CHAPTER - V

FINDINGS, IMPLICATIONS & LIMITATIONS
5.1 MAJOR FINDINGS

The following were found to be the key findings of the research.

- Though the inclusion of more women in the workforce has been strongly promoted in recent times, it has been observed that that very few women occupy middle and the top tiers of management in Indian organizations. This research also supports this view as only 20% females were found occupying managerial level positions.

- Business executives were found to have high emotional intelligence and they also achieved high score on the individual dimensions of emotional intelligence. None of the respondents were in the low range of any of the ten factors of emotional intelligence. All lie in the normal and high ranges of all the factors.

- The study reveals that all the managers of the corporate sector in the selected sample have a high level of self-awareness. This is because on reaching higher hierarchical positions in an organization one becomes more aware of oneself with respect to the surroundings.

- The findings reveal that the respondents are highly empathetic. One of the reasons for this finding is that since the managers are supposed to manage and guide their subordinates and co-operate with them at all levels, it is essential for them to understand what others feel and like doing in a particular set up.

- The business executives were also found to be highly self-motivated. The reason for this can be attributed to the fact that they will be able to motivate
others for various tasks, only if they are themselves motivated. To encourage others, a manager needs to show full zeal in the task at hand, which is possible only with self-motivation.

- High emotional stability was found amongst the respondents. The main reason for this finding is that the managers along with being task-oriented, also have to be equally balanced on the relationship side. They need to understand, motivate, encourage and help others, all of which is not possible without a high state of emotional stability.

- The respondents showed a high score on managing relations and this is one of the most important tasks of a manager as he/she has to maintain good and healthy relations with subordinates, superiors, colleagues, customers, vendors, other outsiders and numerous other such people.

- The integrity dimension of emotional intelligence was also found high in the business executives who show a highly responsible attitude in terms of their actions or goals pursued.

- The respondents have high levels of self-development. The main reason for this can be attributed to the fact that managers are conscious of their growth and development to remain competitive.

- High value-orientation was found in the business executives who demonstrate their attitude towards being ethical.
• Since commitment is one of the major factors governing the success of managers, it has been revealed in the findings too, that the managers are highly committed to their work and categorically stick to their commitments.

• Business executives exhibited high score on the altruistic behaviour dimension implying that welfare of their employees is a major concern for them.

• Role overload has been found to be a major source of job stress. This may be due to the fact that there are too many expectations from the managers, both in quantitative as well as qualitative aspects. The quantitative aspect refers to having too much to do, while the qualitative facet refers to things being difficult and the accountability in their roles.

• Business executives in the study were also found to experience high stress due to responsibility of persons. This is due to the fact that managing people is the foremost duty of a manager and managing people is a challenging task due to the dynamic behaviour of human beings.

• Role ambiguity refers to the lack of role clarity about the expectations regarding the role which may arise out of lack of information or understanding. It may exist in relation to activities, responsibilities, personal styles and norms. And it has been found that business executives are moderately stressed due to role ambiguity. This reveals the importance of creating role clarity at the managerial level.

• Role conflict refers to the stress generated by different expectations by various persons in the managerial hierarchy, i.e. superiors, subordinates and peers,
about the same roles and the role occupant’s ambivalence as to whom to please. In the present research, role conflict causes moderate level of stress in the respondents.

- Moderate stress was witnessed due to the unreasonable group and political pressures. The reasons for this type of stress can be attributed to increased competition, maintaining group conformity which leads to politics among different groups.

- Under – participation causes moderate stress in the business executives. Although managers are considered to play a major role in the functioning of the organization, still those under study experienced moderate stress due to inadequate participation.

- Powerlessness was found to be a moderately stress causing factor. This may be because sometimes the managers have complete authority and power in certain tasks while in some they have to rely on the orders of higher authorities.

- Poor peer relations is the origin of moderate stress amongst the respondents. One of the reasons for this finding can be the excessive work pressure of the managerial category due to which they do not find time to interact much with their peers.

- Executives also experienced moderate stress due to the feeling of low status. The executives feel that their job has contributed little in enhancing their social status and adequate recognition has not been given to them by the higher authorities.
• Strenuous working conditions yet again caused moderate stress in the respondents. If the working conditions are not pleasant and adequate infrastructure is not provided for executing the tasks, it leads to stress in the executives.

• Emotional intelligence has a significant impact in reducing overall and specific occupational stress among the business executives. Emotional intelligence brings clarity of thought and in the resultant behaviour, hence it helps to take things in the right perspective. This helps to reduce stress due to role ambiguity.

• Emotional intelligence helps in self introspection and identification of gap areas in self in terms of strengths and weaknesses. This helps the persons to make their jobs more enriched and contributive, thus eliminating stress due to under-participation.

• Emotional intelligence helps a person to remain persistent even in case of challenging times and recurring bottlenecks. The results of the study show that emotionally intelligent executives were able to control the stress arising due to the feeling of powerlessness.

• Business executives often find themselves doing monotonous tasks which diminish their zeal which often creates stress in them. But emotional intelligence helps to diminish stress due to intrinsic improvisation, as it helps in identifying the reason for occurrence of such emotions. Reasons, when once identified, give a person momentum to bring about some positive changes.
• Emotional intelligence helps to reduce stress due to poor peer relations as it always guides a person to remain in control of his / her emotions while other keeping in the mind the person’s emotions. This leads to better relations with others, effective team work and amicable resolution of conflicts.

• Emotional intelligence comes to the rescue of business executives in controlling the stress arising due to the feeling of low status. This happens when open communication is fostered between the superiors and the subordinates. An emotionally intelligent manager would give timely feedback and appreciation to his subordinates, thus boosting their confidence and blocking the feeling of low status.

• Emotional intelligence creates a consideration in the mind of a manager towards the well being of his employees which in turn helps in allocating tasks according to the different capabilities of the employees. This helps the employees to feel less stressed due to strenuous working conditions.

• Self awareness, empathy, managing relations, commitment, integrity, altruistic behavior are the specific sub – dimensions of emotional intelligence which have a significant effect in controlling job stress among the business executives.

• Self awareness allows a person to have an adequate knowledge of how his / her feelings affect other people. Self awareness competency further helps to tackle stressful situations which can arise due to role ambiguity, role conflict and under-participation.
• An empathetic person combines employees’ feelings and other factors in order to make decisions. The decisions thus taken find an easy acceptance by others, thereby reducing the stress levels of others also.

• Managing relations curtails the impact of stressors by fostering better interpersonal relations and team work.

• Commitment leads to involvement of individuals in their work making their job more interesting, worthwhile and satisfying. This keeps them motivated towards better and enhanced work performance. Being committed prevents them from anticipating stress that can arise due to non involvement in their work.

• People with high integrity make thoughtful decisions by keeping a control over their feelings. They are careful about their actions and are able to anticipate the consequences. This helps them to reduce or avoid potential stressors.

• Altruistic behaviour helps in reducing negative feelings and therefore, reduces stress that can arise while working in teams.

• No gender differences were found in the total emotional intelligence scores of males and females. However, differences in emotional intelligence scores across different emotional intelligence competencies for males and females were found with males scoring higher on self-motivation and females scoring higher on managing relations and value orientation.

• Overall occupational stress was found to be more in females than males. Females demonstrated stressful behaviour due to under-participation, powerlessness, poor
peer relations, intrinsic improvisation and strenuous work conditions and males felt more stressed due to unreasonable group pressure, responsibility of persons and unprofitability.

- When it comes to participation, taking suggestions or problem solving, the opinions of females are often ignored which leads to their under-participation in many work related activities. This stigma is often faced by Indian female working population, which in turn leads to the feeling of powerlessness in them.

- Females also scored low on poor peer relations for many reasons that can be attributed to workplace culture and composition. Indian workplace is mostly male dominated. Harassment at workplace is another issue that women have to face in some form or the other. Hence females generally show some reservations and fail to develop proper relations at work. Improper working conditions cause more physical stress to females than males. This is a major cause of stress, which even at times can bring the job productivity to a low level.

- Higher emotional intelligent behavior was witnessed in the age group 40 – 45 years as with increasing age a person demonstrates more responsive behaviour and reaction towards varying situations.

- Business executives falling in the age group 35 – 40 years are more prone to occupational stress as they have to go through dealing with stagnant careers, lack of promotional opportunities in the ever dynamic competitive environment.

- High emotional intelligence was witnessed in business executives who have a work experience between 15 – 20 yrs. As a manager gains more experience and
maturity by spending longer periods on a particular job, he/she exhibits higher emotional intelligence.

- Maximum occupational stress has been observed in business executives having less than 5 years of work experience as majority of these are new entrants who have to compete and excel with their peers.

- High emotional intelligence was demonstrated by the executives working in the manufacturing units and their stress levels were also found to be low in comparison to the banking executives who scored the lowest emotional quotient. Maximum occupational stress was observed in the insurance sector.

- Emotional intelligence scores calculated and compared between the groups divided on the basis of their perceived importance of emotional intelligence at the workplace revealed that the group which perceived emotional intelligence to be important scored higher on emotional intelligence scales.

- Business executives high on emotional intelligence were found to be low on total occupational stress score.

- High emotional intelligence group exhibited higher performance assessment score. The results show a positive impact of emotional intelligence on the performance of the executives. Emotional intelligence enhances the performance of the business executives in the areas of conflict resolution, interpersonal skills, initiative, and customer service/ cooperation, completion of targets, communication and ethics.
- People high on emotional intelligence are effective at conflict resolution, and therefore, are able to maintain long-term symbiotic business relationships. They also demonstrate high initiative competence. Such people continuously strive to maintain positive interpersonal relations and believe in the elements of trust, confidence and reliance hence demonstrating ethical conduct. High emotional intelligence people seek cooperation in completing the targets both qualitatively and quantitatively.

- The study’s results further show that the mostly business organisations offer training programs which are aimed more towards developing the business acumen skills of their employees or in other words those components which can raise the productivity of employees in monetary terms. Developing emotional intelligence still remains a neglected element of training modules.

- The results of the study show that emotional intelligence can be used as a potential moderating variable in the stress process and improving the performance of the business executives.

5.2 IMPLICATIONS OF THE STUDY

The present study has produced some important results that have implications for both research and practice. A particularly interesting finding of the present study was that high emotional intelligence of managers and supervisors had an impact on their level of performance on the job. This has implication for managements, suggesting
that organizations could be profitable by identifying the level of emotional intelligence of managers and supervisor and apply interventions that are focused on the developing emotional intelligence among the employees in the organization.

Also the findings of the study can be used as a guideline by the managements to overcome occupational stress problems in organizations, by raising the level of emotional intelligence in the behaviour of their employees. This objective may be achieved if the managements follow the suggestions: firstly, provide emotional intelligence based training programs that focus on up to date knowledge, relevant skills and good moral values. Secondly, the managements should encourage the employee participation in emotional training activities since these interventions are quite different from the technical trainings provided.

If these suggestions are appropriately considered this will increase the capability of employees to manage their personal emotions and use their positive emotions to create good interaction styles with other employees. This working situation may decrease occupational stress problems and increase job performance in organizations.

5.3 LIMITATIONS & AGENDA FOR FUTURE RESEARCH

Besides the limitations of time and cost, there are certain limitations of the current research, which future studies in this area should seek to overcome. Sufficient response could not be generated from the insurance, retail and telecom sector. Future
research may target these industries and environments in order to test the possible
generalizations of this study.

This study took into consideration the impact of emotional intelligence on only two variables, i.e. job stress and work performance. Future studies can incorporate other psychological variables like work-life balance, job satisfaction, achievement-motivation, etc. amongst many others.

Future researchers can also study the utility of emotional intelligence in the public sector and thereby comparing the results with those obtained from private sectors.

Keeping into consideration the various recommendations made by previous researchers, an extensive study of formal implementation of the developmental programs to enhance the emotional intelligence of executives in business organizations can be explored to facilitate effective and congenial work environment.