SUMMARY

In modern age, employees in the companies, particular in the socio-cultural context of Multi-national companies (MNC’s), are under constant pressure to achieve higher targets. They find inability to manage stress, relation with other employees which has its most dangerous consequences in line of their work. They need to work effectively, have to be strong socially, emotionally, physically as well as psychologically. In short their quality of life should be better.

Moreover, research findings also suggested that there were significant positive relationship between mental health disorders with avoidant and anxious attachment styles and emotion-oriented coping strategy. However, findings provided the empirical confirmation of significant positive relationship between emotional intelligence and quality of life (Grant & Kinman, 2010; Gupta & Kumar, 2010). Managers with high emotional intelligence are less prone to stress which leads to experience better physical and psychological well-being, and show better management performance (Slaski & Cartwright, 2002).

On the other hand, some researches established that poor physical health symptoms (alexithymia and alcohol consumption) are negatively associated with emotional intelligence but higher level of emotional intelligence has been reported as positive correlate of life-satisfaction, and size and quality of social network (Austin, et al., 2005; Tsaousis & Nikolaou, 2005). However, some of the researchers provided empirical support for the fact that with developed emotional competence, positive changes could brought in the level of “psychological well-being, subjective health, quality of social relationships and employability” (Nelis et al., 2011). These findings provide preliminary evidences that emotional intelligence (EI) abilities are useful for an individual particularly in relation to health related quality of life and psychological-quality of life.

Further, the researches have confirmed that optimism is associated to better perception of physical and mental health status and better perception of Quality of life (Pais-Ribeiro, et al., 2007), and inversely related to distress (Moor, et al., 2006). Empirical studies also showed that out of the four categories of attachment style, secure and dismissing are positively related to the emotional intelligence, whereas, the fearful and preoccupied attachment style are negatively related to emotional intelligence (Kafetsios, 2003; Najm, 2005; Hemmati, et al., 2013). However few of the studies have reported that attachment
styles and emotional intelligence are not significantly related but suggested that some aspects of emotional intelligence may be bound by gender, race/ethnicity and/or culture (Boncher, 2003; Svensson & Helen, 2011).

Moreover, there are very little investigation that investigated the bond between attachment style and life orientation which is surprising because optimism and secure attachment are correlated with many of the same positive psychological outcomes (Scheier et al., 1992; Lopez & Brennan, 2000; Scheier et al., 2001). However, secure attachment and optimism are both considered to be inner resources that help a person to cope constructively with stressful situations. Nevertheless, a countable number of studies are available that have indicated that attachment styles are positively related with life orientation (Moon, 2005; Sandoval, 2008). Similar trends have been found and reported to study the direct relationship between emotional intelligence and life orientation. However both variables have been studied, but no direct associations between emotional intelligence and life orientation were found (Jansen & Potchefstroom, 2006).

Furthermore, there are some other studies too which in part highlight the significance of attachment style, emotional intelligence and life-orientation (optimism) towards the quality of life of an individual. In addition, Nelson, et al., (1995) found that emotional support was correlated with optimism. Students who reported a greater source of support from friends and family were more optimistic. Therefore, sufficient emotional support appears to increase optimism, which, in turn, can improve one's health. Personal optimism was found to be correlated with life satisfaction (Weingert & Rosen, 1995) and optimists also may involve themselves in more successful social relations than pessimists because they participate in an approach oriented strategy when dealing with social situations (Nurmi, Toivonen, Salmela-Aro, Eronon, 1996).

Optimistic have healthier lifestyles which prevent them from developing illness and they lead a good quality of life. Sayadia, Khodayarib, Saadatc&Jahangirid (2014) found that there were significant positive relationship between mental health disorders with avoidant and anxious attachment styles and emotion-oriented coping strategy and significant negative relationship between mental health disorders with secure attachment style and problem-oriented coping strategy.
Prevailing literature advocates the significant association between attachment style and quality of life, emotional intelligence and quality of life and life orientation and quality of life and interrelationship of attachment with emotional intelligence. Very few studies have been noticed which have elaborated the existence of interrelationship between emotional intelligence with life orientation and attachment style with life orientation. However, no study has been found which have elaborated the existence of interrelationship between all the variables. This vacuum tempted the investigator to design the present study for in-depth understanding of the connection that exists between attachment style, emotional intelligence, life orientation, and quality of life of employees of multinational company.

Due to the multi-dimensional nature of the variables the following objectives and hypotheses were formulated for the present study.

**Objectives:**
6. To establish the relationship among attachment style, emotional intelligence, life orientation, and quality of life.
7. To identify the predictors of quality of life.
8. To compare the three levels of management on attachment style, emotional intelligence, life orientation and quality of life.
9. To identify gender differences on attachment style, emotional intelligence, life orientation and quality of life.
10. To compare the Quality of life of employees with secure, preoccupied, fearful and dismissive attachment style.

**Hypotheses:**
To accomplish these objectives keeping in view the multi-dimensional nature of the variables, following hypotheses were formulated:-

6. There would be significant correlations among dimensions of attachment style (anxiety&avoidance), dimensions of emotional intelligence (emotional competence, emotional management, & emotional sensitivity), life orientation, and domains of quality of life (physical, psychological, social and environmental).
7. Attachment-related anxiety, attachment-related avoidance, emotional intelligence, life orientation would significantly predict physical, psychological, social, & environmental - quality of life.
8. Higher, middle and lower levels of management would significantly differ on attachment-related anxiety, attachment-related avoidance, emotional intelligence, life orientation, and physical, psychological, social and environmental - quality of life.

9. There would be significant gender differences on attachment-related anxiety, attachment-related avoidance, emotional intelligence, life orientation, and physical, psychological, social and environmental - quality of life.

10. The Physical, Psychological, Social and Environmental Quality of life of the employees with secure, preoccupied, fearful and dismissive attachment style would significantly differ.

Design:

To test the hypotheses correlational and multi-group design were employed.

Sample:

300 employees working in various multinational IT companies located at NCR - Delhi, Gurgaon, and Noida were contacted personally. Further on the basis of their work profile they were classified under lower, middle and higher management levels.
Inclusion criteria:

- Age above 25 years and below 40 years.
- Married and living with spouse.
- Income not less than 3 lacs/annum.
- With minimum of 1.5 years of experience.
- Individuals who scored higher than 149 on Emotional intelligence test
- Individuals working in multinational IT companies located at NCR – Delhi, Gurgaon, and Noida.

Exclusion criteria:

- Age below 25 years and above 40 years.
- Unmarried, divorced, separated.
- Income less than 3 lacs/annum.
- Executives with less than 1.5 years of experience.
- Individuals who scored 149 or less on Emotional intelligence test

Tools:

1. **Attachment Style Questionnaire (ASQ; Fraley, Waller and Brennen, 2000):** This test has 36 items. Each item is rated on seven point scale from strongly disagree (1) to strongly agree (7) for assessing the attachment related anxiety and attachment related avoidance.

2. **Emotional Intelligence Test (EIT; Chadha & Singh, 2001):** This test has 15 items and the mode of responses to each of item of this test in the form of 4 alternative choice. This test has been standardized for professional managers, businessmen, bureaucrats, artists, graduate population. It is being used widely in research and elsewhere. The EQ test measures three psychological dimensions namely: Emotional competency, Emotional maturity, and Emotional sensitivity.

3. **Life orientation Questionnaire (LOQ; Schier, Carver & Bridges, 1994):** This test has 6 items and the mode of responses to each of item of this test in the form of 5 alternative choice (Strongly agree(SA), Agree(A), Unsure(U), Disagree(D),
Strongly disagree (SD). All items are scored 5-4-3-2-1 for SA-A-U-D-SD, except items 2, 4 and 5 which are scored in the reversed direction.

4. World health organisation Quality of life (WHO QOL- BREF; World Health Organisation group, 1996): It is an abbreviated 26 item assessment and contains 2 items from the overall QOL and general health and one item from each of the 24 facets included in WHO QOL – 100 for providing broad and comprehensive assessment. Each item is rated on a five point scale. The questionnaire assess quality of life in four domains, namely, physical health, psychological health, social relationship and environmental quality of life.

Results:

The interpretation and discussion of the results have been accomplished in the following sections.

- Section I: Descriptive statistics (means, range, minimum & maximum).
- Section II: Correlational statistics (correlation of coefficient & stepwise multiple regression analyses).
- Section III: Comparative statistics (one-way ANOVA, & DRT and t-test).

Major Findings:

In sum from the obtained results it could be inferred that

- Attachment related anxiety, attachment related avoidance, emotional intelligence, life-orientation and quality of life are significantly inter-related among employees working as different management levels in MNC’s.
- Significant negative correlational values have been obtained for attachment related anxiety and attachment related avoidance with emotional intelligence, life orientation, and quality of life.
- Significant positive correlational values have been reported among life orientation, emotional intelligence and quality of life.
- Outcomes of step-wise multiple regression analyses which revealed that attachment related anxiety emerged as the strongest negative predictor of physical, psychological, social and environmental quality of life. These regression trends also confirms the significant role of attachment status for the working class.
- Results of One-way ANOVA exhibited that there exist significant difference among the three levels of management and lower level of managers has been found low on attachment related anxiety and attachment related avoidance than middle and higher level managers.
- However, middle and higher level managers scored low on emotional intelligence, life-orientation and quality of life than lower level managers.
- Similarly, t-test for gender differences highlighted that female managers scored high on attachment related anxiety and attachment related avoidance but scored low on emotional intelligence and quality of life as compared to their male counterparts. No gender differences were reported on life-orientation.
- The last comparison has been presented between employees with secure and fearful attachment style on quality of life and the results revealed that employees with secure attachment style are better on physical, psychological, social and environmental quality of life.