CHAPTER 7
FINDINGS, CONCLUSION AND IMPLICATIONS OF THE STUDY
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This study is an attempt to examine the relationship between emotional intelligence (EI) and organisational role stress (ORS) experienced by managers working in industries in Kerala. Perhaps never before the relationship between EI and ORS was examined in such detail. Each and every dimension of EI was examined in detail to check how it relates with total ORS. Similarly each and every dimension of ORS was checked to see whether EI levels of managers influenced these dimensions. The results of the analysis of data have established necessary support to the theoretical framework of the study. The study also explored the difference in the level of organisational role stress experienced by junior, middle and senior level managers. Important personal and organisational variables of managers were also surveyed and their influence on emotional intelligence level of managers examined. The following paragraphs give the major findings from the analysis of data:

Personal variables and EI

Four personal variables viz., age, gender difference, marital status and educational qualification were surveyed and the results of the analysis of data did not show any significant difference in the mean value of EI of managers belonging to different age groups (F-Ratio =1.214 at p = 0.304). This finding is in contrast to some of the earlier studies, such as, Philippot & Feldman (1990) and Salovey & Mayor (1990), which showed that EI increased with increase in age. But this could be due to the fact that in this study the minimum age of managers is 21 and maximum 60. This study has shown that there is no significant difference in EI among managers of different age groups.
Analysis of variance in the mean value of EI levels of male and female managers also did not show any significant difference (F-Ratio=2.236 at p 0.136), thereby showing that there is no significant difference in EI among male and female managers.

Results of the analysis of data proved that there is no significant difference in EI between married and unmarried managers (F= 2.411 at p=0.121). Educational qualifications also did not have any influence on EI of managers. The one-way ANOVA results did not show any significant difference in EI of managers with different educational qualification (F=1.383, p=0.239). Thus, personal variables viz., age, gender difference, marital status and educational qualification of managers had no influence on their emotional intelligence. The implication is that emotional intelligence will not be increased automatically but concerted, continuous and long lasting effort is required to be put in to develop these competencies.

Organisational variables and EI

Organisational variables surveyed in this study were experience, managerial level, department, type of organisation and size of organisation. Results of the analysis of data showed that there is no significant change in EI among managers according to the increase in experience in their organisation. The mean values of emotional intelligence of various groups of managers based on experience were 78.4778, 75.4843, 74.9310, and 74.6397 and mean value of the total sample was 75.2333. The F-Ratio obtained was 1.376 at p 0.250. These values showed that there is no significant difference in EI among managers corresponding to the increase in experience.

Increase in EI was observed as managers go up in the managerial level in organisation. The mean values of EI of junior, middle and senior level managers were 74.1591, 75.9995 and 80.6481 respectively and the F -
Ratio value obtained had turned out to be significant. \((F = 8.095, p < 0.01)\). The resultant values of post hoc test also showed significant difference in EI between all categories of managers (see Table 4.3.2). These results are in support to the first hypothesis of the study. As age, educational qualification, marital status and experience did not show any influence on EI, it could be inferred that one of the main reasons for managers to go up in the managerial level in organisations is their level of emotional intelligence. In other words, career success of managers depends highly on their emotional intelligence. But there is no conclusive evidence that career success is totally dependent on EI, as other personality variables or abilities were not considered in this study. However, one thing is clear from this study that EI is an important factor in predicting career success of managers.

Results of the analysis of data showed that junior, middle and senior level managers differed significantly on all the composite scales of EQ-i except interpersonal EQ. Resultant values of post hoc test showed that there is significant difference in Adaptability EQ and Stress Management EQ between junior and middle, junior and senior, and middle and senior level managers whereas on Intrapersonal EQ and General Mood EQ the difference is not significant among junior and middle level managers. In other words, junior, middle and senior level managers differed significantly on emotional intelligence. Among the composite scales of EQ-i the difference was not significant on interpersonal EQ among junior, middle and senior level managers. Among the four significant composite scales, there was significant difference on Adaptability EQ and Stress Management EQ between junior and middle, junior and senior, and middle and senior level managers whereas on Intrapersonal EQ and General Mood EQ the difference was not significant between junior and middle level managers but these were significant between junior and senior, and middle and senior level managers.
Managers working in production, maintenance and administration departments did not differ significantly on their emotional intelligence. The mean values of EI of managers working in production, maintenance and administration departments were 74.2203, 75.9039 and 75.6083 respectively (F - Ratio = 1.561 at p 0.211). This shows that nature of work does not make any influence in the emotional intelligence level of managers.

**Type of organisation**, i.e. public or private sector, also had not made any influence on emotional intelligence level of managers. The mean values of EI of managers working in public sector and private sector organisation were 74.4336 and 76.0157 respectively. The F - Ratio obtained was 3.505 at p 0.062.

Significant difference in emotional intelligence was observed between managers from medium scale and large-scale organisations. The mean values of emotional intelligence of managers working large scale and medium scale are 74.1118 and 76.6456 respectively. The F -Ratio value obtained is 9.005 at p 0.003. Managers working in medium scale organisations are having more emotional intelligence score than managers working in large scale organisations. These results show that **size of the organisations** do have influence in the emotional intelligence score of managers.

Thus, among organisational variables, experience, department and type of organisation had no influence in the level of emotional intelligence of industrial managers. But there was significant difference in EI among junior, middle and senior level managers, i.e., the hierarchical level occupied by managers and their EI have a strong relationship. Significant difference in EI was also observed among managers from medium scale and large-scale organisations.
Organisational role stress among managers

Results of the analysis of data showed that there is a progressive decrease in organisational role stress (ORS) among industrial managers as they go up in the organisational hierarchy. In other words, higher the managerial level of managers in organisations, lower is the ORS experienced by them. The mean values of ORS of junior, middle and senior level managers were 58.8498, 52.4419 and 35.6250 respectively and the mean value of role stress of the total sample was 55.0683. The F – Ratio value obtained was 7.710 at p.001.

Post hoc test results demonstrated that difference in ORS was significant between junior and middle, junior and senior, and middle and senior level managers (see Table 5.1.2). This shows that junior level managers experience more ORS than middle level managers and the ORS level of middle level managers is higher than that of senior level managers. These findings provided support to the second hypothesis of the study.

The results of the canonical discriminant analysis has brought out the relative importance of each of the stressors viz., Inter role distance, Role stagnation, Role expectation conflict, Role erosion, Role overload, Role isolation, Personal inadequacy, Self-role distance, Role ambiguity and Resource Inadequacy, in contributing to total organisational role stress. Role erosion emerged as the most dominant contributor and role ambiguity as the least contributor to total ORS among junior, middle and senior level managers. The mean discriminant values of role erosion among junior, middle and senior level managers were 9.0610, 8.4961 and 6.7083 respectively and the mean values of role ambiguity were 3.9859, 3.2326 and 1.9583 respectively. The second most important contributor of total ORS among junior, middle and senior level managers was Personal Inadequacy.
This study also examined the difference in the level of organisational role stress experienced by managers across different sectors and from medium scale and large-scale organisations. The results of the study did not show any significant difference in organisational role stress experienced by managers from public sector and private sector as well as from medium scale and large-scale organisations.

The study therefore show that junior level managers experienced more ORS than middle level managers and middle level managers experienced more ORS than senior level managers. The two most important contributors to total ORS among junior, middle and senior level managers are role erosion and personal inadequacy, and the least important contributor is role ambiguity. As role erosion is a factor which is beyond the control of individuals working in organisations, the management of respective organisations should take steps to reduce the role erosion stress. Role erosion arises out of the feeling that the tasks, which are supposed to be done by the role occupants, are performed by other people or the credit for the performance goes to other role occupants. So it can be reduced through appropriate measures such as by properly assigning Roles to each individual with role clarity, implementing proper reward systems and issuing appreciation letters etc., for better performance. The second most important factor contributing to total ORS is personal inadequacy, which can be reduced by the individuals themselves by learning new skills and the management of respective organisations can support them in this endeavour by giving appropriate training to develop the required skills for the performance of the job.

**Emotional intelligence and organisational role stress**

The main objective of the study was to examine the relationship between emotional intelligence and organisational role stress. The study results
showed strong negative relationship between EI and ORS among industrial managers. The managers were categorised into four groups on the basis of their EI to examine the relationship. The mean values of total ORS experienced by these four groups were 75.4831, 58.4526, 52.5889 and 34.2500 respectively and the mean value of ORS of the total sample was 55.0683. The F-Ratio value obtained had turned out to be highly significant (F = 39.417 at p < 0.01). Results of post hoc test showed that the difference in ORS was significant between all groups except second and third. Pearson’s coefficient of correlation value obtained was -0.504 at p=0.01. Scatter plot test also showed negative relationship between EI and ORS (see graph 6.0.1). From these results it can be inferred that there is significant negative relationship between emotional intelligence level of industrial managers and the organisational role stress experienced by them. In other words, the study showed that higher the emotional intelligence level of managers lower is the organisational role stress experienced by them.

The present study also examined whether EI is related to all the ten dimensions of ORS viz., Inter role distance, Role stagnation, Role expectation conflict, Role erosion, Role overload, Role isolation, Personal inadequacy, Self-role distance, Role ambiguity and Resource Inadequacy. The results of the study revealed that EI is negatively related to all the dimensions of ORS except role erosion (see Table 6.1.1 and 6.1.3). In the canonical discriminant analysis role erosion emerged as the most significant contributor to total ORS, but in examining the relationship between EI and all the dimensions of role stress, the relationship between EI and role erosion was not significant while in all others it was significant. However, from this result alone we cannot say that EI is unrelated to ORS as role erosion is only one factor among the ten role stressors considered for measuring total ORS. The study results have provided a very high significance (F-Ratio = 39.417 at p<0.01) and interdependence
between EI and total ORS in the correlation analysis (Pearson’s coefficient of correlation value obtained was -0.504 at p=0.01). Hence the total organisational role stress of industrial managers can be reduced significantly by developing their emotional competencies.

**Intrapersonal EQ and ORS**

The study also examined whether the five composite scales of EQ-i viz., Intrapersonal EQ, Interpersonal EQ, Adaptability EQ, Stress Management EQ and General Mood EQ and each of its sub-scales are related to total ORS. Analysis of data revealed that Intrapersonal EQ and its five sub-scales namely self-regard, emotional self-awareness, assertiveness, independence and self-actualisation were inversely related to total ORS. The mean values of ORS of the four groups of managers based on their Intrapersonal EQ were 71.6552, 60.0100, 52.6047 and 36.5161 respectively and the mean value of the total sample was 55.0683. The F – Ratio value obtained was 27.305 at p <0.01. A very high interdependence was observed from the correlation analysis (Pearson’s coefficient of correlation was -0.479 at p 0.01). These values show that there is significant negative relationship between Intrapersonal EQ and ORS among managers and hence it can be inferred that managers with high score on Intrapersonal EQ will experience less ORS. These findings provide support to hypothesis 3a of the study.

Results of the study also showed that Self-regard was inversely related (Coefficient of correlation value was -0.344 at p<0.01) to total ORS among managers. The mean values of ORS of the four groups of managers were 71.8842, 54.8242, 52.3766 and 41.7864 respectively. The F – Ratio value obtained was 20.106 at p <0.01. This shows that managers with high score on self-regard will experience less ORS.
Significant negative relationship was observed between emotional self-awareness and total ORS. The mean values of ORS of the four groups of managers were 75.8415, 58.3956, 48.6226 and 39.8621 respectively. The F – Ratio value obtained was 28.453 at p <0.01 and the coefficient of correlation value between emotional self-awareness and ORS was -0.413 at p 0.01. From these values we can say that managers with high score on emotional self-awareness will experience less ORS.

Assertiveness also showed significant negative relationship with total ORS. The mean values of total organisational role stress of the four groups of managers were 69.8444, 57.5556, 54.7955 and 37.6292 respectively. The F – Ratio value obtained was 21.007 at p <0.01 and the coefficient of correlation value was -0.378 at p 0.01. These values are indicative of the fact that managers with high score on Assertiveness will experience less ORS.

Significant negative relationship was observed between Independence and total ORS also. The mean values of total ORS of the four groups of managers were 67.7865, 57.6727, 52.2879 and 42.8416 respectively. The F – Ratio value obtained was 12.862 at p <0.01 and the coefficient of correlation value obtained was -0.373 at p 0.01. From these values it can be said that managers with high score on Independence will experience less ORS.

Results of the study also showed significant negative relationship between self-actualisation and total ORS. The mean values of total ORS of the four groups of managers were 71.0111, 58.9727, 47.5694 and 40.9787 respectively. The F – Ratio value obtained was 20.968 at p <0.01 and the coefficient of correlation value obtained was -0.408 at p 0.01. Hence it can be inferred that managers with high score on self-actualisation will experience less ORS.
To sum up, results of the study had shown that Intrapersonal EQ and its five sub-scales viz., self-regard, emotional self-awareness, Assertiveness, Independence and self-actualisation are inversely related to total ORS. Hence industrial managers with high score on these scales will experience less ORS. This implies that organisational role stress of managers can be reduced by developing these abilities.

**Interpersonal EQ and ORS**

Analysis of data showed that Interpersonal EQ and its three sub-scales viz., empathy, social responsibility and interpersonal relationship were inversely related to total ORS. The mean values of total ORS of managers categorised on Interpersonal EQ score were 68.2737, 57.6292, 54.3953 and 40.6277 respectively. The F – Ratio value obtained was 15.751 at $p < 0.01$ and coefficient of correlation value was -0.299 at $p 0.01$. These values indicate significant negative relationship between Interpersonal EQ and ORS and hence it can be inferred that managers with high score on Interpersonal EQ will experience less ORS. These findings provide support to hypothesis 3b of the study.

Significant negative relationship was observed between Empathy and total ORS also. The mean values of total ORS of the four groups of managers were 68.5581, 57.8795, 51.7064 and 43.6322 respectively. The F – Ratio value obtained was 12.026 at $p < 0.01$ and the coefficient of correlation value was -0.270 at $p 0.01$. From these results it can be inferred that managers with high score on empathy will experience less ORS.

Results of the study also showed significant negative relationship between social responsibility and total ORS. The mean values of total ORS of the four groups of managers were 63.1111, 52.7292, 57.3247 and 47.4301 respectively. The F – Ratio value obtained was 5.023 at $p 0.002$ and the
coefficient of correlation value was -0.179 at p 0.01. This shows that managers with high score on social responsibility will experience less ORS.

Interpersonal relationship also showed significant negative relationship with total ORS. The mean values of total ORS of the four groups of managers were 70.0833, 56.4860, 51.3614 and 43.0543 respectively. The F – Ratio value obtained was 14.181 at p <0.01 and the correlation value obtained was -0.295 at p 0.01. These results are indicative of the fact that managers with high score on interpersonal relationship will experience less ORS.

In short, the results of the study show that Interpersonal EQ and its three sub-scales viz., empathy, social responsibility and interpersonal relationship are inversely related with total organisational role stress of industrial managers. Hence managers with high score on these measures will experience less ORS, which implies that organisational role stress of managers can be reduced by developing Intrapersonal EQ and its related abilities.

Adaptability EQ and ORS

Results of the study showed that Adaptability EQ and its three sub-scales viz., Reality Testing, Flexibility and Problem Solving were negatively related with total ORS of industrial managers. The mean values of total ORS of the four groups of managers categorised on Adaptability EQ score were 78.7667, 56.3587, 51.3804 and 34.2826 respectively. The F – Ratio value obtained had turned out to be highly significant (F= 48.627 at p <0.01) and the coefficient of correlation value was -0.541 at p 0.01. From these values it can be inferred that managers with high score on Adaptability EQ will experience less organisational role stress and these findings support hypothesis 3c of the study.
Significant negative relationship was observed between Reality testing and total ORS. The mean values of total ORS of the four groups of managers were 78.7667, 56.3587, 51.3804 and 34.2826 respectively. The F – Ratio value obtained had turned out to be highly significant (F= 55.808 at p <0.01) and the coefficient of correlation value was -0.589 at p 0.01. This shows that higher the Reality Testing score of managers the lesser will be the ORS experienced by them.

Flexibility also showed significant negative relationship total ORS. The mean values of total ORS of the four groups of managers were 65.4854, 67.7838, 50.8925 and 38.1354 respectively. The F – Ratio value obtained was 23.635 at p <0.01 and the coefficient of correlation value was -0.375 at p 0.01. From these results it can be inferred that managers with high score on Flexibility will experience less ORS.

Significant negative relationship was also observed between Problem Solving and total ORS. The mean values of total ORS experienced by the four groups of managers were 66.8202, 64.9423, 45.8481 and 40.7660 respectively. The F – Ratio value obtained was 21.550 at p <0.01 and Pearson’s coefficient of correlation value was -0.370 at p 0.01. Hence it can be generalised that managers with high score on problem solving will experience less ORS.

The results of the study have clearly shown that industrial managers with high score on Adaptability EQ and its three criterion variables viz., Reality Testing, Flexibility and Problem Solving would experience less ORS. It implies that ORS of managers can be reduced by developing the Adaptability EQ and its related abilities.
Stress Management EQ and ORS

Analysis of data revealed that Stress Management EQ and its two criterion variables namely Stress Tolerance and Impulse Control were inversely related to total ORS. The mean values of total ORS of the four groups of managers categorised on Stress Management EQ were 72.4845, 60.1279, 50.7273 and 36.7263 respectively. The F – Ratio value obtained was 30.995 at \( p < 0.01 \) and the coefficient of correlation value was -0.458 at \( p \ 0.01 \). From these results it can be generalised that managers with high score on Stress Management EQ will experience less ORS. These findings provide support to hypothesis 3d of the study.

Results of the study also showed significant negative relationship between Stress Tolerance and total ORS. The mean values of total ORS of the four groups of managers were 67.8947, 60.8652, 51.2255 and 38.2875 respectively. The F – Ratio value obtained was 18.608 at \( p < 0.01 \) and Pearson’s coefficient of correlation value was -0.369 at \( p \ 0.01 \). These values are indicative of the fact that managers with high score on Stress Tolerance will experience less ORS.

Significant negative relationship was observed between Impulse Control and total ORS also. The mean values of total ORS of the four groups of managers were 72.3133, 58.7257, 53.0000 and 36.2247 respectively. The F – Ratio value obtained was 26.871 at \( p < 0.01 \) and coefficient of correlation value was -0.437 at \( p \ 0.01 \). The inference from these results is that managers with high score on Impulse Control will experience less ORS.

Thus, the results of the study showed that Stress Management EQ and its criterion variables viz., Stress Tolerance and Impulse Control are inversely related to total ORS of managers. Hence ORS experienced by
managers can be reduced by developing their Stress Management EQ and its related abilities.

**General Mood EQ and ORS**

Results of the study showed that General Mood EQ and its two criterion variables viz., Happiness and Optimism were negatively related to total ORS. The mean values of total ORS of the four groups of managers categorised on General Mood EQ were 72.0426, 57.1220, 49.6337 and 41.4157 respectively. The F – Ratio value obtained was 20.833 at p <0.01 and the coefficient of correlation value was -0.365 at p 0.01. From these results it can be said that managers with high score on General Mood EQ will experience less ORS and these findings provide support to hypothesis 3e of the study.

Happiness also showed significant negative relationship with total ORS. The mean values of the total ORS of the four groups of managers were 71.3415, 57.3645, 49.6707 and 43.0947 respectively. The F – Ratio value obtained was 16.444 at p <0.01 and the coefficient of correlation value was -0.367 at p 0.01. This shows that managers with high score on Happiness will experience less ORS.

Significant negative relationship was observed between Optimism and total ORS also. The mean values of the four groups of managers were 65.5957, 60.2234, 49.2875 and 44.7449 respectively. The F – Ratio value obtained was 10.714 at p <0.01 and the coefficient of correlation value was -0.272 at p 0.01. These results indicate that managers with high score on Optimism will experience less ORS.

Thus, results of the study show that General Mood EQ and its criterion variables viz., Happiness and Optimism are inversely related to total ORS of industrial managers. Hence ORS experienced by managers working in
industries can be reduced by developing their General Mood EQ and its related abilities.

The functional relationship of all the emotional intelligence dimensions with role stress was examined by step-wise multiple regression and the results showed that only three dimensions of EI viz., Reality Testing, Impulse Control and Self-Actualisation had negative functional relationship with ORS. It means that among the fifteen dimensions of EI, Reality Testing, Impulse Control and Self-Actualisation are more important in reducing ORS.

Conclusion

The main objective of the study was to examine the relationship between EI and ORS of managers. Results of the study have conclusively proved significant negative relationship between EI and ORS. Emotional intelligence of managers was measured by using a self-report inventory, EQ-i, developed by Reuven Bar-On. It consists of five composite scales and fifteen sub-scales. The study also examined whether these composite scales and its criterion variables were related to ORS and found that all the composite scales and its criterion variables of EQ-i were inversely related to ORS. Thus, this study conclusively proved that emotional intelligence and all its conceptual components are negatively related to total ORS of managers. But the results of multiple regression analysis showed that only three dimensions of EI viz., Reality Testing, Impulse Control and Self-Actualisation had negative functional relationship with ORS.

The results of this study are in conformity with the transactional and attributional models of stress, which say that emotions are important in the stress process and emotional regulation is very important in the stress coping process. Emotional regulation is an important aspect of emotional intelligence and hence individuals with high score on EI would be better able to handle
stressful situations. Therefore, the ORS experienced by industrial managers can be significantly reduced by developing their emotional competencies by providing appropriate training to them by the management. But training programmes to develop emotional competencies must be framed with utmost care as it involves change in habits and behaviour. Emotional incompetence is often due to deeply ingrained habits learned early on in life. These automatic habits are set in place as a normal part of living, as experience shapes the brain. Hence learning emotional competencies include unlearning the already developed habits and relearning new habits. Certain guidelines to be considered while developing training programmes to develop emotional competencies as suggested by Singh, D (2003) are provided below:

1. Training programmes should be framed taking into account the need of the organisation, and the strengths and weaknesses of the individuals. Organisations should recognise the important emotional competencies required for effective performance of each job and training programmes should be framed for developing such competencies.

2. Readiness on the part of individuals: As learning new behaviour is a continuous and long lasting process the learners’ willingness to learn is very important. Hence organisations should first try to get their willingness by educating them about the importance of developing emotional competencies for their own and organisation’s performance.

3. Feedback to the learners: After assessment the individuals should be given feedback about their strengths and limitations. But it must be done very carefully as most of the emotional competencies are closely linked to their identity and self-esteem. Hence a responsible person should give feedback in an atmosphere of confidence and trust.

4. Relationship between the trainer and learners: Relationship between trainer and learners is very important in emotional training programmes.
Empathetic and warm trainers can maintain positive relationship with the learners and can be successful in behaviour change programmes.

5. Sustained practice: As emotional learning process is a continuous and long lasting process, it should not be restricted to a single seminar or workshop. Frequent sessions are required to be conducted.

6. Organisations should encourage the learners to use the learned skills in their workplace.

7. Develop an organisational culture to develop the emotional competencies of the individuals working in organisations.

8. Evaluation: Evaluation is very essential to appraise the effectiveness of training. Hence organisations should evaluate the effectiveness of training and make appropriate modifications, if needed.

Finally, four personal variables viz., age, gender difference, marital status and educational qualification were surveyed in this study and their influence on emotional intelligence explored. The results of the study showed that the personal variables had no significant influence on emotional intelligence level of industrial managers. Similarly five organisational variables viz., experience, managerial level, department, type of organisation and size of organisation were also surveyed and their influence on EI of managers explored. Results of the study showed that experience, department and type of organisation had no significant relation with emotional intelligence level of managers. But a corresponding increase in EI was observed among managers as they go up in the managerial level. Similarly it was observed that size of organisation did have significant influence on emotional intelligence level of managers. EI level of managers working in medium scale organisations were higher than those working in large-scale organisations. As age, educational qualification and experience had no influence on EI level of managers it can be said that it is because of their higher level of emotional
intelligence that managers got promoted to higher ups in the managerial level. From the findings of this study it can be presumed that EI of managers cannot be increased merely by acquiring educational qualification, work experience or by physiological maturity but concerted, continuous and long lasting effort is needed to improve emotional competencies. Happily for us, it is now clearly proved that unlike IQ, emotional intelligence can be increased or developed by providing appropriate training programmes (Pesuric & Byham, 1996; Brown, Richmond & Rollin 2004).

**Implications of the study**

The study has conclusively proved that ORS experienced by managers would be less if their emotional intelligence level were high. It is now well documented that lower stress level will result in higher productivity, performance, lower accident rate and better physical and psychological well being. So the organisational implication of the study is that the managements should go for selecting emotionally more intelligent people as managers at the time of selection to improve the overall effectiveness of organisations. Previous studies have proved that emotional intelligence is positively related to most of the organisationally important variables like performance, job satisfaction, leadership effectiveness etc. Hence organisations have to give more emphasis to emotional intelligence of managers for the overall improvement of organisational efficiency. In the case of existing managers, the organisations have to provide appropriate training for the development of their emotional competencies so that they are better equipped to cope with ORS. At the time of recruiting new candidates as managers, organisations can go for selecting candidates with high level of emotional intelligence. As role erosion emerged as the most significant contributor to total ORS, organisations also need to reduce the role erosion stress of managers by clearly defining each role
and appreciating the managers for better performance by issuing appreciation letters or implementing reward system for outstanding performance.

The implication of the study for managers working in industries is that they should give importance for developing their emotional competencies, which are very important for career success as well as contented personal life.

Scope for future studies

The study is limited to managers working in industrial organisations only, service sector is not considered in this study. As the nature of work in the service sector is significantly different from manufacturing industries, further studies may be conducted in the service sector also to generalise the result. As managers were only considered in this study, further studies may be conducted among workmen to examine how emotional intelligence affects their occupational stress level.

The results of this study have shown that there is significant difference in emotional intelligence among managers from medium scale and large-scale organisations. The emotional intelligence score of managers from medium scale organisations was more than that of managers from large-scale organisations. Further studies may be conducted to identify the exact reasons for this difference in emotional intelligence score.

This study has considered only the emotional intelligence variable in determining how managers cope with stressful situations. Attempts to understand and explain the diagnostic effects of other personality dimensions in the stress coping process would offer insights into the relative importance of emotional intelligence and other personality dimensions in the stress coping process.
Further studies can also be conducted to examine the relationship between emotional intelligence and stress coping process to get an idea of the coping strategies used by individuals with various levels of emotional intelligence.