ABSTRACT

The present day organizational context is no immune to the ever increasing challenge for existence day by day; and one arena of such challenges is addressing the behavior of employees in an organization. Organizations are more oriented towards utilizing and optimizing human capital, than merely running on the back of technological capability. Human capital is not a rigid or absolute in its characteristics, and interestingly its value changes from context to context. There are various potent factors which help in optimizing the capitals to its highest. One such significant factor is Emotional Intelligence. The study explores such significant organizational dynamics like emotional intelligence and organizational role stress, along with job satisfaction, which is not only significant but extremely relevant in today's organizational context. The study followed a 2x2x2 factorial design of research where job level (frontline and middle level), nature of organization (manufacturing and service) and types of organization (PSUs and Private) serves as the independent variables with two levels each. The dependent variables were emotional intelligence, job satisfaction and organizational role stress. The data were collected on 400 hundred executives randomly selected from different organizations located in Odisha. The mean age of the sample is 34.8 years with an age range between 22 to 58 years. Each sample has a minimum graduation level of education with minimum six years of experience. A set of standardized tools on emotional intelligence, organizational role stress and job satisfaction along with a personal information questionnaire was administered on 400 samples during their office hours. Data were analyzed by the help of SPSS-20. Both bi-variate and multi-variate statistics were used for data analysis. The results of the study revealed that there exists significant difference in the perception of executive's job satisfaction between Public and Private sector, as well as between the manufacturing and
service sector organizations. There are also significant differences on emotional intelligence, job satisfaction and organizational role stress of executives between front line and middle level executives in private and public organizations. Besides, Job satisfaction was found to associate positively with Emotional Intelligence. The theoretical and practical implications of the study are discussed in the light of empirical findings.

**Key words:** Emotional Intelligence; Organizational Role Stress; Job Satisfaction; Public and Private sector; Manufacturing and Service Industry; Frontline and Middle Level Employees.