CHAPTER – V

MAJOR FINDINGS, SUGGESTIONS, CONCLUSION AND SCOPE OF FURTHER RESEARCH

This chapter deals with the summary of findings, suggestions, future areas of research and conclusion of the study. Summary of findings are presented in this chapter under the following sub-heads

5.1. Description of the demographic variables of the executives.

5.2. Comparison of emotional intelligence of the executives working in the NLC with respect to the demographic variables.

5.3. Comparison of organizational commitment of the executives working in the NLC with respect to the demographic variables.

5.4. Correlation between executives’ demographic variables, emotional intelligence and organizational commitment.

5.5. Influence of independent variables on emotional intelligence and organizational commitment among the executives.

5.1. DESCRIPTION OF THE DEMOGRAPHIC VARIABLES OF THE EXECUTIVES

Age-wise distribution of respondents shows that 50.12 per cent of them from above 50 years age group, 43.21 per cent of them from 41-50 years age group and 6.67 per cent of them from 31-40 years age group. gender-wise, 93.33 per cent of them are males and rest of them are females.
Number of dependents-wise distribution of respondents shows 58.02 per cent of them have 3-4 members; 35.80 per cent of them have upto 2 members and 6.17 per cent of them have above 5 members.

Order of birth wise distribution shows that 42.96 per cent of them are later born respondents; 33.33 per cent of them are first born respondents and 23.70 per cent of them are second born respondents.

68.15 per cent of the respondents are belongs to the nuclear family type the remaining are living in of them from joint family type.

71.36 per cent of the respondents whose spouse are not employed and 28.64 per cent of the respondents whose spouse are employed.

Educational qualification wise, distribution of the respondents shows that 51.36 per cent of them have qualified with a professional education, 20.99 per cent of them qualified with post-graduation, 14.07 per cent of them are educated up to with diploma and technical education and 13.58 per cent of them are qualified with 'under graduation.

Division of work-wise distribution of respondents show that 34.81 per cent of them from corporate office, 35.80 per cent of them fare working in thermal power stations and 29.38 per cent of them from mines.

Monthly income wise distribution shows that 58.27 per cent of them from above Rs.1,00,000 income group, 17.78 per cent of them from Rs.60,001 – 75,000 income group, 14.07 per cent of them from Rs.75,001 – 1,00,000 income group, and only 9.88 per cent of them from upto Rs.60,000 monthly income group.

Years of experience in the present organisation wise, the distribution shows that 64.20 per cent of them belongs to the above 20 years experienced,
16.05 per cent of them are experienced with 11-15 years, 11.60 per cent of them experienced with 16-20 years, and only 8.15 per cent of them are experienced with up to 10 years in the present organisation.

Length of service in the present department wise distribution shows that, 65.68 per cent of them experienced with above 5 years, 15.56 per cent of them having four to five years, 9.14 per cent of the experienced with 2-3 years and 9.63 per cent of them less than a year.

5.2. COMPARISON OF EMOTIONAL INTELLIGENCE OF THE EXECUTIVES ON DEMOGRAPHIC VARIABLES.

This sub-section presents the summary of findings about the comparison of demographic variables namely, age, gender, educational qualification, number of dependents, order of birth, division of work, family type, monthly income, spouse employment, years of experience in the present organization and length of service in the present department, with emotional intelligence and its dimensions namely, self-awareness, self-regulation, self-motivation, social awareness, social skills of the executives working in the NLC.

Self-Awareness

The executives who belong to the 41-50 years age group have higher self-awareness among other age group executives and there is a significance difference among them on self-awareness.

'Male’ executives have higher self-awareness than female executives and there is no significance difference between them on self-awareness.
The Diploma holders have higher self-awareness among the executives according to their educational qualifications and there exists significance difference among them on self-awareness.

The executives who have 3-4 members as their dependents have higher self-awareness among them and there exists significance difference among them on self-awareness.

The executives who have been First Born have higher self-awareness than their counterparts born second or later and there exists significance difference among them on self-awareness.

The executives who have been worked in thermal power station have higher self-awareness than their colleagues work in other divisions and there exists significance difference among them on division of work.

The executives who live in nuclear family type have higher emotional awareness than their joint family type counterparts and there is significance difference between them on self-awareness.

The executives who are earning salary Rs. 60,001-75,000 have higher self-awareness than other income groups and there is no significance difference among them.

The executives whose spouse employed have higher self-awareness and there exists significance difference between the executives whose spouse employed and not employed on self-awareness.

The executives who have experience with 16-20 years have higher self-awareness among others and there is no significant difference among them with respect to their years of experience in the present organization on self-awareness.
The executives who have 4-5 years experience in their present department have higher self-awareness among them and there shows significance difference among them on self-awareness.

**Self-Regulation**

- The executives who belong to the above 50 years age group have higher self-regulation than other age group executives and there is significance difference among them on self-regulation.

- Male executives have higher self-regulation than female executives on their self-regulation and there is no significant difference between male and female executives.

- The executives who hold Diploma education have higher self-regulation than others according to the educational qualification and there exists significance difference among them on self-regulation.

- The executives who have 3-4 members as their dependents have higher Self-Regulation than others and there is significance difference among them according to their number of dependents on self-regulation.

- The study has found that the executives whose birth as first born has higher self-regulation and there is no significance difference among them.

- The executives who work at mines have higher self-regulation than other division executives and there exists significance difference among them on self-regulation.

- The executives who live in nuclear family type have higher self-regulation than joint family type executives and there is no significance difference between them.
The executives who belong to the above Rs.1,00,000 monthly income earning group have higher self-regulation among their other group executives and there is no significance difference among them.

The executives whose spouse employed have higher self-regulation and there exists significance difference between the executives whose spouse employed and not employed.

The executives who have been experienced with 16-20 years have higher Self-Regulation among others and there is no significant difference among them.

The executives who have been experienced in the present department with 4-5 years have higher self-regulation among other group executives and there exists significant difference among them.

**Self-Motivation**

The executives who belong to the 41-50 years age group have higher Self-Motivation among other age group executives and there exists significant difference among them.

Male executives have higher self-motivation than their female counterparts and there is no significance different between them.

The executives who hold the diploma qualification have higher self-motivation than others according to the educational qualification and the result shows significant difference among them.

The executives who have those 3-4 members as their dependents have self-motivation among others and there exists significance difference among them.
The mean scores show that first born executives have higher self-motivation among others and there is no significance difference among the various categories of the executives according to their birth order for the dimension self-motivation.

The mean scores show that executives working in thermal power station have higher self-motivation among others and there is significance difference among the various executives according to their place of work for the dimension self-motivation.

The mean scores show that above Rs.1,00,000 monthly income group executives have higher self-motivation among other group executives. It means there is no significance difference among the different monthly income group executives for the dimension self-motivation.

The mean scores show that above 20 years experienced executives have higher self-motivation among other group executives and there is no significant difference among the various categories of the executives according to their years of experience in the present organization for the dimension self-motivation.

The mean scores show that 4-5 years experienced executives in the present department have higher self-motivation among other group executives and there exists significance difference among the different executives according to the length of service in the present department for the dimension self-motivation.
Social Awareness

- The mean scores show that 41-50 years aged executives have higher social awareness among other age group executives and there exists no significance difference among the various age categories of the executives for the dimension social awareness.

- The mean scores show that male executives have higher social awareness than female executives and there is no significance difference between male and female executives for the dimension social awareness.

- The mean scores show that diploma holders have higher social awareness among other category executives and there exists significance difference among the different educational qualification of the executives.

- The mean scores show those 3-4 members dependents having executives have higher social awareness among others and there exists significance difference among the various executives according to their number of dependents for the dimension social awareness.

- The mean scores show that first born executives have higher social awareness among others and there is significance different among the various categories of the executives according to their birth order for the dimension social awareness.

- The mean scores show that executives working in mine have higher social awareness among others and there is no significance difference among the various executives according to their place of work for the dimension social awareness.

- It is clear from the results that executives who live in nuclear family type have service orientation and nuclear family type executives have higher
empathy, developing others leveraging diversity and social awareness. The result shows that there is no significance difference between joint and nuclear family type of executives for the dimension social awareness.

The mean scores show that above Rs.1,00,000 monthly income group executives have higher social awareness among other group executives and there is no significance difference among the different monthly income group executives for the dimension social awareness.

The mean scores show that upto 10 years experienced executives have higher social awareness among other group executives and there is no significant difference among the various categories of the executives according to their years of experience in the present organization for the dimension social awareness.

The mean scores show that 4-5 years experienced executives in the present department have higher social awareness among other group executives and there is 0.01 level of significance difference among the different executives according to the length of service in the present department for the dimension social awareness.

Social Skills

The mean scores show that 41-50 years aged executives have higher social skills among other age group executives and there is no significance difference among the various age categories of the executives for the dimension social skills.

The mean scores show that male executives have higher social skills than female executives and there is no significance difference between male and female executives for the dimension social skills.
The mean scores show that diploma holders have higher social skills among other category executives and there is 0.01 level of significance difference among the different educational qualification of the executives for the dimension social skills.

The mean scores show that 3-4 members dependents having executives have higher social skills among others and there is significance difference among the various executives according to their number of dependents for the dimension social skills.

The mean scores show that first born executives have higher social skills among others and there is significance different among the various categories of the executives according to their birth order for the dimension social skills.

The mean scores show that executives working in thermal power stations have higher social skills among others and there is significance difference among the various executives according to their place of work for the dimension social skills.

It is very clear from this result that executives who live in nuclear family type executives have higher social skills and its dimensions than joint family type executives. It means there is significance difference between joint and nuclear family type of executives for the dimension social skills.

The mean scores show that above Rs.1,00,000 monthly income group executives have higher social skills among other group executives and there is no significance difference among the different monthly income group executives for the dimension social skills.
The result clearly shows that executives whose spouse unemployed have higher communication, change catalyst, conflict management and social skills, whereas, spouse employed executives have higher influence, leadership and collaboration. The result shows that there is no significance difference between the executives whose spouse employed and not employed for the dimension social skills.

The mean scores show that 11-15 years experienced executives have higher social skills among other group executives and there is no significant difference among the various categories of the executives according to their years of experience in the present organization for the dimension social skills.

The mean scores show that 4-5 years experienced executives in the present department have higher social skills among other group executives and there is 0.01 level of significance difference among the different executives according to the length of service in the present department for the dimension social skills.

**Emotional Intelligence**

The mean scores show that, 41-50 years aged executives have emotional intelligence among the different age group executives and there is no significance difference among the various age categories of the executives for Emotional Intelligence.

The result shows that male executives have higher emotional intelligence than their female counterparts and there is no significant difference between the male and female executives for emotional intelligence.
The result shows that diploma holders have high emotional intelligence than others with respect to the educational qualifications and there is significance difference among the executives for emotional intelligence according to their educational qualification.

The mean scores show that executives who have 3-4 members having dependents have more emotional intelligence among other group executives and there is significance difference among the various categories of the executives according to their number of dependents for Emotional Intelligence.

The mean scores show that executives who were born in their family as first have more emotional intelligence among other group executives and there is significance difference among the various categories of the executives according to their order of birth for emotional intelligence.

The mean scores show that executives who work at corporate office have lesser emotional intelligence among the executives who work in mines and thermal power stations and there exists significant difference among the various categories of executives on emotional intelligence.

The result shows that nuclear family type executives have higher emotional intelligence than their joint family type counterparts and there is significant difference between the joint and nuclear family type executives for emotional intelligence.

The mean scores show that executives who earn above Rs.1,00,000 group has higher emotional intelligence than other groups and there is no significance difference among the various categories of the executives according to their monthly income for emotional intelligence.
The result shows that executives whose spouse not employed have higher emotional intelligence than their spouse employed executives and there is 0.01 level significant differences between the executives whose spouse not employed and employed on emotional intelligence.

The mean scores show that executives who have experience in the present organization about 16-20 years have higher emotional intelligence than other groups and there is no significance difference among the various categories of the executives according to their years of experience in the present organization on emotional intelligence.

The mean scores show that executives who have length of service in the present department about 4-5 years have higher emotional intelligence than other groups and there is 0.01 level significance difference among the various categories of the executives according to their length of service in the present department on emotional intelligence.

5.3. COMPARISON OF ORGANIZATIONAL COMMITMENT OF THE EXECUTIVES WORKING IN THE NLC WITH RESPECT TO THE DEMOGRAPHIC VARIABLES

This sub-section presents the summary of findings about the comparison of demographic variables namely, age, gender, educational qualification, number of dependents, order of birth, division of work, family type, monthly income, spouse employment, years of experience in the present organization and length of service in the present department with organizational commitment of the executives working in NLC.
The executives who are in between 41 and 50 years have organizational commitment among the different age group executives and there exists significance difference among the various age categories of the executives for organizational commitment.

The result shows that male executives have higher organizational commitment than their female counterparts.

The diploma and professional degree holders have higher organizational commitment than their counterparts and there is significance difference among the executives for organizational commitment according to their educational qualification.

The executives who have 3-4 members having dependents have more organizational commitment among other group executives and there is significance difference among the various categories of the executives according to their number of dependents for organizational commitment.

The executives who were born in their family as first have more organizational commitment among other group executives and there is significance difference among the various categories of the executives according to their order of birth for organizational commitment.

The executives who work at thermal power station have higher organizational commitment among the executives who work in mines and corporate office. It means there is significance difference among the various categories of the executives according to their division of work for organizational commitment.

Executives are living nuclear type of family system have higher organizational commitment than their joint family type counterparts and
there is 0.01 level significant difference between the joint and nuclear family type executives for organizational commitment.

- The executives who earn above Rs.1,00,000 group has higher organizational commitment than other groups and there is no significance difference among the various categories of the executives according to their monthly income for organizational commitment.

- The executives whose spouse not employed have higher organizational commitment than their spouse employed executives and there are 0.01 level significant differences between the executives whose spouse not employed and employed on organizational commitment. This may be one of the reasons housewife used to concentrate on family responsibility. Therefore, executives will have high level of commitment.

- The executives who have experience in the present organization about 11-15 years have higher organizational commitment than other groups and there is no significance difference among the various categories of the executives according to their years of experience in the present organization on organizational commitment.

- The executives who have worked four to five years in the present department have higher organizational commitment than other groups and there is significance difference among the various categories of the executives according to their length of service in the present department on organizational commitment.
5.4. CORRELATION BETWEEN EXECUTIVES’ DEMOGRAPHIC VARIABLES, EMOTIONAL INTELLIGENCE AND ORGANIZATIONAL COMMITMENT

To know the relationship between the dependent variable emotional intelligence and its dimensions namely self-awareness, self-regulation, self-motivation, social awareness, social skill with demographic factors are related to know the relationship between variables by using pearson’s correlation co-efficient test. Further organizational commitment also related to know the relationship between the variables. Emotional intelligence is correlated significantly at the 0.01 per cent level with the demographic factors namely, number of dependents, order of birth, spouse employment, educational qualification, and division of work. Also, family type is correlated at the 0.05 per cent level with emotional intelligence. Other demographic factors namely, age, gender, monthly income, years of experience and experience in the present department are not correlated with emotional intelligence. Further, gender, number of dependents, family type, spouse employment and division of work are correlated significantly at the 0.01 per cent level; and order of birth is correlated at the 0.05 per cent level with the organizational commitment.

5.5. INFLUENCE OF INDEPENDENT VARIABLES ON EMOTIONAL INTELLIGENCE AND ORGANIZATIONAL COMMITMENT AMONG THE EXECUTIVES.

Influence of Demographic Variables on Emotional Intelligence

Considering the significance of individual regression coefficients using ‘t’ statistics, the result reveals that number of dependents, order of birth, family type, educational qualification and division of work have significant
influence on emotional intelligence at the 0.01 level. but the other factors such as, age, sex, spouse employment, monthly income, years of experience in the organization and years of experience in the present department have no significant influence on emotional intelligence among the executives. It is concluded that, 2.55 per cent of the total variation of emotional intelligence is accounted by the explanatory variables.

**Influence of Emotional Intelligence on Organizational Commitment**

Emotional intelligence has significant influence on organizational commitment at the 0.01 level on organizational commitment among the executives and it is concluded that 41.30 per cent of the total variation of organizational commitment is accounted by the explanatory variable.

**SUGGESTIONS**

The researcher has found that certain demographic factors have significant difference among the executives who work in the NLC on emotional intelligence and its dimensions, further the differences among the executives on organizational commitment also found. Based on the findings the researcher has suggested the following suggestions:

- The organization must inculcate training programs for the executives whose age group of below 40 years on self-awareness executives are exposed to recognise and understand their emotions and create the power to control them. They should have open mind to get the feed back from others.

- The management should improve the personality, skills, abilities, create the awareness about the emotions and able to cope with stressful condition among the women executives.
The degree holders are all in the mentality of they have well awareness about the job responsibilities. This will reduce the work commitment and create the laziness. The organization must conduct frequent performance appraisal program to improve the working mood of the executives.

Higher paid executives are working with concentration; hence the organization must concentrate regular increment in salary.

Organization must educate their executives who are lack in especially under graduate, post graduate, professional degree holders self-awareness about their work.

This significance of organizational commitment this finding especially for managerial positions is very important, especially due to the fact that organizational commitment predicts turnover in most occupations. Nowadays, when the “war for talent” has become a very significant issue for any organization, keeping productive employees within the organization is of major concern for almost every human resources professional. Subsequently, emotional intelligence is an important factor in increasing organizational commitment and should be taken into account both when attracting and recruiting employees and when developing them, through management development programs.

Training can be done in a group setting to familiarize employees with the competencies of emotional intelligence: self-awareness, self-regulation, self-motivation, social awareness and social skills. Emotional intelligence training involves assessment of the job, assessment of the individual, motivation, self-directed change, performance feedback, practice, support, encouragement, reinforcement, and evaluation.
Organizations should adapt their selection practices to recruit and hire executives who will exhibit emotionally intelligent behaviors.

The researcher recommends changing the person’s beliefs in such situations so that the resulting negative motivational and affective consequences can be avoided.

Executives with low levels of emotional intelligence are likely to misunderstand the emotions of prospects in a work situation. Executives who have high emotional intelligence are more adept at reading the emotions of prospects, thus increasing their chance of a successful work.

Emotionally intelligent behaviors that promote increased output in work and constructive responses to organization should be rewarded.

The importance of emotional intelligence should be communicated at all levels of the organization and employees should receive feedback on their efforts to behave constructively in work situations.

These findings are especially of importance for organizations which recognize the critical role the top management team plays in their success. The effectiveness of the top management team is a function, inter alia, of the management skills possessed by the senior managers from which it is comprised. Skills of managing people are of unique importance for the creation of effective management and leadership, and emotional intelligence as “the subset of social intelligence” may be the most critical component of this class of skills. Hence, having senior executives with high emotional intelligence is a necessity for attaining sustainable results.
Selecting senior managers who have high emotional intelligence may have a positive impact on the extent to which an organization succeeds in retaining its most critical workforce.

Managerial Implications for Emotional Intelligence

The management must organise training programme in order to enhance the emotional intelligence among the executives. In this training programme the following modules to be inducted. They are as follows.

- Executives are asked to identify their emotion and use the feeling word list opposite to help you.
- Quickly un-mind their mind ask them think rationally and communicate concretely.
- Select a suitable place which should be quiet and time to express the feelings.
- Avoid people who invalidate you constantly
- Choose the words carefully and try to adopt positive words like help, appreciate, solution, together, great, thank you and the like.
- Offer positive feedback to others
- Diagnose and give attention for non-verbal cues in the form of body language, gesture, eye movement and facial expression. Aware and practice empathy.

The below mentioned executives are asked them to be the participants of the training programme. They are lower age group, women executives, both under graduate, post graduate, less number of dependents, second and later born executives, executives from corporate office, low income groups, less experienced executives who are only bread winner, and executives are working less than five years in the present department.
Managerial Implication for Organizational Commitment

- The NLC management should build the executives commitment through informal meetings, organise formal gatherings and inject the various strategies which have mentioned below.

- Acknowledge the complaints in the working place are a paramount step toward improving conditions and giving workers that voice. This complaint system that must be anonymous and open to all executives such as suggestion box, anonymous survey about their superiors and workplace satisfaction.

- The management should design an accountability policies for executives, such as performance based pay, establish an organisational climate of shared responsibility and makes it clear that the company expects at all levels to contribute mutual goals.

- The NLC management should adopt transparent administration, well defined Human Resource Policies, avoiding favouritism, effective communication both for upwards and downward, establish good rapport with superiors, subordinates and peers which all develop road map for building the commitment among the executives.

- The management must clearly and concretely define the responsibilities and values. The objectives of the corporation should be easy to understand and unambiguous which must tracked down to the lower levels.

- When management wants to frame the policies pertinent to the human resource for that executives are asked to partake the decision making process which creates sense of satisfaction.
CONCLUSION

This research was conducted to examine the domains of emotional intelligence namely, self-awareness, social awareness, self-management, social skills and the relationship with organizational commitment. The present study was conducted in Neyveli Lignite Corporation Limited, a public sector power generating organization, situated in Neyveli, Tamil Nadu. The study has identified that the executives who work in the Neyveli Lignite Corporation Limited have differences on emotional intelligence and its dimensions with respect to their demographic variables. The executives who are male, middle age group, post-graduation level qualified, have upto 2 dependents, second and later born, work at mines, having joint family, spouse employed and less number of years experienced have low and medium level emotional intelligence comparatively to other categories. Emotional intelligence is correlated significantly at the 0.01 level with the demographic factors namely, number of dependents, order of birth, spouse employment, educational qualification, and division of work. Also, family type is correlated at the 0.05 level with emotional intelligence. Other demographic factors namely, age, gender, monthly income, years of experience and experience in the present department are not correlated with emotional intelligence. Further, gender, number of dependents, family type, spouse employment and division of work are correlated significantly at the 0.01 level; and order of birth is correlated at the 0.05 level with the organizational commitment. 22.40 per cent of the total variation of ‘emotional intelligence’ is accounted by the demographic variables and it is concluded that 41.30 per cent of the total variation of ‘organizational commitment’ is accounted by the emotional intelligence.
SCOPE FOR FURTHER RESEARCH

- This research also points to the need to understand much contrasting emotional competencies of the management group and the employees may start to tell us more about the effect of relationships at the micro level and point to opportunities to develop training and leadership development interventions.

- Future research is required to determine the levels of emotional intelligence of practicing employees, how higher emotional intelligence may have impacted the careers of those with that skill, and whether they feel they received adequate training either at their respective institutions.

- Future research in the area of emotional intelligence is needed to determine if relationships exist between emotional intelligence measurements and variables such as dispositional affectively, social desirability, job satisfaction, and turnover intentions.

- The scope of the study is limited to the selected variables. Additionally, data were collected from a single organization and the sample is not random. Therefore it cannot be assumed that the result of this study is generalizable to employees of different institutions, locations, etc.