Conclusions
CHAPTER V

CONCLUSIONS

Human resources are probably the most important aspect of an organization that without their contribution, the organization may not survive competition and fulfill its mission and goals. It is therefore vital to have a trained, interested, and active work force and success of the organization is related to their work. Researches in organizational psychology have been focusing on how this work force can be satisfied and the research still continues because of the changes in the concept of “satisfaction” in varying contexts. Most of the researches have focused on the factors that influence job satisfaction or that hinder job satisfaction. Research has indicated that personality constructs plays a major role in job satisfaction. This research work has tried to examine how three personality constructs namely Trait EI, Burnout, Hardiness and Organizational Commitment differ among employees in a large State Owned Public Sector Undertaking (PSU) in Bangalore. Further the study has also tried to develop an intervention, a trait EI enhancement intervention, based on major psychological therapeutic principles which consists of Stress Inoculation Therapy, Relaxation techniques, Rational Emotive Therapy, Time Management Techniques and Team Building Exercises to improve their personality constructs and organizational Commitment.

Thus the objectives of the research work was

1. To compare the employees of various managerial level of the organization with regard to dimensions of Trait Emotional Intelligence (Trait EI), Burnout, Hardiness and Organizational Commitment.,

2. To improve Trait EI using an intervention in the selected group of various managerial levels.

3. To reduce Burnout using an intervention in the selected group of various managerial levels.

4. To improve Hardiness Personality using an intervention in the selected group of various managerial levels.
5. To study the efficacy of the Intervention on selected group of managers in order to 
improve the Organizational Commitment.

The present research work was done in the Telecom and Broadcasting Systems 
Strategic Business Unit SBU of Bharat Electronics Limited, Bangalore. The SBU 
consisted of three managerial cadres, who were recruited and promoted as per the policy 
of the company based on educational level and years of experience. In the descriptive 
phase around 250 employees were randomly selected from each managerial level are 
were given the following questionnaires (a) Personal Information Data Sheet, (b) TEI 
Que-Full Form developed by Petrides (2009), (c) Maslach Burnout Inventory 
(MBI)Human Services Survey, (d) Organizational Commitment Questionnaire by Meyer 
& Allen’s (1996) and (e) Personal Views Survey III-R Hardiness Scale. The final sample 
consisted of (N=200, Return rate= 80%) employees Executive level (n= 64), Middle 
Management (n= 52) and Senior Management (n= 84). The age of the employees ranged 
from 25-58 years (Mean= 39.17 years, S.D= 9.46).

In the second/experimental phase, sixty employees who had shown interest and 
have registered themselves for the intervention (36 from Executive level and 24 from 
Middle management) were assigned to 12 weeks for the intervention designed. Before 
starting each session, Personal Information Sheet, TEI Que-Full Form, Maslach Burnout 
Inventory (MBI) Human Services Survey, Organizational Commitment Questionnaire 
and Hardiness Scale were administered to the sixty employees. As the research was a pre-
post-follow-up experimental design, the questionnaires were administered to the same 
employees after the Trait EI enhancement Intervention. The intervention involved 
(a) Stress inoculation training/therapy (SIT) (30 sessions of thirty minutes duration each),
(b)Relaxation technique (thirty sessions of ten minutes of each relaxation technique each) 
which consisted of (i)Progressive muscle relaxation for stress relief, (ii)Mindfulness for 
stress relief, and (iii)Visualization meditation for stress relief, (c) Executive Time 
Management (thirty sessions of ten minutes of lecturing on time management) and 
Rational Emotive Behavioural Therapy (thirty sessions of twenty minutes each) and 
(e) Team building activities: (thirty minutes each for two sessions). The follow-up among 
the same employees was done after a gap of two months and the same set of scales were 
administered.
The statistical analysis involved examining the Mean and Standard Deviation, and One-way ANOVA was used to test the significance of the differences in mean scores between the three managerial groups. The Repeated Measures ANOVA was computed to find out the variances in three different times such as Pre, Post and Follow-up. Post hoc tests of Tukey were used to denote the time interval differences between the pair results.

Conclusions

The results of the study showed that there were significant differences among the managerial groups in Happiness, Optimism, Impulse Control, Stress Management, Emotion Perception, Adaptability and Self Motivation. However, significant differences were not found in Self Esteem, Emotion Regulation, Empathy, Emotion Expression, Relationship, Emotion Management, Assertiveness, and Social Awareness factors of the Trait EI scale.

Similarly in the Burnout dimensions, there were significant differences between the three managerial levels on Exhaustion and Personal Accomplishment but not on Depersonalization dimension.

In case of Hardiness Scale, significant differences were found among the managers in Commitment, and Challenge dimension, however, no significant difference was observed in the Control dimension. In organizational Commitment the executive, middle and senior managers differed in their affective, continuance and normative commitment.

In the second part of the research on Trait EI Enhancement, the intervention was able to improve the Trait EI factors, reduce burnout, and improve hardiness. However, the intervention was able to make significant improvement in the Affective dimension and not significant changes in Normative and Continuance Commitment

Limitations

One of the major limitations of the study was that it did not include a control group for the intervention. The control could have helped to compare the efficacy of both the interventions against the intervention group.
The intervention study was limited to only Telecom and Broadcasting Systems Strategic Business Unit (SBU) of Bharat Electronics Limited, Bangalore. Therefore the findings cannot be generalized to the other SBU and cannot generalize on organizational climate.

The intervention designed has focussed primarily on Trait EI factors and several other variables could also be included. Hence future research works may be carried out by focussing on other variable set such as perceived control, perceived organizational climate, citizenship behaviours etc. Moreover, only one follow-up was done after two months. Though managers participated with enthusiasm, the intervention especially the relaxation techniques required a professional assistance. However, a suggestion has been placed before the management to conduct such intervention periodically so as to improve the morale of the employees and increase productivity.

**Suggestions for future research**

The research has been done in a public sector undertaking where there is a sense of job security and has a very competitive compensation package. Future research may be carried out to study whether the variables differ in private sector undertaking and compare their performance with the public sector. Similarly, the intervention may also be done by using private sector as a control group. This would help to understand the role of organisational characteristics on the researched variables such as Trait EI, Hardiness, Burnout and Organizational Commitment.

Future studies may also include incorporate structured interviews with the managers in order to gain more insights on the organization. This would shed more light on the variables chosen for the study.

As the intervention has proved effective, the organizations should include periodic interventions and especially before an organizational change. Hence it is suggested that future research works may carry out the intervention before an organizational change and examine its efficacy.