Chapter - 5

SUMMARY AND CONCLUSIONS
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The present study is aimed at studying the impact of type of organization and job tenure on Emotional intelligence, conflict resolution intentions and stress management among executives. Four hundred executives working in public and private sector industries with two levels of job tenure, i.e., low job tenure and high job tenure constituted the sample of the present study. Their age ranged from 25-45 years. The sample was drawn from the following organizations such as HAL, ECIL, TCS, and Microsoft which are located in and around Hyderabad. The objectives of the study are to see whether length of service and type of organization were to have any significant impact on emotional intelligence, conflict resolution intentions and stress management of the executives. Apart from this main objective an attempt is made to see whether the emotional intelligence of the executives has anything to do with their style of resolving conflicts and coping strategies. In the light of the above objectives the following hypotheses are formulated to be tested in the present investigation:

1. There would be significant impact of type of organization on emotional intelligence of the executives.

2. There would be significant impact of job tenure on emotional intelligence of the executives.

3. There would be significant interaction between type of organization and job tenure with regard to emotional intelligence.
4. There would be significant impact of type of organization on conflict resolution intentions of the executives.

5. There would be significant impact of job tenure on conflict resolution intentions of the executives.

6. There would be significant interaction between type of organization and job tenure with regard to conflict resolution intentions of the executives.

7. There would be significant impact of type of organization on coping strategies of the executives.

8. There would be significant impact of job tenure on coping strategies of the executives.

9. There would be significant interaction between type of organization and job tenure with regard to coping strategies of the executives.

Variables:

**Independent variables:** Type of organization and job tenure are the independent variables.

Type of organization is further classified into private and public sector organizations and job tenure into low job tenure and high job tenure.

**Dependent variables:** Emotional intelligence, conflict resolution intentions, coping strategies are the dependent variables.

To collect the data for the present study, standardized research tools have been employed. Emotional intelligence was assessed with the help of emotional intelligence scale developed by N.K.Chadha. This scale consisted of 15 items which had five responses. To assess the conflict resolution intentions,
the organizational communication conflict inventory developed by Wilson and Putnam (1982) was used. This inventory consisted of 30 items representing three major conflict resolution styles namely: solution-oriented style, non-confrontational style and control style. Coping strategies of the executives were assessed by using Personal Relations Questionnaire (PRQ) of Occupational Stress Inventory (OSI) developed by Osipow and Arnold.

**Method:**

The investigator personally met the executives and explained to them the significance of research and handed over the questionnaires to them with a request to fill the questionnaires. They were given ample time to fill in the questionnaires. In all, the researcher met 500 executives but she could obtain only 450 filled in questionnaires. 50 questionnaires were rejected due to lack of adequate information. Of the 450 only 400 questionnaires were selected such that they fit into a 2X2 factorial design. The responses were scored accordingly. The obtained data were subjected to statistical analysis such as mean, SD, ANOVA and 't' test wherever necessary to test the hypotheses.

**Conclusions:**

Based on the results the following conclusions are drawn:

1. Type of organization has significant impact on emotional intelligence of executives.

2. Executives working in public sector organizations have more emotional intelligence than those executives working in private sector organizations.
3. Job tenure of the executives has no significant impact on the emotional intelligence of the executives.

4. Type of organization has significant impact on solution-oriented conflict resolution intention and control conflict resolution intention.

5. Executives working in public sector organization tend to use solution oriented conflict resolution intention than the executives working in private sector organizations.

6. Job tenure has no significant impact on conflict resolution intentions.

7. Solution oriented conflict resolution intention is the dominant conflict resolution intention among the executives.

8. Type of organization has no significant impact on any of the coping strategies.

9. Job tenure has significant impact on recreation coping strategy and rational coping strategy only. Executives with low job tenure prefer social support strategy and rational coping strategy to recreation and self care.

10. Irrespective of the type of organization in which the executives work, they tend to use solution oriented conflict resolution intention as the dominant conflict handling intention.

11. Social support is the dominant coping strategy used by the executives.
Suggestions for Future Research

Conducting a study on executives is a great challenge by itself. Considering the busy work schedule of the executives, it has never been easy for the researcher to conduct this study on them. The researcher had to put a lot of effort in this scientific endeavor. Despite the effort put in, there remained some lacunae, which need to be addressed by further investigation.

The study has been conducted on a sample of 400 executives. Therefore the results can't be generalized to the entire executive population. The study can be conducted on larger sample of executives to generalize the relationship existing between emotional intelligence, conflict resolution intentions and coping strategies.

Apart from the type of organization and job tenure, there may be other factors which are likely to influence emotional intelligence, conflict resolution intentions and coping strategies. Factors such as type of family, gender, self-efficacy and other socio-cultural variables may be included in further research.
Implications of the study:

Emotional intelligence has become a key factor in the modern management. In discharging their roles, executives are put to a lot of stress. They need to have awareness of the feelings and should be able to strike a balance between reason and emotions, so as to become triumphant in the endeavor. Apart from managing people, they need to handle stress and conflicting situations. In the emerging trends and global scenario of the organization, there is a tremendous increase in the job expectation and job insecurity, thereby leading to a stressful situation for the employees. Individuals who possess high emotional intelligence are able to cope up with the stress. This helps them to manage with the stress both at individual and organizational level.

In the context of rapid changing world, it is essential for the organization to adopt a more creative and competitive work life. The present investigation carried out has its merit and frontiers for further research. The findings of the present research has the following implications:

Considering the growing importance of emotional intelligence, organizations need to make emotional intelligence a vital component of work place. The job of the executive is challenging and requires a great deal of dynamism so as to be successful. In this scenario, the role of psychologists becomes important in helping out the executives to resolve and manage the conflict and stress in an effective manner. This is possible by providing on-job-
training, intervention programmes for emotional intelligence. If a low emotional intelligence executive is being trained, he can successfully resolve his conflicts and manage stress in an effective manner. Training can be imparted to enhance emotional intelligence of the executives, so as to achieve the organizational goals.

This study would serve as a scientific approach to increase emotional intelligence and this would result in increased productivity levels. Further, this study would also help the organizations in hiring the emotionally intelligent workforce as to enhance the productivity levels, which in turn leads to organizational effectiveness.

Further, it can also be helpful for other professionals such as teachers, lawyers, doctors, engineers, beaurcrats and others who have stiff competition and work pressure and need to cope with stress and resolve conflicts in a solution oriented manner.

The present investigation can also be helpful to improve work performance not only at organizational level but also at individual level. It is said that if IQ gets one hired, EQ enhances the chances of promotion. A high emotional intelligence can discriminate the individual from others and lead to success not only at work place but also in other forms.

Employers need to pay a drastic price if they fail to view stress in its proper context. This would affect the organization by way of absenteeism,
conflicts, decreased productivity and job dissatisfaction. In the increasing competitive global market, organizational stressors can become severe thereby affecting the productivity levels. Therefore organizations at an early level should detect the warning signs of stress and minimize the negative effects. Interestingly, the coping levels of stress differ from individual to individual. It is here the role of emotional intelligence plays a crucial role. Hence, organizations can take up intervention programmes, training programmes and on-job-training on emotional intelligence, so as to enhance the emotional intelligence of the employees, which in turn leads to effectively resolve conflicts and handle stress to increase the productivity levels and improve the relationships all round and become better team players and successful leaders.