CHAPTER I

INTRODUCTION

1.1: INTRODUCTION

The stupendous change which impacted the arena of corporate business was the privilege given to Emotional Quotient apart from the traditional conceptions of Intelligent Quotient. This is validated by various research programmes including Harvard Business Review (2001). The path breaking studies in the realm of emotional intelligence, in fact, altered the role played by organizations as well as the managers.

According to Harvard Business Review (2001), when managers first started hearing about the concept of emotional intelligence in the 1990s, scales fell from their eyes. The basic message, that effectiveness in organizations is at least as much about Emotional Quotient (EQ) as Intelligent Quotient (IQ), resonated deeply; it was something that people knew in their guts but that had never before been so well articulated. Most importantly, the idea held the potential for positive change. Instead of being stuck with the hand they had been dealt, people could take steps to enhance their emotional intelligence and make themselves more effective in their work and personal lives. Indeed, the concept of emotional intelligence had real impact. The only problem is that so far emotional intelligence has been viewed only as an individual competency, when the reality is that most of the works in organizations are done by teams. And if managers have one pressing need today, it is to find ways to make teams work better.

No one would dispute the importance of making teams work more effectively. The focus on specifying the need for cooperation, participation, commitment to goals, and so forth are the objectives of research in effective
team work. The assumption seems to be that, once identified; these processes can simply be imitated by other teams, with similar effect. It’s not true. By analogy, think of it this way: a piano student can be taught to play Minuet in G, but he won’t become a modern-day Bach without knowing music theory and being able to play with heart. Similarly, the real source of a great team’s success lies in the fundamental conditions that allow effective task processes to emerge that cause members to engage in them wholeheartedly.

The need of the hour is to spell out concrete methodology to evaluate EQ as an individual competency. Therefore a theoretical perspective is fundamental for the emergence of effective task processes and engagement of the members wholeheartedly.

1.2: NEED FOR THE STUDY

Today, the companies are finding it difficult in managing human resources as human beings are complex social animals with different personality traits. The need of the hour is that the employees need a blend of both IQ and EQ, as the employee has to work in teams and groups. This calls for professionals with high level of emotional Intelligence to keep the company moving forward. Having high IQ may not suffice the requirement of corporate world. Most of the companies, recruiters, service and other organizations are using IQ tests in a wide variety of ways to assess and profile people. But it is the emotional intelligence of people that leads them to better performance and success rather than the IQ level of the people. IQ and EQ are not opposing competencies, but rather separate ones. Although assessing the Emotional Intelligence (EI) of a person is not so easy as humans have a natural tendency to project positively about themselves. Very few tools are available to measure the EI level of a person accurately. Assessment of emotional intelligence requires lengthy time to be
spent with each respondent. The present competitive world demands people who can work in teams and build team culture and can sustain the pressure of delivering more productively. And hence there is a gap between what is expected apart from the job related skills and what the professionals have. People need to develop their socializing nature and there is a need to inculcate the concept of managing emotions in the minds of the professionals so that they can lead the business smoothly and profitably and at the same time can balance their work life relationship.

1.3: SIGNIFICANCE OF THE STUDY

IN GENERAL: The comparative Analysis of the Emotional Intelligence level among professional groups would help to know and understand the importance of Emotional competencies required to perform in specific profession. The study would also help in knowing what makes people in some profession more competent in managing emotions compared to that of other professional groups. Research would find the competencies required in different professional groups in delivering results. It also would highlight on the benefits of working together and having good work life balance.

TO THE SPECIFIC PROFESSIONAL GROUPS: Knowing and understanding the concept of emotional intelligence would help the professional group to build relationship quotient with their colleagues, which in turn helps in collectively achieving their organizational goals. Professional groups would tend to work in team and ensure that there are multiple mutual benefits to the organization and professional groups leading to both organizational and individual growth. One of the professional groups would be the HR Professionals, which would also reveal the importance given by them to the concept of EQ in managing Human Resources. Professional groups will get to understand the concept of EQ and an area in which they need improvement and can plan in developing their EQ level and
also it helps to know the EQ competencies that the customers expect from the professional groups. The individual respondents, by knowing their own emotional intelligence level, can improve their EQ level, as emotional intelligence can be developed at any stage in the professional’s life cycle.

**MEANING OF EMOTIONS**

Oxford English Dictionary (www.oxforddictionaries.com) defines emotion as “a natural distinctive state of mind deriving from one’s circumstances, mood, or relationships with others.”

Aristotle gave one of the earliest definitions where he described emotions as “all those things that so change (people) as to affect their judgments and that are attended by pain or pleasure” (Jerkins, Oatley and Stein, 1998; p.7)

“Emotion refers to a feeling and its distinctive thoughts, psychological and biological states, and the range of propensities to act.” (Goleman, 1995, P. 289)

We all know what emotion is, right? Perhaps not, as consulting the dictionary presents a not-very-helpful definition of the term: "an affective state of consciousness in which joy, sorrow, fear, hate, or the like, is experienced, as distinguished from cognitive and volitional states of consciousness" (Random House Dictionary of the English Language, 1973, p. 467)

What comes out of this exercise is that emotion is distinct from cognition (thinking) and volition (will, or motivation).
1.4: RESEARCH DESIGN

The present study is descriptive and exploratory in nature, where the study describes data and characteristics about the population or phenomenon being studied and when the purpose of research is to gain familiarity with a phenomenon or acquire new insight into it in order to formulate a more precise problem or develop hypothesis, the exploratory studies come in handy (Kothari, C.R. 2009).

1.5: OBJECTIVES OF THE STUDY:

The present study has identified the following objectives:

1. To understand the concept of Emotional Intelligence and the influence of Emotional Intelligence on Business performance
2. To find the level of Emotional Intelligence of selected professional groups.
3. To compare the Emotional Intelligence level of selected professional groups.
4. To assess the emotional intelligence of the selected Business Professional groups based on their experience.
5. To identify the major predictors of emotional intelligence by its factors.

1.6: HYPOTHESES

H1: EQ Levels of Respondent Business Professional groups are high.

H2: Professional Groups differ significantly in their emotional intelligence levels

H3: Higher the experience Level of the respondents, higher is the Emotional Intelligence level

H4: Managing relations has a strong bearing in predicting Emotional Intelligence
Respondents:

A total of 255 respondents belonging to 4 different professional business groups were selected for the study. Following table provides the details of sample selected by their experience.

**TABLE 1.1**

**DISTRIBUTION OF THE SAMPLE BY PROFESSIONAL GROUPS AND EXPERIENCE**

<table>
<thead>
<tr>
<th>Professional groups</th>
<th>Experience (in years)</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>&lt; 5</td>
<td>5-10</td>
</tr>
<tr>
<td>Human Resource Professionals</td>
<td>Frequency</td>
<td>46</td>
</tr>
<tr>
<td></td>
<td>Percentage</td>
<td>66.7%</td>
</tr>
<tr>
<td>Entrepreneurial Professionals</td>
<td>Frequency</td>
<td>7</td>
</tr>
<tr>
<td></td>
<td>Percentage</td>
<td>18.9%</td>
</tr>
<tr>
<td>Software Engineers and IT Professionals</td>
<td>Frequency</td>
<td>46</td>
</tr>
<tr>
<td></td>
<td>Percentage</td>
<td>58.2%</td>
</tr>
<tr>
<td>Sales and Marketing Professionals</td>
<td>Frequency</td>
<td>35</td>
</tr>
<tr>
<td></td>
<td>Percentage</td>
<td>50.0%</td>
</tr>
<tr>
<td>Total</td>
<td>Frequency</td>
<td>134</td>
</tr>
<tr>
<td></td>
<td>Percentage</td>
<td>52.5%</td>
</tr>
</tbody>
</table>

There are approximately 750 companies in and around Whitefield area in Bangalore. Sample size for the present study was calculated using online sample size calculator (http://www.surveysystem.com/sscalc.htm) provided by public service of Creative Research Systems survey software. One can use it to determine how many people one needs to interview in
order to get results that reflect the target population as precisely as needed. One can also find the level of precision one has in an existing sample. For 750 companies with 95 percent confidence level and 5 percent of confidence interval, the required sample size was 254. The researcher has data for the research work from 255 respondents from various business professional groups. However, Entrepreneurial Professionals were not confined to single area.

For the selection of the sample ‘stratified random sampling’ was employed. In statistical surveys, when sub-populations within an overall population vary, it is advantageous to sample each sub-population (stratum) independently. Stratification is the process of dividing members of the population into homogeneous subgroups before sampling. The strata should be mutually exclusive: every element in the population must be assigned to only one stratum. The strata should also be collectively exhaustive: no population element can be excluded. Then simple random sampling or systematic sampling is applied within each stratum. This often improves the representativeness of the sample by reducing sampling error. It can produce a weighted mean that has less variability than the arithmetic mean of a simple random sample of the population. In the present study subpopulations of the research were Human Resource Professionals, Entrepreneurial Professionals, Software Engineers and IT Professionals, and Sales and Marketing Professionals

OPERATIONAL DEFINITIONS OF THE VARIABLES EMPLOYED:

**Human Resource Professionals:** These are the respondents who are working in Human Resource (HR) departments of the nine organizations chosen for the study

**Entrepreneurial Professionals:** These are the individuals who organize and operate a business or businesses, taking on financial risk to do so. These
are the individuals who pay a certain price for a product to resell it at an uncertain price, thereby making decisions about obtaining and using the resources while consequently admitting the risk of enterprise. If one regards their firm as a business, not a practice, then he/she is an entrepreneurial professional.

**Software Engineers and IT Professionals:** These are the people who are working in one of the nine organizations chosen for the study and are involved in application of a systematic, disciplined, quantifiable approach to the design, development, operation, and maintenance of software, and the study of these approaches; that is, the application of engineering to software working, in any of the nine organizations chosen for the study.

**Sales and Marketing Professionals:** These are the respondents who are working in Sales and Marketing departments of the nine organizations chosen for the study

### 1.7: INSTRUMENTS/RESEARCH TOOLS USED

#### 1.7.1: SOCIO – DEMOGRAPHIC DATA SHEET

For the purpose of the study a semi-structured questionnaire has been developed by the researcher which consists of personal details like name of the respondent, work place, type of business professional group, age etc.,

#### 1.7.2: EMOTIONAL INTELLIGENCE SCALE

Developed by Hyde, Pethe and Dhar (2002) (Appendix-I), which consists of 34 items and the subject is required to answer one of the following options-Strongly agree (SA), agree (A), Uncertain(UC), disagree (D) and strongly disagree (SD).
Emotional Intelligence is measured on 10 factors in this test.

1. Self-awareness  
2. Empathy  
3. Self-motivation  
4. Emotional stability  
5. Managing relations
6. Integrity  
7. Self-development  
8. Value orientation  
9. Commitment  
10. Altruistic behavior

**Factors of Emotional Intelligence:** Initially, Hyde, Pethe and Dhar administered the scale on 255 executives and the scores obtained were subjected to factor analysis and ten factors were identified. These are self-awareness, empathy, self-motivation, emotional stability, managing relations, integrity, self-development, value orientation, commitment and altruistic behavior.

**A. Self-awareness** is being aware of oneself and is measured by items 6, 12, 18, 29. These items are "I can continue to do what I believe in even under severe criticism," "I have my priorities clear," "I believe in myself," and "I have built rapport and made and maintained personal friendships with work associates." This factor is the strongest and explains 26.8 percent variance and has factor loading of 2.77. The correlation of this factor with total score is 0.66.

**B. Empathy** is feeling and understanding the other person and is measured by items 9, 10, 15, 20 and 25. These are "I pay attention to the worries and concerns of others," "I can listen to someone without the urge to say something," "I try to see the other person's point of view," "I can stay focused under pressure, and "I am able to handle multiple demands." This factor explains 7.3 percent variance with factor loading of 3.11. The correlation of the factor with total score is 0.70.

**C. Self-motivation** is being motivated internally and is measured by 2, 4, 7, 8, 31 and 34. These items are "People tell me that I am an inspiration for
them”, "I am able to make intelligent decisions using a healthy balance of emotions and reason”, "I am able to assess the situation and then behave”, "I can concentrate on the task at hand in spite of disturbances”, "I think feelings should be managed”, and "I believe that happiness is an attitude.” This factor accounts for 6.3 percent variance and factor loading of is 3.28. Its correlation with total score is 0.77.

**D. Emotional stability** is measured by items 14, 19, 26 and 28. They are “I do not mix unnecessary emotions with issues at hand”, “I am able to stay composed in both good and bad situations”, "I am comfortable and open to novel ideas and new information”, and "I am persistent in pursuing goals despite obstacles and setbacks.” This factor explains 6.0 percent variance with factor loading of 2.51. The correlation of this factor with total score is 0.75.

**E. Managing relations** is measured by items 1, 5, 11 and 17. The statements that measure this factor are "I can encourage others to work even when things are not favorable”, "I do not depend on others' encouragement to do my work well”, "I am perceived as friendly and outgoing”, and "I can see the brighter side of any situation”, This factor explains 5.3 percent variance with factor loading of 2.38. The correlation of this factor with total score is 0.67.

**F. Integrity** is measured by items 16, 27, and 32. "I can stand up for my beliefs," I pursue goals beyond what is required of me”, and "I am aware of my weaknesses" are the statements that measure this factor. This factor explains 4.6 percent variance with factor loading of 1.88.

**G. Self-development** is measured by items 30 and 33 which are" I am able to identify and separate my emotions” and "I feel that I must develop myself even when my job does not demand it" and explains 4.1 percent variance with a factor loading of 1.37.
**H. Value orientation** is measured by items 21 and 22. The statements are "I am able to maintain the standards of honesty and integrity, and "I am able to confront unethical actions in others" and explains 4.1 percent variance with factor loading of 1.29.

**I. Commitment** is measured by the items 23 and 24. Statements like "I am able to meet commitments and keep promises”, and "I am organized and careful in my work” measure this factor. This factor accounts for 3.6 percent variance with factor loading of 1.39.

**J. Altruistic behavior** is measured by the items 3 and 13. The items are “I am able to encourage people to take initiative”, and "I can handle conflicts around me." It explains 3.0 percent variance with factor loading of 1.3.

**Psychometric properties of the scale**

**Reliability:** The reliability of the scale was determined by calculating reliability coefficient on a sample of 200 subjects by the original authors of the scale. The split-half reliability coefficient was found to be 0.88.

**Validity:** Besides face validity, as all items were related to the variable under focus, the scale has high content validity. It is evident from the assessment of judges/experts that items of the scale are directly related to the concept of Emotional Intelligence. In order to find out the validity from the coefficient of reliability (Garrett, 1981), the reliability index was calculated, which indicated high validity on account of being 0.93.
1.8: DATA COLLECTION PROCEDURE

1.8.1. SAMPLE SELECTION

The following organizations were chosen for the present study

**TABLE: 1.2**

**ORGANIZATIONS CHOSEN FOR THE PRESENT STUDY**

<table>
<thead>
<tr>
<th>Sl. no.</th>
<th>Organization</th>
<th>No. of respondents</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Caterpillar</td>
<td>19</td>
</tr>
<tr>
<td>2</td>
<td>Optimal Solutions</td>
<td>63</td>
</tr>
<tr>
<td>3</td>
<td>General Electronics</td>
<td>26</td>
</tr>
<tr>
<td>4</td>
<td>Tyco Electronics</td>
<td>17</td>
</tr>
<tr>
<td>5</td>
<td>MacAfee solutions</td>
<td>16</td>
</tr>
<tr>
<td>6</td>
<td>ISGN</td>
<td>14</td>
</tr>
<tr>
<td>7</td>
<td>Wipro</td>
<td>9</td>
</tr>
<tr>
<td>8</td>
<td>Infosys</td>
<td>25</td>
</tr>
<tr>
<td>9</td>
<td>Accenture</td>
<td>29</td>
</tr>
<tr>
<td></td>
<td><strong>TOTAL</strong></td>
<td><strong>218</strong></td>
</tr>
</tbody>
</table>

37 of the Entrepreneurial Professionals were mostly architects, Real estate startups, Small scale industrialists, and other people who had ventured into their own businesses.

Respondents of the above organization belonging to professional groups of HR, Software & IT and Sales & marketing were selected for this study with the following inclusion criteria-

1. These are multinational organizations.
2. They have their local presence and Global reach.
3. Vicinity of these organizations to the region of the study.
4. Presumption that these organizations understand the concept of EQ.
5. These organizations have highly skilled employees.
6. Having contacts with some of the full time resources of the organization.
BRIEF BACKGROUND OF THE SELECTED ORGANIZATIONS:

CATERPILLAR:

For more than 85 years, Caterpillar Inc. has been making sustainable progress possible and driving positive change on every continent. With 2011 sales and revenues of $60.138 billion, Caterpillar is the world's leading manufacturer of construction and mining equipment, diesel and natural gas engines, industrial gas turbines and diesel-electric locomotives. The company also is a leading service provider through Caterpillar Financial Services, Caterpillar Re-manufacturing Services and Progress Rail Services.

OPTIMAL SOLUTIONS:

As an award-winning SAP consulting partner, Optimal works seamlessly with SAP to provide their clients with optimized SAP solutions based on a unique combination of SAP expertise and deep industry experience. Their exclusive SAP focus makes Optimal the partner of choice for a growing number of Fortune 1000 companies, midsize enterprises, small businesses and government organizations worldwide.

Optimal lives up to its reputation for delivering comprehensive, fully integrated SAP solutions on-time, on-budget and on the platform best suited to one’s needs. That means giving flexibility and options that make it easy to evaluate, purchase, implement and grow with the Optimal solutions designed for one’s unique industry demands and opportunities. Optimal Solutions helps clients to put SAP to work.

GENERAL ELECTRICS:

GE works on things that matter. They claim to be having best people and the best technologies taking on the toughest challenges, Finding solutions in energy, health and home, transportation and finance, building,
powering, moving and curing the world. The researcher has chosen this organization due to its local presence and global operations.

**TYCO ELECTRONICS:**

With global employee strength of 90,000 employees including 7,400 engineers, 19 global centers, $688 million Research and Development investment and 20,000 patents issued/pending and with approximately 500,000 products, TE connectivity solutions touch nearly every aspect of people’s lives. Again the organization has local presence and global reach.

**MACAFEE:**

McAfee, a wholly owned subsidiary of Intel Corporation (NASDAQ:INTC), is the world’s largest dedicated security company. With their comprehensive security software they ensure that customers' computers are protected from the latest threats. And, with their unrivaled Global Threat Intelligence™, they track emerging threats, helping users to stay one step ahead of the illegal hackers. They also provide software that makes it safer for children to be online, with filtering and monitoring options that give parents greater peace of mind.

**ISGN:**

Based in Melbourne, Florida, ISGN is one of the most diverse and experienced providers of mortgage services and mortgage technology for lenders, brokers and servicers. Their skilled employees have spent more than 20 years creating intelligent solutions including award winning technology platforms, mortgage process outsourcing and component services. This uniquely positions them as one of the few comprehensive end-to-end mortgage service providers to both the origination and servicing sectors. With flexible staffing and delivery models, they claim that they can develop business process outsourcing (BPO) strategies that meet the
immediate challenges faced by lenders and servicers. They have over 1,000 mortgage industry specialists across five domestic centers and two international facilities who are dedicated to meet the clients’ expectations. Researcher chose some of the employees from their Bangalore office for the study.

**WIPRO:**

Wipro Ltd (NYSE: WIT) is a global information technology, consulting and outsourcing company with 140,000 employees serving over 900 clients in 57 countries. The company posted revenues of $7.37 billion for the financial year ended Mar 31, 2012. Wipro helps customers to do business better leveraging their industry-wide experience, deep technology expertise, comprehensive portfolio of services and a vertically aligned business model. Their 55+ dedicated emerging technologies ‘Centers of Excellence’ enable them to harness the latest technology for delivering business capability to their clients. Wipro is globally recognized for its innovative approach towards delivering business value and its commitment to sustainability.

**INFOSYS:**

Infosys Limited (NYSE: INFY) was started in 1981 by seven people with US$ 250. Today, INFOSYS is a global leader in consulting, technology and outsourcing with revenues of US$ 7.231 billion (LTM Q3 FY13). Many of the world’s most successful organizations rely on Infosys to deliver measurable business value. Infosys provides business consulting, technology, engineering and outsourcing services to help clients in over 30 countries build tomorrow’s enterprise.

Infosys pioneered the Global Delivery Model (GDM), based on the principle of taking work to the location where the best talent is available, where it makes the best economic sense, with the least amount of acceptable
risk. Infosys has a global footprint with 67 offices and 69 development centers in US, India, China, Australia, Japan, Middle East, UK, Germany, France, Switzerland, Netherlands, Poland, Canada and many other countries. Infosys and its subsidiaries have 155,629 employees as on Dec 31, 2012.

**ACCENTURE:**

Accenture is a global management consulting, technology services and outsourcing company, with approximately 259,000 people serving clients in more than 120 countries. Combining unparalleled experience, comprehensive capabilities across all industries and business functions, and extensive research on the world’s most successful companies, Accenture collaborates with clients to help them become high-performance businesses and governments. The company generated net revenues of US$27.9 billion for the fiscal year ended Aug. 31, 2012.

1.8.2. **DATA COLLECTION**

The study has been undertaken by interview method, using a well-designed questionnaire.

**Data:** - First hand responses of selected professional groups were collected personally, using a well-designed and structured questionnaire and by interacting personally with each respondent.

HR department personnel of the above companies were approached to administer the questionnaire. Many organizations did not entertain administering questionnaire citing confidentiality factor. Most of the questionnaires were administered via known contacts and contacts through HR network. Few of the respondents were interviewed one to one directly and also via telephone. Respondents were assured that the confidentiality of the data would be maintained and used for only research purpose. Many of the respondents were reluctant to provide their name with a fear of data
misuse. However, they obliged when asked to fill the questionnaire without providing the name, but only the level of experience and the department.

Although over 500 questionnaires were administered to various respondents from different organizations belonging to different business professional groups, approximately 50 percent of respondents reverted with their response.

Though research study was also planned for assessing performance with the hypothesis that high EI levels lead to higher performance, HR departments were reluctant to share the performance related information and some of them even bluntly refused to share the information. Eventually we had to change the objectives based on the limitations of the study. However they all had the opinion that higher would be the performance when the emotional Intelligence level is higher.

It was a cumbersome task to convince the entrepreneurial Professionals to respond to the questionnaire as few of them perceived that the questions would reveal too much of their self to the study.

**Secondary Data:** - Various books related to emotional intelligence and stress management and websites on the topic were used to complete the study.

**Scoring and classification:**

The responses were scored according to the manual and classification was done on the basis of range of scores provided by original authors of Emotional intelligence scale.
TABLE 1.3
NORMS FOR FACTOR-WISE INTERPRETATION OF RAW SCORES

<table>
<thead>
<tr>
<th>Factor of EI</th>
<th>Self - Awareness</th>
<th>Empathy</th>
<th>Self - Motivation</th>
<th>Emotional Stability</th>
<th>Managing Relations</th>
<th>Integrity</th>
<th>Development</th>
<th>Value</th>
<th>orientation</th>
<th>COMM</th>
<th>nt</th>
<th>Altruistic behavior</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mean (M)</td>
<td>7.10</td>
<td>10.5</td>
<td>12.87</td>
<td>7.85</td>
<td>8.39</td>
<td>5.37</td>
<td>3.78</td>
<td>3.74</td>
<td>3.79</td>
<td>3.79</td>
<td>3.87</td>
<td></td>
</tr>
<tr>
<td>S.D</td>
<td>2.85</td>
<td>3.43</td>
<td>3.94</td>
<td>2.66</td>
<td>2.83</td>
<td>1.83</td>
<td>1.46</td>
<td>1.77</td>
<td>1.31</td>
<td>1.51</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Normal Range</td>
<td>4-10</td>
<td>7-14</td>
<td>9-17</td>
<td>4-10</td>
<td>5-11</td>
<td>4-7</td>
<td>2-5</td>
<td>2-5</td>
<td>2-5</td>
<td>2-5</td>
<td></td>
<td></td>
</tr>
<tr>
<td>High</td>
<td>11 +</td>
<td>15 +</td>
<td>18 +</td>
<td>11 +</td>
<td>12 +</td>
<td>8 +</td>
<td>6 +</td>
<td>6 +</td>
<td>6 +</td>
<td>6 +</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Low</td>
<td>3 -</td>
<td>6 -</td>
<td>8 -</td>
<td>3 -</td>
<td>4 -</td>
<td>3 -</td>
<td>1 -</td>
<td>1 -</td>
<td>1 -</td>
<td>1 -</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

TABLE 1.3 cont’d
NORMS FOR FACTOR-WISE INTERPRETATION OF RAW SCORES

<table>
<thead>
<tr>
<th>Total Emotional intelligence</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mean (M)</td>
<td>68.00</td>
</tr>
<tr>
<td>S.D</td>
<td>16.00</td>
</tr>
<tr>
<td>Normal Range</td>
<td>52-84</td>
</tr>
<tr>
<td>High</td>
<td>85 and above</td>
</tr>
<tr>
<td>Low</td>
<td>51 and below</td>
</tr>
</tbody>
</table>
1.9: STATISTICAL METHODS EMPLOYED IN THE PRESENT STUDY:

Both descriptive and inferential statistics were employed for the present study. Following statistical methods were employed in the present study to fulfill objectives and hypotheses formulated for the present study.

a. Descriptive statistics
b. Chi-square test
c. Contingency table analysis
d. One-way ANOVA
e. Multivariate analysis of variance.
f. Stepwise Multiple Regression

A brief description of each of the method is given below.

DESCRIPTIVE STATISTICS

The Descriptive statistics procedure displays uni-variate summary statistics for several variables in a single table and calculates standardized values. Variables can be ordered by the size of their means alphabetically, or by the order in which one selects the variable. In the present study descriptive statistics were applied to find out the mean, S.D, percentages of respondents belonging to various levels of emotional intelligence and so on.

CHI-SQUARE TEST

The Chi-Square Test procedure tabulates a variable into categories and computes a chi-square statistic. This goodness-of-fit test compares the observed and expected frequencies in each category to test either all categories contain the same proportion of values or that each category contains a user-specified proportion of values. In the present study chi-square test was applied to find out the significance of difference between various groups of frequencies of different factors of emotional intelligence.
CROSSTABS (CONTINGENCY COEFFICIENT TEST)

The Crosstabs procedure forms two-way and multi-way tables and provides a variety of tests and measures of association for two-way tables. The structure of the table and whether categories are ordered determine what test or measure to use. Contingency coefficient test was used to find out the association between respondent groups and their level of emotional intelligence.

ONE-WAY ANOVA

The One-Way ANOVA procedure produces a one-way analysis of variance for a quantitative dependent variable by a single factor (independent) variable. Analysis of variance is used to test the hypothesis that several means are equal. This technique is an extension of the two-sample t test. One-way ANOVA was used to find out the significance of difference between 4 respondent groups in their mean scores on various factors of emotional intelligence.

MULTI-VARIATE ANALYSIS OF VARIANCE (MANOVA)

Multivariate procedure provides analysis of variance for multiple dependent variables by one or more factor variables or co-variates. The factor variables divide the population into groups. Using this general linear model procedure, one can test null hypotheses about the effects of factor variables on the means of various groupings of a joint distribution of dependent variables. One can investigate interactions between factors as well as the effects of individual factors. In addition, the effects of covariates and covariate interactions with factors can be included. In the present study MANOVA was applied to see the difference between various respondent groups, and experience on various factors of emotional intelligence along with interaction effects.
STEPWISE MULTIPLE REGRESSIONS:

Stepwise Regression analysis estimates the coefficients of the linear equation, involving one or more independent variables that best predict the value of the dependent variable. The prediction of dependent variables will come through stepwise form. In the first step, first variable to enter into the equation will be assessed. This will be followed by second independent variable to predict the dependent variable and so on. In the present study stepwise multiple regression were applied for prediction of total Emotional Intelligence by its factors. Emotional intelligence scale employed in the present study has 10 factors. The researcher has attempted to see which of the 10 factors best predict the total emotional intelligence of the respondents selected for the study.

1.10: ETHICAL ISSUES

1. Written informed consent was obtained from each subject participating in the study (Appendix 2)

2. Confidentiality is being assured and maintained.

3. The subjects were explained about the nature of study and informed that participation in the study is voluntary and they have the right to opt out at any time.

1.11: CHAPTERISATION SCHEME

The following would be the chapterization scheme of the study.

I. INTRODUCTION
II. REVIEW OF LITERATURE
III. EMOTIONAL INTELLIGENCE- A CONCEPTUAL ANALYSIS.
IV. ANALYSIS AND INTERPRETATION OF DATA
V. FINDINGS, SUGGESTIONS AND CONCLUSION