CHAPTER – I

INTRODUCTION
CHAPTER - I
INTRODUCTION

Contents

1.1 Introduction
1.2 Significance and Importance of the Study
1.3 Objectives of the Study
1.4 Hypothesis
1.5 Limitations
1.6 Ethical Considerations
CHAPTER – I
INTRODUCTION

1.1 Introduction

Emotional Intelligence (EI) is a term that describes the ability, capability, skill or a self-perceived knowledge to recognize, assess, and deal with the emotions of one's self and of others. According to Daniel Goleman “Emotional Intelligence refers to the capacity for recognizing our own feelings & those of others, for motivating ourselves and for managing emotions well in ourselves and our relationships.” (Goleman, 1998)

The term emotional intelligence came into prominence through the research work of Yale psychologists Peter Salovey and the University of New Hampshire's John Mayer. They used the term EI to describe traits like appreciating one's own emotions, empathy for the feelings of others and dealing with one's emotions. In addition to grade point average (GPA), Intelligence Quotient (IQ), and other standardized testing, emotional intelligence (EI) is being described as a new and innovative way of measuring an individual's probability of success in life. The higher the EI, the greater is the ability to manage one’s feelings and deal effectively with others and also greater are the chances for a happier life.

The ability to take responsibility and accountability for and handle one's own emotions and personal happiness is an important cornerstone and foundation of emotional intelligence. People with EI are consequently highly self-directed and motivated. Not only do they prioritize and set real, challenging and meaningful goals, but they are also able to balance emotion, intellect and wisdom when making decisions. In short, they are able to exercise self-control and are more patient in their actions.

Scientists have proven that we feel before we think and take action. This is also known as our survival instinct. However, once you become aware of what one is feeling, the probability of successfully dealing with one’s emotions is vastly improved. The ability to take a pause, step back, recognize and acknowledge what one’s feeling allows one to exercise self-control and to adopt coping skills. An essential emotion management strategy and practice is optimism and a positive attitude, the ability and trait to look for the positive in the negative. In other words,
knowing how to deal constructively and positively with anger, negativity and failure is emotion management at its best.

1.2 Significance and Importance of the Study

Emotional Intelligence (EI) has been validated and studied with a lot of skill areas that can influence one’s career and create abilities and skills that improve one’s worth at work. Review of the EI literature demonstrates clearly and lucidly that EI has a profound impact on work success (Dulewicz and Higgs, 2000).

A study of close to 500 organizations globally, reviewed by Daniel Goleman, indicates that people who score highest on EQ measures rise to the top hierarchy of corporations. 'Star' employees possess greater and better interpersonal skills, confidence and poise than 'regular' employees who receive less glowing performance appraisal and reviews.

According to Goleman, “Emotional intelligence matters twice as much as technical and analytical skills combined for star performances and the higher people move up in the company, the more crucial emotional intelligence becomes” (Goleman, 1995).

Top Management employees and leaders, in particular, need high EQ because they represent the organization to the various stakeholders and public, they also interact with the highest number of people and employees within and outside the company and they set the tone for employee morale, says Goleman. Leaders with empathy are able to understand their employee’s aspirations and needs and provide them with constructive and better feedback.

Different jobs also call for different types and levels of emotional intelligence. For example, success in marketing and sales need the ability to gauge a customer’s mood and the interpersonal skills to decide when to be aggressive and push a product and when to listen to the customer. The workplace has become a high stress environment and stress is a concern in many organizations cutting across industries and organizations. Employees are experiencing high level of stress due to a number of factors such as high workload, tight deadlines, high targets, mismatch in type of work, low job satisfaction, long working hours and pressure to excel, etc. Interpersonal conflicts at the workplace, such as reporting relationships and competition with peers are also a source of stress.
Experts believe that the negative aspects of stress could directly affect an organization’s performance and also affect the personal well-being of its employees. Stress at the workplace has been linked to absenteeism, higher attrition, and decreased productivity. Stress leads to fatigue, irritability, lack of communication and quality related problems/errors.

In today's turbulent global scenario and the economic meltdown, downsizing, layoff, takeovers and bankruptcies have cost hundreds of thousands of employees their jobs. Adding to the pressures and challenges that employees face are new bosses, computer surveillance of production, fewer health and retirement benefits and the feeling they have to work longer and harder just to maintain their current economic and social status and prestige. Workers at every level are feeling higher tension and uncertainty which is leading to higher levels of anxiety.

Like other forms of anxiety, job related anxieties can present itself in the form of panic disorders, work-related worrying, post-traumatic stress or work-related social anxieties. Anxiety can lead to avoidance and loss of focus.

The banking and insurance sector has a high level of attrition amongst its employees belonging to the marketing and sales department. The marketing and sales employees are the front end employees of a company. The department is target driven and usually operates under higher levels of stress and anxiety. Thus the study was focused on employees to find out whether emotional intelligence helps such employees in handling stress and anxiety in a better way.

1.3 Objectives of the study

The main objectives of the study were:

- To study and examine the role of Emotional Intelligence in Managing Stress at the workplace in the Private Banking and Insurance sector
- To study and examine the role of Emotional Intelligence in Managing Anxiety at the workplace in the Private Banking and Insurance sector
- To study and examine the relationship of Emotional Intelligence with stress and anxiety in the Private Banking and Insurance sector
1.4 **Hypothesis**

The research intended mainly to investigate the relationship between emotional intelligence, stress and anxiety. The hypotheses framed for the present research are as follows:

- Emotional intelligence has a negative correlation with Stress
- Emotional intelligence has a negative correlation with Anxiety
- The levels of Stress and Anxiety are good predictors of Emotional Intelligence

1.5 **Limitations**

The study undertaken is based on self-reported measures of emotional intelligence, stress and anxiety. As is the nature of self-report measures the data obtained is predominantly a reflection of the respondent’s perception to the items requested and it cannot always be interpreted as actual fact. Secondly the data is based on a sample size of respondents from Pune.

The generalizability of the study to other populations and regions is limited on account of contextual factors that can have an impact on the emotional make up of individuals. Some aspects of the research can be applied to similar population groups and regions.

1.6 **Ethical Considerations**

There were no aspects of the study which would cause any risk to the respondents involved in the research. The research was conducted with voluntary and informed participants who wished to be a part of the survey. The confidentiality of the data has been ensured and the data has been used only for the purpose of the research.