SUMMARY & CONCLUSION

Chapter V

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As a result of the globalisation and the advancement of information technology (information era), human beings as a resource have largely overshadowed all other components of the industrial world. The organisations today increasingly have recognised the importance and value of human resources in the development of the organisations. It is well understood that the success (performance) of an employee is strongly associated with certain personal qualities and skills of the employees. This is one of the reasons why the present study has chosen personality and Emotional intelligence as the moderatos of the Job attitude -performance relationship.

Job attitudes are of particular interest to the organisational psychologists (practitioners) because of their assumed link to job performance (Staw et al. 1986). Organisational psychologists have gone to a great extent studying the concept of job attitude, because of its importance in deciding the relationship of an employee with the organisation, colleagues, the job itself and the satisfaction one derives from the job and the overall impact of the work in the life of the individual.

Today’s organisations are becoming more aware of the emotional aspect of the work situation and emotional intelligence proved to be a very important skill for the effective functioning of an individual, group and for the organisation. Personality has been always considered as an important variable which will, add its flavour to all what an individual possess and does function as a subjective factor in the organizational out comes. The relationship between Job attitudes and performance has been, differently reported by different researchers. Hence the present study is an effort to understand the moderating influence of Emotional Intelligence and Personality on the job attitude performance relationship. The study also have explored the in-depth interrelationship among all these variables as well.
We have also analysed the interrelationships among the different study variables and performance.

The method used for the present study is briefly outlined below

THE SAMPLE

The sample used for the present study consisted of 247 managers belonging to four major Public sector production oriented Chemical factories in Kerala. The data was collected using simple random sampling method.

VARIABLES AND TOOLS

As mentioned above the main focus of the study was to find out the moderating effects of Emotional Intelligence and Personality on Job attitude and Performance. The variables belonging to the different aspects of the study were: Emotional Intelligence (emotional self awareness, accurate self assessment, self confidence, self control, trustworthiness,. conscientiousness, adaptability, achievement orientation, initiative, empathy, organizational awareness, service orientation, developing others, leadership, influence, communication, change catalyst, conflict management, building bonds and team work and collaboration.), Personality (time urgency, inappropriate aggression and hostility, polyphasic behaviour, and goal directedness with out proper planning.), Job attitudes (organizational commitment, job involvement and job satisfaction.), and Performance (self rating-1, self-rating-2, Co-worker rating-1, Co-worker rating-2, supervisor rating). Apart from these major variables some relevant demographic variables (age, experience, training, salary, and industrial accidents) were also studied.

The following tools were administered on the sample to measure these variables.

1. Emotional Competency Inventory (Sala, 2000).

2. Type A Behavioural pattern Scale  (Robert et al. 1998)
3. Job Attitude Scale (Jayan & Manikandan, 2002)

4. Performance Rating Scale (Jayan & Dharmangadhan, 1995)

5. Job Related /Demographic variable schedule (Jayan, 1995)

STATISTICAL TECHNIQUES USED

The testing of the hypotheses was primarily based on the statistical treatment of the data obtained from the sample. The present study made use of the statistical techniques like, correlation, stepwise regression analysis, t-tests, one way ANOVA, three way ANOVA, and moderator regression analysis.

TENABILITY OF THE HYPOTHESES

The tenability of the hypotheses could be found using the results of the statistical analyses done in the study. For this purpose, five out of the seven hypotheses were split into its sub hypotheses.

The First Hypothesis

I. The first hypothesis of the study is that, there will be significant relationships among the dimensions of EI, Personality, job attitudes and Performance.

This hypothesis was split into sub hypotheses (Hp1a, Hp1b, Hp1c, Hp1d, Hp1e, and Hp1f,) and the details of the tenability of the hypotheses are given below.

Hp1a. There will be significant relationships between Emotional Intelligence and Personality variables.

EI total was significantly positively related to different dimensions of personality, like time urgency, aggression /hostility, polyphasic behaviour and was also positively correlated with overall personality. Only one dimension of
personality was not correlated with overall EI score that was goal directed behaviour with out proper planning.

Hence, this sub hypothesis was accepted.

**Hp1b, there will be significant relationship between Emotional intelligence and Job attitude variables.**

The over all EI score was positively related to overall job satisfaction and organisational commitment.

Hence, this sub hypothesis is partially accepted.

**Hp1c, there will be significant relationship between Emotional intelligence and Performance variables.**

The overall emotional intelligence score was positively related to all the performance ratings except coworker 1, hence this sub hypothesis was accepted.

**Hp1d, there will be significant relationship between personality and the Job attitude variables.**

The overall personality was positively correlated with job involvement and overall job attitudes. Hence this sub hypothesis is accepted.

**Hp1e, there will be significant relationship between Personality and performance variables.**

The overall personality (Type A behavioural pattern) was correlated with none of the performance ratings.

Hence, this sub hypothesis was rejected.
**Hp1f. Job attitude will be significantly related to performance.**

The overall job attitudes were positively related to self rating 2. Hence this hypothesis is partially accepted.

**The Second Hypothesis**

II. The second hypothesis is that, the variables of EI and Personality can be used to predict the Job attitudes of the managers. The hypothesis was split into 4 sub hypothesis (Hp2a, Hp2b, Hp2c, and Hp2d)

**Hp2a, the variables of EI and personality can be used to predict organizational commitment.** To verify this hypothesis, regression analyses was conducted keeping organizational commitment as the criterion variable and Emotional intelligence and Personality variables as predictor variables. The results of the analysis showed that, 34.9 % organizational commitment could be predicted by EI and Personality variables. Hence, this sub hypothesis is accepted.

**Hp2b, the variables of emotional intelligence and personality can be used to predict Job involvement.** To verify this hypothesis we conducted regression analyses, keeping Job Involvement, as the criterion variable and Emotional intelligence variables and Personality variables as predictor variables. The results of the analysis showed that, 61 % job involvement could be predicted by Emotional Intelligence variable and Personality variables, hence this sub hypothesis accepted.

**Hp2c, the variables of emotional intelligence and personality can be used to predict job satisfaction.** To verify this hypothesis regression analyses was conducted keeping job satisfaction as the criterion variable and emotional intelligence variables and personality variables as predictor variables. The results of the analysis showed that 32.9 % job satisfaction could be predicted by Emotional Intelligence and Personality variables. Hence, the sub hypothesis Hp2c is accepted.
Hp2d, the variables of emotional intelligence and personality can be used to predict overall job attitude. To verify this hypothesis we conducted regression analyses, keeping overall Job attitudes as the criterion variable and Emotional intelligence variables and Personality variables as predictor variables. The results of the analysis showed that, 47% overall job attitudes could be predicted by Emotional Intelligence and Personality variables. Hence, this sub-hypothesis is accepted.

The Third Hypothesis

III. The third hypothesis of the study was,

The variables of EI, Personality, Job attitudes shall be used to predict Job performance.

To verify this hypothesis, a regression analysis was conducted keeping performance as the criterion variable and variables of Emotional intelligence, personality and Job attitude variables as predictor variables. The analysis showed a clear support of the hypothesis that these variables can predict a substantial amount of performance. In the analysis it was seen that 47.4% of performance is accounted for by 13 Variables of Emotional intelligence, personality and Job attitudes. Hence, the third hypothesis is accepted.

The Fourth Hypothesis

The fourth hypothesis was that, there will be significant difference between Type A and Type B personalities on different dimensions of emotional intelligence and overall EI.

To verify this hypothesis a t-test was done comparing the means of each EI competencies and overall EI scores of type A and Type B personalities for the significance in their differences. The results indicated
that the Type A personalities are higher than the Type B personalities in their EI competencies as well as in the overall Emotional intelligence.

Hence, the fourth hypothesis is accepted.

**The Fifth Hypothesis**

V. The fifth hypothesis was that, there will be, significant interaction between the classificatory factors – job related and demographic variables (age, salary, experience, training), Emotional Intelligence (low-high), and Personality (Type A-Type B) on Job attitudes and Performance.

This hypothesis was split into 13 sub hypotheses, (HpVa, HpVb, HpVc, HpVd, HpVe, HpVf, HpVg, HpVh, HpVi, HpVj, HpVk, HpVl, HpVm and HpVn). To verify these hypotheses different analyses (t-test, one way ANOVA, and three way ANOVA) were conducted.

**HpVa.** there will be significant difference between the different age groups in their Job attitudes, from the analysis it was found that there is no significant difference among the three age groups (low, medium and high) in their Job attitudes.

Hence the hypothesis is rejected.

**HpVb.** there will be significant difference between the different age groups in their performance. From the analysis it was found that the overall performance was high for the medium age group.

Hence, this hypothesis was accepted.

**HpVc.** There will significant difference among the three salary groups (low, medium and high) in their job attitudes. From the results it was seen that, the highest salary group has the highest Job attitudes.

Hence, this hypothesis is accepted.
**HpVd** There will significant difference among the three salary groups (low, medium and high) in their performance. The results showed that, the three salary groups did not differ in their performance.

Hence, this hypothesis is rejected.

**HpVe** there will be significant difference among the three experience groups (low, medium and high) in their job attitudes. The analysis showed that, the three experience groups did not differ in their overall job attitude.

Hence, this hypothesis is rejected.

**HpVf** there will be significant difference among the three experience groups (low, medium and high) in their performance. The results showed that, the low experience group has the highest performance rating of all the three experience groups.

Hence, this hypothesis is accepted.

**HpVg** there will be significant difference between the two training based groups (trained and non trained) in their job attitudes. The results showed that, the trained managers have better job attitudes than the non trained managers.

Hence, this hypothesis is accepted.

**HpVh** there will be significant difference between the two training based groups (trained and non trained) in their performance. The results, indicate that, the trained managers are better on the performance rating compared to the non trained managers.

Hence this hypothesis is accepted.

**HpVi** there will be significant, difference between the two EI groups (low and high), in their job attitudes. The results shoed that, the high EI group is
significantly, high on their job attitudes compared to the low EI groups. Hence, this hypothesis is accepted.

HpVj, there will be significant difference between the two EI groups (low and high), in their performance. The results indicated that, the high EI group has a better rating for performance than the low EI groups.

Hence, this hypothesis is accepted.

HpVk, there will be significant difference between the Type A and Type B personalities in their, job attitudes. The results of the study indicated that, the Type A personalities have significantly higher Job attitudes compared to the Type B personalities.

Hence, this sub hypothesis is accepted.

HpVl, there will be significant difference between the Type A and Type B personalities in their performance. The result of the analysis indicates that, the Type B personalities have a higher performance rating compared to the Type A personalities.

Hence, this hypothesis is accepted.

HpVm. There will be significant interaction between, the classificatory factors of Age, Emotional intelligence and personality on Job attitudes. From the results of the three way ANOVA, conducted on the, different combinations of the groups, formed on the basis of Emotional intelligence(low, high), Personality (type A, type B), and age (low, medium and high) for their significant difference in Job attitudes, it was found that, the groups did not differ significantly in their overall job attitudes. The groups differed significantly only in their organizational commitment. Those who were in the higher age category with Type B personalities and high Emotional intelligence were, found to have higher organizational commitment.

Hence, this sub hypothesis is partially accepted.
For the three-way ANOVA conducted on the different combinations of the groups, formed on the basis of Emotional intelligence (low, high), Personality (type A, type B), and age (low, medium and high) for their significant difference in performance, it was found that, the group of Type B personalities, with high emotional intelligence falling in the medium age category were, significantly better in their performance, compared to the rest of the groups.

Hence, this sub hypothesis is accepted.

The Sixth Hypothesis

VI the sixth hypothesis is that, there will be significant difference between accident and non accident groups on EQ, Personality, job attitudes and Performance. This hypothesis was subdivided into 4 sub hypotheses ( HpVIa, HpVIb, HpVIc, and HpVIe).

HpVIa, there will be significant difference between the two accident based groups (non accident groups and accident groups) in their Emotional intelligence. The results of the analysis indicated that, the two groups did not differ in their Emotional intelligence.

Hence, this sub hypothesis is rejected.

HpVIb, there will be significant difference between the two accident based groups (non accident groups and accident groups) in their personality dimensions. The results of the analysis show that, the two groups based on the accidents did not differ in their personality dimensions.

Hence, this sub hypothesis is rejected.
**HpVIIc**, there will be significant difference between the two accident based groups (non accident groups and accident groups), in their Job attitudes. The results of the analysis show that, the two groups did not differ in their job attitudes.

Hence, this sub hypothesis is rejected.

**HpVIIId**, there will be significant difference between the two accident based groups (non accident groups and accident groups) in their performance. The results of the analysis show that the people who have had no industrial accidents are significantly higher on their performance.

Hence, this sub hypothesis is accepted.

*The Seventh Hypothesis*

**VII**, the seventh hypothesis is that, there will be significant interaction between the classificatory factors – Emotional intelligence (low, high) Personality (Type A, Type B) Job attitudes (low, high) on Performance. From the results of the three way ANOVA, conducted on the, different combinations of the groups, formed on the basis of emotional intelligence (low, high), personality (type A, type B), job attitudes (low, high) for their significant difference in performance, it was found that, the group with Type B personality, high emotional intelligence and low job attitude are the one’s with highest performance.

Hence, there is an interaction and the seventh hypothesis is accepted.

*The Eighth Hypothesis.*

**VIII** The eighth hypothesis is that, EI and Personality shall be used to moderate job attitude and Job performance. This hypothesis is sub divided into three sub hypotheses (HpVIIa, HpVIIb, and HpVIIc).
**HpVIIIa, Emotional intelligence shall be used to moderate the Job attitude-Performance relationship.** From the results of the analysis it was found that, with addition of the interaction effect of emotional intelligence and Job attitude, the predictive relationship between Job attitude and performance have changed. This means that Emotional intelligence has a moderating effect on the relationship between Job attitudes and Performance.

Hence this sub hypothesis is accepted.

**HpVIIIb, personality shall be used to moderate the Job attitude-Performance relationship.** From the results of this analysis it could be seen that, with addition of the interaction effect of personality and Job attitude, the predictive relationship between Job attitude and performance have changed. This shows that there is a moderating effect.

Hence, this sub hypothesis is accepted.

**HpVIIIc, the interaction of Emotional intelligence and personality shall be used to moderate the Job attitude-Performance relationship.** From the results of the final analysis it could be understood that, the interaction effect of Emotional intelligence, personality and job attitude have markedly changed the nature of the predictive relationship between Job attitudes and performance. This means that there is a moderating effect by Emotional intelligence and personality together on the Job attitude performance relationship.

Hence, this sub- hypothesis is accepted.

**MAJOR FINDINGS OF THE STUDY**

1. Trained managers have higher job attitudes

2. Untrained managers have better performance
3. The people who did not have accidents have higher self confidence, conscientiousness, service orientation and leadership qualities of emotional intelligence.

4. The accident group and non accident group did not significantly differ in their personality and job attitudes.

5. The non accident groups were better performers than the accident group.

6. Type A persons had higher emotional intelligence than the Type B persons.

7. The Job involvement was found to be higher for high experience group.

8. Job satisfaction was found to be higher for low experience group.

9. The low experience group was found to have higher performance indices compared to the medium and high experience groups.

10. The low salary group was found to have high job involvement.

11. The high salary group was found to have high overall job attitudes, job satisfaction and organizational commitment.

12. The salary doesn’t significantly affect the performance (overall); only in the coworker 2 rating the low salary group have significantly higher performance.

13. The best predictors of Organisational commitment are (in the order of predictive strength), change catalyst, empathy (negatively), initiative, leadership, building bonds (negatively), aggression/hostility (negatively), time urgency, communication, team work and
collaboration and change catalyst. All these variables put together predict 34.9% of organizational commitment.

14. The best predictors of job involvement are (in the order of predictive strength), conflict management, communication, aggression hostility, leadership, goal directed behaviour without proper planning, building bonds (negatively), adaptability, empathy, initiative, self control, and emotional self awareness (negatively). All these variables together accounts for 61% of variance in job involvement.

15. The best predictors of (in the order of predictive strength) of job satisfaction are accurate self-assessment, empathy (negatively), team work and collaboration, building bonds (negatively) and emotional self awareness (negatively). All these variables put together accounts for 32.9% variance in job satisfaction.

16. The best predictors (in the order of predictive strength) of overall job attitude are empathy (negatively), leadership, building bonds (negatively), initiative, team work and collaboration, communication (negatively) adaptability, goal directed behaviour without proper planning and accurate self assessment. All these variables put together predicts 47% of variance in overall job attitudes.

17. The best predictors of overall performance are, adaptability, organizational awareness, developing others, influence, trustworthiness, polyphasic behaviour, job involvement, building bonds, achievement orientation, conscientiousness, emotional self awareness, team work and collaboration, self confidence and self control. All these variables together predict around 47.4% of performance.
18. The Type B persons with high emotional intelligence in the higher age category have significantly higher organisational commitment.

19. The overall performance of Type B personalities with high emotional intelligence in the medium age category are better than any other groups.

20. The overall performance was higher for Type B personalities with high emotional intelligence and low job attitudes.


22. Personality has a moderating effect on the job attitude - performance relationship.

23. Emotional intelligence and personality together also can exert a moderating effect on the job attitude – performance relationship.

IMPLICATIONS OF THE STUDY

The present study was designed to understand and find out the influences of emotional intelligence and personality, in controlling the relationship dynamics between job attitudes and performance. The study also has tried to find out the interrelationship among different study variables and to establish predictive relationships among these variables.

These findings of this study are very useful for the managers and employers and HR specialists to devise strategies for enhancing the performances of the individual employees.

The findings can be made use by the individual employees to enhance their job satisfaction and success in their jobs by developing the right combinations of skills as suggested by the findings.
The knowledge of the role of emotional intelligence in performance regulation and in job satisfaction can help the employee to decide on the personality development strategies for oneself.

This knowledge about the interactive relationships among personality, emotional intelligence, job attitude, and performance variables is of great use for HR professionals, in devising promotional criteria and recruitment strategies.

The understanding of the inter relationships among emotional intelligence, personality and job attitudes and performance can help any individual, or organisation, who wants to maintain a satisfactory and productive workforce.

THE LIMITATIONS OF THE STUDY AND SUGGESTIONS FOR FUTURE RESEARCH

1. The sample size of the study was limited to 247 subjects. If more subjects were included in the study, the results would have been more general and more detailed explorations would have been possible.

2. The subjects selected were only middle level managers; it would have been more meaningful to include lower level and top level managers in the study.

3. The sample was limited to the male managers. There were no female managers included in the study, because of the special nature of the organisations from where the data were collected.

4. The research was originally aiming at studying the Job Behaviours of the managers, but, because of the peculiar situation in Kerala, only the performance could be studied, as the other variables coming under the concept Job Behaviours (i.e. Turnover, absenteeism etc) were not
much reported in these organisations where the data were collected from.

SUGGESTIONS FOR FUTURE RESEARCH

1. It would be appropriate to conduct another study within the same area of research, including more industries/organisations and the more departments, which could give a more comprehensive result on the topic and will be of better utility to the consultants and managements.

2. The present study was focused on the middle managers from 4 organisations while, it would be of wider implications if the study could include more areas of work and senior and lower level managers from different categories like finance, HRM, IT, operation etc. In future if similar studies are conducted keeping the above mentioned points in mind, the results of those studies may give more comprehensive understanding and overall view of the differences in the levels of emotional intelligence, in performance of individuals and organisations.

3. The present study concentrated only on the Kerala industrial/organizational setting. While a comparative study of other states' and Kerala's industrial force on Emotional intelligence, would be an interesting study to analyse and understand the regional variations in the construct of Emotional intelligence. It will be a useful piece of information for the HRD specialists in their recruitment and selection process.

It will be of great satisfaction to the researcher, if any of the suggestions are made use of by the future researchers and/or HR professionals.