score and vice-versa. Positive correlation between agreeableness and emotional quotient. The personality trait Conscientiousness positively correlates with the EQ of an employee at workplace. The personality Neuroticism less contributes or negatively correlates with the EQ of an employee at workplace. The personality Openness positively correlates with the EQ of an employee at workplace.

CROSS TABULATION

- Out of 154 male employees 32.5% of the employees are extremely high in their emotional quotient, 55.8% of the employees are high in their emotional quotient
- Out of 146 female employees 25.3% of the employees are extremely high in their emotional quotient, 60.3% of the employees are high in their emotional quotient. This shows that most of the employees are high in their emotional quotient. This shows that male employees possess extremely high EQ when compare to female employees.
- Out of 133 employees of below 30 years age group, 64 employees are high in their emotional quotient level. Out of 106 employees between 31-40 years age of group, 73 employees are high in their emotional quotient.
This shows that age group between 31-40 years possess high EQ than other age groups.

- Out of 85 employees of extraversion personality traits, 56 employees are high in their emotional quotient level. Out of 55 employees of agreeableness personality traits, 28 employees are extremely high in their emotional quotient level.

- Out of 87 employees of extremely high emotional quotient, 45 employees are satisfied with their performance level and 33 employees are highly satisfied in their performance level. Out of 174 employees of high emotional quotient, 91 employees are satisfied with their performance level and 51 employees are highly satisfied in their performance level. Most of the employees of high emotional quotient are satisfied with their performance level.

- Most of the employees of high emotional quotient are satisfied with their designation (or) the post.

- Most of the employees of high emotional quotient are satisfied with their job profile.

- Most of the employees of high emotional quotient are neither satisfied nor dissatisfied with the performance level that fixed and achieved.

- Most of the employees of high emotional quotient are satisfied with the performance level that fixed and achieved.
CHI – SQUARE TEST FINDINGS

- There is no significant relationship between Emotional quotient level and gender variation.
- There is no significant relationship between Emotional quotient level and age difference.
- There is significant relationship between Emotional quotient level and performance level of the employees.
- There is significant relationship between Emotional quotient level and personality traits.
- There is significant relationship between emotional quotient level and satisfaction level with their designation (or) the post.
- There is significant relationship between emotional quotient level and satisfaction with the performance level that fixed and achieved.

ANOVA FINDINGS

- There is a significant relationship between Emotional quotient and extraversion.
- There is a significant relationship between Emotional quotient and Agreeableness.
- There is a significant relationship between Emotional quotient and Conscientiousness.
There is a significant relationship between Emotional quotient and Neuroticism.

There is a significant relationship between Emotional quotient and openness.

MULTIPLE REGRESSIONS

To determine if one or more of the independent variables are significant predictors of emotional quotient, we examine the information provide in the coefficient Table. Out of the five independent statements found in the Table three statements are statistically significant. Out of five factors two factors (extraversion and openness) are positively significant except neuroticism which is negatively significant. Agreeableness has the highest beta coefficient .053, and conscientious has the lowest beta value. 049.

MULTIDIMENSIONAL SCALING

Multi dimensional graph shows graphical plotting of the distances between the various factors in personality traits and emotional quotient. The personality traits extraversion, agreeableness, openness and emotional factors such as analysis of positive emotions, interpersonal conflict and difficulty, Interpersonal flexibility Emotional facility and goal orientation are positive co-ordinates and factors such as neuroticism, conscientious and Analysis of negative emotions are negative co-ordinates.
Proximity Matrix shows that it is found out that the personality traits factors are closer to emotional quotient factors.

**CLUSTER DISTRIBUTION**

Cluster analysis seeks to identify a set of groups which both minimize within-group variation and maximize between-group variation. Agreeableness is the centroid which contribute for the emotional quotient and personality trait positively and neuroticism is the centroid which contribute for the emotional quotient and personality trait negatively (dis locate the centroid in the cluster). The personality traits extraversion, conscientious and openness contributes more for the emotional quotient of the employees.

**CORRESPONDENCE TABLE ANALYSIS**

The following are the outcomes of the respondents interface between personality traits and emotional quotient

- High emotional quotient employees are high in extra version and openness personality traits.
- Extremely high emotional quotient employees are high in conscientiousness personality traits.
- Average emotional quotient employees are high in agreeableness personality traits.
• Below average emotional quotient employees are high in neuroticism personality traits.

6.3 SUGGESTIONS

• Formation of Emotional stability committee by which the employees can inform about their emotional level.

• Including components such as relaxation, meditation, yoga and laugh therapy in their profile reduces their work pressure.

• Conducting open workshops and seminars.

• Online emotional stability portal within the organization help the employees to update their problems and solutions in turn avoid suicides.

• Target fixation should be based on their EQ level.

• Personality assessment has to be done periodically.
6.4 CONCLUSIONS

The concept of emotional quotient has become so popular in the management literature that it has become imperative to understand and leverage it for the sake of enhancing the capacity of effectiveness in organizations. People are nowadays judged by a new yardstick that is how well they are able to handle themselves and not merely in terms of their academic performance and expertise. Since majority of the concerns in organization involve people in different roles, emotional intelligence must become a determining factor for their effective management. It has also been found that ultimately, it is the emotional and personality that it is need to identify and measure to predict performance at workplace resulting in its effectiveness. In this scenario the personality traits possessed by the people will have a bearing on the extent to which they can actualize their emotional intelligence. The current research sets out to examine the relationship between the emotional intelligence with their personality traits. The result suggests that emotional intelligence is significantly related with the personality traits of employees.

The purpose of this research is to analyze the relationship between Personality traits and emotional quotient. The research evaluated the connection between emotional competencies and personality traits which has reflected in the employee job performance. Emotional quotient of the employee contributed for the development of oneself and the organization. This study states that
personality traits and Emotional Quotient of an employee correlated significantly and contribute for employee workplace improvement. There is a remarkable personality trait different between male and female, where as for Emotional quotient no such differences.

This study shows that the employees with high EQ level satisfied in their job when compare to others. High openness personality traits contribute for the EQ level of individual where as personality trait neuroticism contributes less when compare to other traits. Finally this thesis made an attempt to identify the factors of personality traits and Emotional Quotient that are important for the success in workplace.
6.5 SCOPE FOR FURTHER RESEARCH

There is scope for further research in this area.

- A study on emotional quotient and its impact on learning process.
- Emotional quotient components and its relevance on the employee behavior.
- Determinants of Personality traits on emotional behavior.
- A Meta analysis on various Personality traits and its interface level on EQ of an individual.
- The implications of proposed suggestions to improve the satisfaction level of workers.
- Research relating to EQ and work life balance.
- Sector analysis of EQ and its
6.6 DISCUSSION

Earlier studies highlighted that extraversion and conscientiousness personality traits determines the EQ level of the employees. But this study brings out that the openness personality traits contributes for the EQ level of the employees. Nowadays young employees are very curious, intellectual and give preference for novelty that was stated in this thesis and this personality trait increases EQ. The research work by Costa & Mccrae (1985) supports and confirm that openness and extraversion as direct relationship with EQ.

A number of studies revealed that emotional functioning had moderate to high positive (or) negative correlation with personality constructs Roger & Najaran.,(1989), Bagby, Parker & Taylor.,(1994), Friedman.,(1980). This study findings confirm the same.

It was found that two personality traits extraversion and neuroticism were strongly associated with emotional experience and moderate brain reactivity to positive and negative emotional stimuli (Costa & Mccrae, 1985; Kang & Gross, 2001). This study finding confirm the same.

This study EQ scale is based on the Indian context it highlights on the managing emotions and appraisal of the emotions rather than construct on the mood and feelings. The expression exhibit of the emotions cannot be found out, it is difficult to give specific component correlation with personality traits.
Table 23 states interesting relation between personality trait and emotional quotient. Extraversion correlates high with appraisal of negative emotional factors. Agreeableness correlates high with appraisal of negative emotion factors. Extraversion personality trait correlates highly with EQ factors.

Table 35, Multi regression analysis states that extraversion, agreeableness and openness personality traits are significant where as conscientiousness are not. The prediction may be that extremely high EQ level employees have conscientiousness personality trait.

Correspondence analysis supports that openness and extraversion personality traits contributes for high EQ level.