INTRODUCTION AND DESIGN OF THE STUDY

1.1. INTRODUCTION

Human Resource Management (HRM) is a relatively new approach to managing people in any organization. People are considered to be the key resource for an organization. Since an organization is a body of people, their acquisition, development of skills, motivation for higher levels of attainments, as well as ensuring maintenance of their level of commitment are all significant activities. These activities fall in the domain of HRM.

Human Resource Management is a process, which consists of four main activities such as acquisition, development, motivation and maintenance of human resources. Scott, Clothier and Spriegel have defined, “Human Resource Management as that branch of management which is responsible on a staff basis for concentrating on those aspects of operations which are primarily concerned with the relationship of management to employees, employees to employees and with the development of the individual and the group”.

Human Resource Management is responsible for maintaining good human relations in the organization. It is also concerned with development of individuals and achieving integration of goals of the organization and those of the individuals.
According to Edwin B. Flippo, “Human resource management is the planning, organizing, directing and controlling of the procurement, development, resources to the end that individual and societal objectives are accomplished. This definition reveals that human resource management is that aspect of management, which deals with the planning, organizing, directing and controlling the personnel functions of the enterprise.

NATURE OF HUMAN RESOURCE MANAGEMENT

Lawrence Appley remarked “Management is personnel administration”. This view is partially true as management is concerned with the efficient and effective use of both human as well as non-human resources. Thus human resource management is only a part of the management process. At the same time, it must be recognized that human resource management is inherent in the process of management. This function is performed by all the managers. A manager to get the best of his people must undertake the basic responsibility of selecting people who will work under him and to help, develop, motivate and guide them. However, he can take the help of the specialized services of the personnel department in discharging this responsibility. The nature of the human resource management has been highlighted in its following features:

1. **Inherent Part of Management:** Human resource management is inherent in the process of management. This function is performed by all the
managers throughout the organization rather than by the personnel department only. If a manager is to get the best of his people, he must undertake the basic responsibility of selecting people who will work under him.

2. **Pervasive Function:** Human Resource Management is a pervasive function of management. It is performed by all managers at various levels in the organization. It is not a responsibility that a manager can leave completely to someone else. However, he may secure advice and help in managing people from experts who have special competence in personnel management and industrial relations.

3. **Basic to all Functional Areas:** Human Resource Management deals with all the functional area of management such as production management, financial management and marketing management. That is every manager from top to bottom, working in any department has to perform the personnel functions.

4. **People Centered:** Human Resource Management is people centered and is relevant in all types of organizations. It is concerned with all categories of personnel from top to the bottom of the organization. The broad classification of personnel in an industrial enterprise may be as follows: (i)
Blue-collar workers (i.e. those working on machines and engaged in loading, unloading etc.) and white-collar workers (i.e. clerical employees), (ii) Managerial and non-managerial personnel, (iii) Professionals (such as Chartered Accountant, Company Secretary, Lawyer, etc.) and non-professional personnel.

5. **Personnel Activities or Functions:** Human Resource Management involves several functions concerned with the management of people at work. It includes manpower planning, employment, placement, training, appraisal and compensation of employees. For the performance of these activities efficiently, a separate department known as Personnel Department is created in most of the organizations.

6. **Continuous Process:** Human Resource Management is not a one shot function. It must be performed continuously if the organizational objectives are to be achieved smoothly.

7. **Based on Human Relations:** Human Resource Management is concerned with the motivation of human resources in the organization. The human beings can't be dealt with like physical factors of production. Every person has different needs, perceptions and expectations. The managers should give due attention to these factors. They require human relations skills to deal with the people at work. Human relations skills are also
required in training performance appraisal, transfer and promotion of subordinates.

**MODERN HUMAN RESOURCE MANAGEMENT**

The overall aim of modern human resource management is to ensure that the organization is able to achieve its objectives through its staff. In order to reach its objectives an organization needs not only qualified staff but also effective and efficient systems as well as access to and effective allocation of financial resources. Institutional development therefore involves not only putting the right person at the right place at the right time, but also that the organization provides a conducive and effective work environment and systems and that the organization has access to adequate financial resources.

In addition to human resources, the organization needs systems like computers and financial management system, transport to reach the client, medicines in a hospital, books in the school, etc. Top management must reach a harmonious balance between all such resources and push and pull factors.

**MAJOR CHALLENGES**

Because of continuous changing socio-economic, technological and political conditions, the human resource managers of the future shall have to face more problems in the management of labour. The human resource
managers of today may find themselves obsolete in the future due to changes in environment if they do not update themselves some of the important challenges which might be faced by the managers in the management of people in business and industry are discussed below:

1. **Increasing Size of Work force:** The size of organizations is increasing. A large number of multinational organizations have grown over the years. The number of people working in the organization has also increased. The management of increased workforce might create new problems and challenges as the workers are becoming more conscious of their rights.

2. **Increase in Education Level:** The Governments of various countries are taking steps to eradicate illiteracy and increase the education level of their citizens. Educated consumers and workers will create very tough task for the future managers.

3. **Technological Advances:** With the changes coming in the wake of advanced technology, new jobs are created and many old jobs become redundant. There is a general apprehension of immediate unemployment. In the competitive world of today, industry cannot hope to survive for long with old technology. The problem of unemployment resulting from modernization will be solved by properly assessing manpower needs and training of redundant employees in alternate skills.
4. **Changes in Political Environment:** There may be greater Government’s interference in business to safeguard the interests of workers, consumers and the public at large. Government’s participation in trade, commerce and industry will also pose many challenges before management. The Government may restrict the scope of private sector in certain areas in public interest. It does not mean chances of co-operation between the Government and private sector are ruled out. In fact, there will be more and more joint sector enterprises.

5. **Increasing Aspirations of Employees:** Considerable changes have been noted in the worker of today in comparison to his counterpart of 1950s. The workers are becoming more aware of their higher level needs and this awareness would intensify further in the future workers.

6. **Changing Psychosocial System:** In future, organizations will be required to make use of advanced technology in accomplishing their goals while satisfying human needs. In the traditional bureaucratic model, the organizations were designed to achieve technical functions with a little consideration given to the psychosocial system. But future management would be required to ensure effective participation of lower levels in the management of the organization system.
7. **Computerized Information System:** In the past, the automation of manufacturing processes had a major effect upon the systems of production, storage, handling and packaging, etc. More recently, there has been and in the future there will be the impact of revolutionary computerized information system on management. This revolutionary development would cover two primary areas of personnel management which are as follows: (a) The use of electronic computers for the collection and processing of data, and (b) The direct application of computers in the managerial decision making process.

8. **Mobility of Professional Personnel:** Organizations will expand the use of boundary agents whose primary function will be achieving coordination with the environment. One interesting fact will be an increase in the mobility of various managerial and professional personnel between organizations. As individuals develop greater technical and professional expertise, their services will be in greater demand by other organizations in the environment.

9. **Changes in Legal Environment:** Many changes are taking place in the legal framework within which the industrial relations systems in the country are now functioning. It is the duty of the human resource or personnel executive to be aware of these changes and to bring about necessary adjustments within the organizations so that greater utilization of human
resources can be achieved. This, indeed is and would remain a major challenge for the personnel executive.

10. **Management of Human Relations:** On the industrial relations’ front, things are not showing much improvement even after so many efforts by the government in this direction. Though a large number of factors are responsible for industrial unrest but a very significant cause is the growth of multi-unions in industrial complexes having different political affiliations. Under the present conditions, it appears that inter-union rivalries would grow more in the coming years and might create more problems in the industry. Management of human relations in the future will be more complicated than it is today. Many of the new generation of employees will be more difficult to motivate than their predecessors. This will be in part the result of a change in value systems coupled with rising educational levels.

**1.2 ORGNISATION BEHAVIOUR**

Organizations are social systems. If one wishes to work in them or to manage them, it is necessary to understand how they operate. Organizations combine science and people, technology and humanity. Unless we have qualified people to design and implement, techniques alone will not produce desirable results. Human behavior in organizations is unpredictable. It is unpredictable because it arises from people’s deep-seated needs and value systems. However, it can be partially understood in terms of the framework
of behavioral science, management and other disciplines. There is no idealistic solution to organizational problems. All that can be done is to increase our understanding and skills so that human relations at work can be enhanced

**ORGNISATION BEHAVIOUR - CONCEPTS**

Organizational Behavior is a field of study that investigates the impact that individuals, groups and structure have on behavior within organizations. It is the study and application of knowledge about how people act within organizations. It is a human tool for human benefit. It applies broadly to the behavior of people in all types of organizations, such as business, government, schools and services organizations. It covers three determinants of behavior in organizations: individuals, groups, and structure. OB is an applied field. It applies the knowledge gained about individuals and the effect of structure on behavior, in order to make organizations work more effectively. OB covers the core topics of motivation, leadership behavior and power, interpersonal communication, group structure and process, learning, attitude development and perception, change process, conflict, job design and work stress.

Before studying organizational behavior, it is desirable to know the meanings of organization and management.
**Organization**

Organization as a purposeful system with several subsystems where individuals and activities are organized to achieve certain predetermined goals through division of labor and coordination of activities. Division of labor refers to how the work is divided among the employees and coordination refers to how all the various activities performed by the individuals are integrated or brought together to accomplish the goals of the organization.

The term organizing is used to denote one aspect of the managerial activities when he or she is preparing and scheduling the different tasks that need to be completed for the job to be done.

**Management**

It refers to the functional process of accomplishing the goals of the organization through the help of others. A manager is an individual who is given the responsibility for achieving the goals assigned to him or her as part of the overall goals of the organization and who is expected to get the job done. The terms of top management, lower management are frequently used to indicate the hierarchical levels of those who are engaged in the process of getting the goals of the organization accomplished.
Key Elements of Organizational Behavior

The key elements in organizational behavior are people, structure, technology and the external elements in which the organization operates. When people join together in an organization to accomplish an objective, some kind of infrastructure is required. People also use technology to help get the job done, so there is an interaction of people, structure and technology. In addition, these elements are influenced by the external environment, and they influence it. Each of the four elements of organizational behavior will be considered briefly.

People

People make up the internal social system of the organization. They consist of individuals and groups, and large groups as well as small ones. People are the living, thinking, feelings beings who created the organizations. It exists to achieve their objectives. Organizations exist to serve people. People do not exist to serve organizations. The work force is one of the critical resources that need to be managed. In managing human resources, managers have to deal with:

i) Individual employee who are expected to perform the tasks allotted to them

ii) Dyadic relationships such as superior-subordinate interactions
iii) Groups who work as teams and have the responsibility for getting the job done,

iv) People outside the organization system such as customers and government officials

**Structure**

Structure defines the official relationships of people in organizations. Different jobs are required to accomplish all of an organization’s activities. There are managers and employees, accountants and assemblers. These people have to be related in some structural way so that their work can be effective. The main structure relates to power and to duties. For example, one person has authority to make decisions that affect the work of other people.

Organizations can be structured as relatively rigid, formalized systems or as relatively loose, flexible systems. Thus the structure of the organizations can range on a continuum of high rigidity to high flexibility. There are two broad categories of organization:

i) Mechanistic form of organization

ii) Organic form of Organization.
Jobs and Tasks

Job refers to the sum total of an individual’s assignment at the workplace. Tasks refer to the various activities that need to be performed to get the job done. The nature of tasks, it’s executives by various individuals, nature of interdependence and inter-relatedness, group activities etc. have implication for organizational effectiveness. Thus the jobs and tasks have to be designed and managed properly.

Technology

Organizations have technologies for transforming inputs and outputs. These technologies consist of physical objects, activities and process, knowledge, all of which are brought on raw materials labor and capital inputs during a transformation process. The core technology is that set of productive components most directly associated with the transformation process, for example, production or assembly line in manufacturing firm.

Technology provides the physical and economic resources with which people work. They cannot accomplish much with their bare hands, so they build buildings, design machines, create work processes and assemble resources. The technology that results has a significant influence on working relationships. The great benefit of technology is that it allows people to do
more and better work, but it also restricts people in various ways. It has costs as well as benefits.

**Environment**

All organizations operate within an external environment. A single organization does not exist alone. It is part of a larger system that contains thousand of other elements. All these mutually influence each other in a complex system that becomes the life style of the people.

Every organization interacts with other members of its environment. The interactions allow the organization to acquire raw material, hire employees, secure capital, obtain knowledge and build, lease or buy facilities and equipment. Since the organization process a product or service for consumption by the environment, it will also interact with its customers.

**1.3 EMOTIONAL INTELLIGENCE QUOTIENT**

Emotional Intelligence Quotient is defined as a set of competencies demonstrating the ability one has to recognize his or her behaviors, moods and impulses and to manage them best according to the situation. Typically, "emotional intelligence" is considered to involve emotional empathy, attention to and discrimination of one's emotions, accurate recognition of one's own and others' moods, mood management or control over emotions, response with appropriate (adaptive) emotions and behaviors in various life
situations (especially to stress and difficult situations), and balancing of honest expression of emotions against courtesy.

Emotional Intelligence Quotient is a term being used more and more within human resources departments and which is making its way into executive board rooms. Additional, though less often mentioned qualities include selection of work that is emotionally rewarding to avoid procrastination, self-doubt and low achievement (i.e., good self-motivation and goal management) and a balance between work, home and recreational life. In essence, EQ is the pattern of how people's biases in their thinking leads them to think one thing or choice is better than another, as well as their clarity in differentiating within those biases to exercise clear and sound judgment.

Emotional intelligence (EI) is the ability to monitor one's own and other people's emotions, to discriminate between different emotions and label them appropriately and to use emotional information to guide thinking and behavior. There are three models of EI. The ability model, developed by Peter Salovey and John Mayer\(^1\), focuses on the individual's ability to process emotional information and use it to navigate the social environment\(^2\).

The trait model as developed by Konstantin Vasily Petrides, "encompasses behavioral dispositions and self perceived abilities and is measured through self report"\(^3\).
The final model, the mixed model is a combination of both ability and trait EI. It defines EI as an array of skills and characteristics that drive leadership performance, as proposed by Daniel Goleman. Studies have shown that people with high EI have greater mental health, exemplary job performance and more potent leadership skills. In addition, studies have begun to provide evidence to help characterize the neural mechanisms of emotional intelligence.

**History**

In 1983, Howard Gardner's Frames of Mind: The Theory of Multiple Intelligences introduced the idea that traditional types of intelligence, such as IQ, fail to fully explain cognitive ability. He introduced the idea of multiple intelligences which included both interpersonal intelligence (the capacity to understand the intentions, motivations and desires of other people) and intrapersonal intelligence (the capacity to understand oneself, to appreciate one's feelings, fears and motivations).


The first published use of 'EQ' (Emotional Quotient) seems to be by Keith Beasley in 1987 in an article in the British Mensa magazine.
Daniel Goleman's five components of emotional intelligence

Self-awareness:

The ability to recognize and understand personal moods and emotions and drives, as well as their effect on others. Self-awareness include self-confidence, realistic self-assessment, and a self-deprecating sense of humor. Self-awareness depend on one's ability to monitor one's own emotion state and to correctly identify and name one's emotions.

Self-regulation:

The ability to control or redirect disruptive impulses and moods, the propensity to suspend judgment and to think before acting. It include trustworthiness and integrity; comfort with ambiguity; and openness to change.

Internal motivation:

A passion to work for internal reasons that go beyond money and status - which are external rewards, such as an inner vision of what is important in life, a joy in doing something, curiosity in learning, a flow that comes with being immersed in an activity. A propensity to pursue goals with energy and persistence. It include a strong drive to achieve, optimism even in the face of failure, and organizational commitment.
**Empathy:**

The ability to understand the emotional makeup of other people. A skill in treating people according to their emotional reactions. It includes expertise in building and retaining talent, cross-cultural sensitivity, and service to clients and customers. It is important to note that empathy does not necessarily imply compassion.

**Social skills:**

Proficiency in managing relationships and building networks, and an ability to find common ground and build rapport.

**Models of Emotional Intelligence**

**Ability model**

Salovey and Mayer's conception of EI strives to define EI within the confines of the standard criteria for a new intelligence. Following their continuing research, their initial definition of EI was revised to "The ability to perceive emotion, integrate emotion to facilitate thought, understand emotions and to regulate emotions to promote personal growth." However, after pursuing further research, their definition of EI evolved into "the capacity to reason about emotions, and of emotions, to enhance thinking. It includes the abilities to accurately perceive emotions, to access and generate emotions so as to assist thought, to understand emotions and emotional
knowledge, and to reflectively regulate emotions so as to promote emotional and intellectual growth.”

The ability-based model views emotions as useful sources of information that help one to make sense and navigate the social environment. The model proposes that individuals vary in their ability to process information of an emotional nature and in their ability to relate emotional processing to a wider cognition. This ability is seen to manifest itself in certain adaptive behaviors. The model claims that EI includes four types of abilities:

**Perceving emotions** – the ability to detect and understand emotions in faces, pictures, voices, and cultural artifacts-including the ability to identify one's own emotions. Perceiving emotions represents a basic aspect of emotional intelligence, as it makes all other processing of emotional information possible.

**Using emotions** – the ability to harness emotions to facilitate various cognitive activities, such as thinking and problem solving. The emotionally intelligent person can capitalize fully upon his or her changing moods in order to best fit the task at hand.

**Understanding emotions** – the ability to comprehend emotion language and to appreciate complicated relationships among emotions. For example, understanding emotions encompasses the ability to be sensitive to slight
variations between emotions, and the ability to recognize and describe how emotions evolve over time.

**Managing emotions** – the ability to regulate emotions in both ourselves and in others. Therefore, the emotionally intelligent person can harness emotions, even negative ones, and manage them to achieve intended goals.

**Trait model**

Konstantinos Vasilis Petrides proposed a conceptual distinction between the ability based model and a trait based model of EI and has been developing the latter over many years in numerous scientific publications trait. EI is "a constellation of emotional self-perceptions located at the lower levels of personality." In lay terms, trait EI refers to an individual's self-perceptions of their emotional abilities. This definition of EI encompasses behavioral dispositions and self perceived abilities and is measured by self report, as opposed to the ability based model which refers to actual abilities, which have proven highly resistant to scientific measurement. Trait EI should be investigated within a personality framework. An alternative label for the same construct is trait emotional self-efficacy.

The conceptualization of EI as a personality trait leads to a construct that lies outside the taxonomy of human cognitive ability. This is an important distinction in as much as it bears directly on the operationalization of the construct the theories and hypotheses that are formulated about it.
1.4 BIG FIVE PERSONALITY TRAITS

In psychology, the Big Five personality traits are five broad domains or dimensions of personality that are used to describe human personality. The theory based on the Big Five factors is called the **five-factor model** (FFM). Openness, conscientiousness, extraversion, agreeableness, and neuroticism. Acronyms commonly used to refer to the five traits collectively are OCEAN, NEOAC, or CANOE. Beneath each global factor, a cluster of correlated and more specific primary factors are found; for example, extraversion includes such related qualities as gregariousness, assertiveness, excitement seeking, warmth, activity and positive emotions.\(^\text{10}\)

The Big Five model is able to account for different traits in personality without overlapping. **Empirical research** has shown that the Big Five personality traits show consistency in interviews, self-descriptions and observations. Moreover, this five-factor structure seems to be found across a wide range of participants of different ages and of different cultures.\(^\text{11}\)

**Big Five factors**

**Openness to experience**: *(inventive/curious vs. consistent/cautious).*

Appreciation for art, emotion, adventure, unusual ideas, curiosity and variety of experience. Openness reflects the degree of intellectual curiosity, creativity and a preference for novelty and variety. It is also described as the
extent to which a person is imaginative or independent and depicts a personal preference for a variety of activities over a strict routine. Some disagreement remains about how to interpret the openness factor, which is sometimes called "intellect" rather than openness to experience.

**Conscientiousness**: *(efficient/organized vs. easy-going/careless).* A tendency to be organized and dependable, show self-discipline, act dutifully, aim for achievement, and prefer planned rather than spontaneous behavior.

**Extraversion**: *(outgoing/energetic vs solitary/reserved).* Energy, positive emotions, assertiveness, sociability and the tendency to seek stimulation in the company of others, and talkativeness.

**Agreeableness**: *(friendly/compassionate vs. analytical/detached).* A Tendency to be compassionate and cooperative rather than suspicious and antagonistic towards others. It is also a measure of one’s trusting and helpful nature, and whether a person is generally well tempered or not.

**Neuroticism**: *(sensitive/nervous vs. secure/confident).* The tendency to experience unpleasant emotions easily, such as anger, anxiety, depression, and vulnerability. Neuroticism also refers to the degree of emotional stability and impulse control.
1.5 STATEMENT OF THE PROBLEM

Emotional quotient is becoming crucial today in the context of individuals role based behavior within group and organizational contexts. The rule of the workplace are changing due to professional approach that entered a century full of challenges. In India, the real challenge in the professional organization is to create an enabling ambience for that a new yardstick is being used to judge people. This is not merely in terms of decisive, confident, academic profile (or) expertise but to handle oneself and others in various emotional situations.

Today corporate world is facing a number of problems and pressure to expertise themselves in their relevant area. This substantially impart on the employees for which they have to cope up with the changes. It creates a lot of emotional disturbance and imbalance which in turn affect their cognitive process and work performance.

1.6. IT and NON IT COMPANIES

Today IT and NON IT companies plays a major role in determining the economic development of the country. IT Companies and Non IT Companies provides employment opportunity for the youngsters at a greater extent. The study was conducted on five IT Companies such as INFOSYS, IBM, HP, TCS, Cognizant and five Non IT Companies such as AMW Motors ltd, Caterpillar, Bosch limited Mahindra Reva, Anand group. This
study concentrates on the type of personality and the level of EQ possessed by the employees to execute their work in a better way.

1.7 IMPORTANCE OF THE STUDY

The importance of Emotional Quotient at workplace has become an essential issue, since this is a new yardstick, states that how well employees are able to handle themselves in the organization context, not merely in terms of their academic qualifications and expertise. Emotional intelligence and personality traits are increasingly being applied to decisions regarding the hiring and confirming of employees.

In the corporate world a person is recruited on the basis of his (or) her E.Q. These new rules predict who is the most likely person to become a successful manager and who most prone to failure. People today are being measured for traits that are crucial to his (or) her future marketability.

This study relates with two domains, one is personality and the another one is emotional quotient. These two determines ones performance, his attitude, commitment, values which is important for the work performance. It is an interface study which connects the personality and EQ elements.
1.8 AIM OF THE STUDY

The purpose of the study is to examine, analyze, and evaluate the personality traits and emotional quotient of IT and Non-IT companies. The primary objective is to understand the relationship between various personality traits and emotional components and its impact on the employee performance.

1.9 OBJECTIVES OF THE STUDY

The study intends to pursue the following specific objectives with reference to IT and Non – IT companies in Bangalore.

(i) to identify and analyze the various personality traits which determines the employee behavior.

(ii) to study the interface between Personality traits and Emotional quotient, its impact on employees performance.

(iii) to study the relationship between Emotional quotient components and personality traits.

(iv) to analyze and interpret emotional behavior of the employees.

(v) to understand the personality traits of the employees that determines the emotional quotient of the employees.
1.10 HYPOTHESIS

1. Emotional quotient had moderate to high positive (or) negative correlation with personality traits.

2. Personality traits such as extraversion and neuroticism were strongly associated with emotional quotient.

3. Employees with high emotional quotient were better performers than those with low emotional quotient.


1.11 STUDY PERIOD

The study was carried out from January 2012 to December 2013 (Two years only)

1.12 RESEARCH METHODOLOGY

Coverage

The universe of the study are both IT and Non-IT companies in Bangalore. The study sample frame covers 5 IT companies and 5 non-IT companies in Bangalore. The employees of these companies constituted the source of data. The sample size is 300 employee respondents from the 10 companies in Bangalore. The sampling is equally distributed by 30 respondents from each company.
**Questionnaire design**

A careful and serious attempt has been made in drafting the questionnaire in a simple, yet comprehensive manner using EQ scale-BEIS – IN Bhattacharyas emotional intelligence instrument and personality Inventory – five Factor model (extraversion, agreeableness, conscientiousness, emotional stability, openness to experience). Apart from above mention two questionnaire, job satisfaction questionnaire as drafted to know the satisfaction level of employees.

**Pre-Test**

A pre test was carried out to check the reliability of the questionnaire. A sample of 30 respondents was selected for this purpose. On the basis of the findings modifications were made in the questionnaire to check the shortfalls.

**Data collection**

The study contains both primary and secondary data. Convenient Random sampling method was adopted for the primary data collection. Primary data collection was done through scientifically prepared questionnaire to measure personality traits and emotional quotient components. Totally 300 questionnaires were distributed to the employees of various companies.
Articles of various researchers and authors from different sources viz. books, periodicals, journals, dissertations, thesis, working papers and websites are the sources of secondary data.

**Data Analysis**

To begin with, the collected data were coded, edited consolidated and then entered in to master table. Then, sub-tables were prepared from the master table. The output from SPSS (16 version) viz. simple percentage analysis, chi-square test, cross tables, ANOVA were shown in the study.

**1.13 Limitations of the study**

The study was confined only to IT and NON IT Companies. Hence the employees does not reflect all segment of the population.

- Since the study was conducted during a particular period, the outcome may not reflect the dynamic nature of EQ and the sample size was also limited.
- Convenient Random sampling method was used for this study.
- All the findings and observations made in this study are purely based on the respondents self appraisal and therefore there is a possibility for personal bias.
1.14 Preview of chapters

The broad framework of the study is organized according to the following chapters scheme:

**Chapter-I** is the introduction chapter, which provides a broad outline of personality traits, emotional quotient, the objectives of the study, the hypothesis and the research methodology.

**Chapter-II** makes an attempt to review the existing literatures of related topics on the research study. Articles of various researchers and authors from different sources viz. books, periodicals, journals, dissertations, thesis, working papers and websites are provided in this chapter.

**Chapter-III** about Information Technology companies and Non Information Technology companies.

**Chapter – IV** describes various personality and EQ theories to analyze and measure the employee performance.

**Chapter – V** illustrates the analysis and interpretation of the collected data regarding this research study.

**Chapter – VI** is the concluding chapter highlighting the findings and presenting the suggestions and conclusion.
References


