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"Learning how to become emotionally literate is one of the best investments that human being can make for themselves, their children, and the future."

– Ayman Sawaf

This chapter is designed to cover summary of previous chapters and findings of the study. It also includes implications of the research and suggestions for future research.

The introduction and research design of the study is presented in the first chapter. In today’s uncertain and ever changing business environment a leader with executive responsibilities cannot handle all the complex issues himself, he must work closely with an alliance of diverse individuals who bring unique experience, knowledge and expertise. Most of the time, the leader does not have direct authority over these people. He can only exert a subtle and indirect form of influence to get things done through them. Without emotional intelligence, a leader will not be able to influence and inspire others effectively through indirect way. Therefore, emotional intelligence skills not only help the leaders to respond appropriately to challenging situations and make the right choices, but also establish strong relationship with others in order to secure their cooperation and support. Due to present changes in the global economy, managerial personnel are under pressure to produce results. The emotional intelligence has impact on workplace performance. Therefore, a study on impact of emotional intelligence of business executives at workplace is increasingly imperative to understand their values in this phenomenon.

There has been an increasing interest among scholars in the concept of emotional intelligence and work place variables and in the empirical assessment of its causes in variety of organisational settings. Various behavioural studies on variables like personal characteristics, job features, organisational culture, work experiences, personal values,
organisational commitment, professional commitment, job performance and job satisfaction were conducted on predicting the level of emotional intelligence in variety of research settings. An Indian experiment to study the impact of emotional intelligence of business executives at work is rare.

The managers with high emotional intelligence competencies are likely to provide their organisation with a unique contribution has not yet received much empirical attention and support, particularly with regard to various important work related attitudes, behaviour and outcomes that may serve as good indexes for such investigation. A little research has been conducted in an organisational context and there is a need for rigorous research to underpin the assertion in an organisational setting. Therefore, this study attempts to narrow this gap by empirically testing the degree to which emotionally intelligent managers employed in the organisation develop high job satisfaction, career commitment, job involvement and effective commitment, display altruistic behaviour, withdrawal intentions and better performance.

The main purpose of this research is to study the impact of emotional intelligence of business executives at work. It also examines the relationship between emotional intelligence and work attitudes, work behaviour and work outcomes while there have been previous empirical evidences on business executive’s perceptions on emotional intelligence, work attitudes, work behaviour and work outcomes separately. This study examined the relationship among all four variables.

Hence, the study on the opinion of executives in business is attempted on the impact of emotional intelligence at work in order to enable the management to frame proper personnel policies. So, that they have a perfect team of managerial personnel in executive positions, discharging their functions with optimum efficiency and it helps the executives at their
organisation to develop and explore the concept of emotional intelligence to ensure high level of performance resulting in increased achievement of organisational and individual goals. The present study is attempted in this direction.

The following objectives are taken for the study.

1. To find out the impact of demographic variables on emotional intelligence, work attitudes, work behaviour and work outcomes.

2. To examine the relationship between emotional intelligence and work attitudes, work behaviour and work outcomes.

3. To study the impact of emotional intelligence of business executives on work attitudes, work behaviour and work outcomes.

4. To identify the factors contributing for organisational performance.

5. To suggest measures to develop an emotionally intelligent workforce in an organisation.

This study is based on primary and secondary data. The primary data needed for the study are collected through well structured questionnaire. The questionnaire was distributed to 500 executives working in private, Government and multinational sector of Chennai in different part of Tamilnadu and Bangalore. Among them 312 executives were responded but 257 were selected for study by considering its completeness in all aspects. Sample consists of executives belonging to different functional areas like production, sales, marketing, human resources, computer specialization, secretarial etc. are at different managerial levels like junior, middle, and senior management categories. In this study the most common form of non probability sampling method of convenient sampling was adopted.
The content validity of the questionnaire was checked by circulating it to executives of different organisation and academicians. The pilot study was carried among 55 executives of various sectors to check the construct validity of questionnaire. The scale developed for measuring the emotional intelligence and other variables under work attitudes, work behaviour, and work outcomes have been tested for its reliability and it found to be satisfactory.

A Statistical Package for Social Sciences (SPSS) 18 version has been used to analyze the data. Mean and standard deviation are applied to identify the relationship between levels of emotional intelligence between demographic and job related variables and for overall analysis. One way ANOVA (F-test) and t-test are used to trace out the significant differences between emotional intelligence and demographic and job related variables. It is also used to identify the significant differences between work variables namely work attitudes, work behaviour, work outcomes and demographic and job related variables.

Correlation is used to identify the inter-correlation among the emotional intelligence, work attitudes, work behaviour and work outcomes of business executives of organisation. Multiple regression has been applied to find out the factors influencing emotional intelligence and work attitudes, work behaviour and work outcomes.

Factor analysis has been applied to find out the variables responsible for organizational performance among the business executives. It is also applied to classify business executives in two groups’ namely corporate commitment group and self conscious group. The cluster analysis has been used to examine the executive’s opinion on emotional intelligence, work attitudes, work behaviour and work outcomes and they are grouped based on their opinion. Discriminate analysis has been applied to find out the important discriminating variables which lead to organisational performance among the different cluster of executives.
The origin of emotional intelligence, emotional intelligence models and the theoretical aspects of work attitudes, work behaviour and work outcomes variables are discussed in the second chapter.

A detailed and exhaustive review of related literature, synthesizing the earlier researches, identification of research gap and selection of topic for the present study are dealt in the third chapter.

An analysis of demographic profile of executives and an analysis of influence of demographic and other job related variables on emotional intelligence have been presented in the fourth chapter. The analysis of relationship of work attitudes, work behaviour, work outcomes with demographic and other job related variables are also presented. Further, the impact of emotional intelligence at work is analysed in the fourth chapter.

6.1 MAIN FINDINGS OF THE STUDY

The major findings of the study are summarized below.

6.1.1 Demographic Profile of Executives

➢ As far as age is concerned, 43.2% of sample is in the age group of 31-40 years.
➢ Majority of the sample executives (73.5%) are male and married executives are 82.1%.
➢ About 116 executives have 3-4 dependents.
➢ Majority of the sample are from middle level management (53.3%) and the highest number of executives (154) are working in private sector.
➢ Majority of executives representing 61.5% (158) are from production functional area.
➢ 40.1% of the executives have completed professional degree and the majority of the executives representing 102 are above Rs. 50,000 income group.
➢ It is identified that 42.4% (109) of executives have work experience up to 10 years in total work life.
 Majority of executives (139) have obtained 3-5 promotions and 52.9% had changed the organisation from 1 to 3 times.

  39.7% (102) executives who have their experience in the present post upto 5 years and 41.2% of sample have their experience in the present organisation upto 5 years.

  The sample executives who had attended training programme and who are not part of business strategies team are 58% and 59.5% respectively.

  Executives who are not operating as head of consultative team constitute 88.3% in the total sample.

### 6.1.2 Profile of Business Executives on Emotional Intelligence

  Executives’ emotional intelligence is increasing with increase in age. It slightly declines only in the age group of above 50 years.

  Married and male executives reveal high level of emotional intelligence than their counterparts.

  Executives with more number of dependents tend to demonstrate high level of emotional intelligence than the executives with no dependents.

  Middle level executives seem to be high on emotional intelligence as compared to junior and senior level executives and it influences the opinion of business executives on emotional intelligence.

  Finance and administration executives are higher on emotional intelligence than other functional executives and there are significant differences in their opinion of business executives on emotional intelligence.

  High level emotional intelligence is observed among the executives of Government/public sector in comparison with private sector executives.

  Emotional intelligence shows an increasing trend among the executives who are from Rs.20,000 to Rs.50,000 then it slightly declines.

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> Academic qualification significantly influences the opinion of executives on emotional intelligence. Executives with master degree tend to possess more emotional intelligence than the executives with bachelor and professional degree.

> Number of promotions and number of organisation changed in total work life significantly influences the emotional intelligence opinion of executives. The executives with more number of promotions show high emotional intelligence than others. But the reverse trend is observed in case of number of organisation changed.

> Executives’ opinion differs significantly with respect to total years of experience in work life. As the experience increases, the emotional intelligence is also increases. Executives with more than 30 years of experience show slightly less emotional intelligence as compared to others.

> The opinion of executives on emotional intelligence on the basis of experience in the present post and present organisation differs significantly. Executives who are above 6 years of experience and above 1 year in the present organisation are shown to have more emotional intelligence in comparison with their counterparts.

> Executives who undergone training programme demonstrate high level emotional intelligence and it does not influence the opinion of executives on emotional intelligence significantly.

> Executives who are as a head of any consultative team tend to be more in their emotional intelligence level than others and also there is no significant differences in the opinion of executives on emotional intelligence.

> Executives those who are part of business strategies team exhibited high level of emotional intelligence and it significantly influences the opinion of executives on emotional intelligence.
6.1.3 Predicators of Core Variables

For the purpose of the study, emotional intelligence is chosen as an independent variable to understand its influence on work attitudes, work behaviour and work outcomes. A brief profile of executives regarding these variables is given below.

6.1.4 Profile of Executives on Work Attitudes

Profile of executives based on their opinion on work attitudes is emerged as follows. Sample executives are significantly influenced by number of dependents, managerial level, functional area, types of organisation, monthly income, educational qualification, total years of experience, number of promotions in total work life, number of organisation changed, experience in the present organisation, experience in the present post and training programme. The executives are not influenced by sex, marital status, part of business strategies team and operating as a head of consultative team.

Business executives who are above 50 years of age, male, married with no dependents working in finance section of Government/Public sector at junior level management and above 30 years of experience with post graduate degree seems to demonstrate high level of work attitudes. Further, the executives who are not part of business strategies team, not operating as a head of consultative team with 6-9 promotions tend to have positive work attitudes. The executives who are working more than 11 years in present organisation with 25 years of experience in present post and who have changed1-3 organisation likely to show higher level of work attitudes.

6.1.5 Profile of Executives on Work Behaviour

Work behaviour profile of corporate executives is as follows.

The sample executives demonstrated significant differences in their opinion towards work behaviour on the basis of managerial level, functional area, monthly income, educational qualification, number of promotions, number of organisation changed,
experience in the present post, experience in the present organisation and part of business strategies team. However, corporate executives did not show positive opinion towards work behaviour dimensions when analysed on the basis of age, sex, marital status, number of dependents, types of organisation, total years of experience in work life, training programme and operating as a head of consultative team.

Male, married executives above 50 years in middle level management working in finance, administration, computer software field of Government / public sector with post graduate degree and earning Rs. 40,001 to 50,000 per month having total experience of above 30 years exhibited high level of work behaviour. The executives who have attended training programme, part of business strategies team and operating as head of consultative team with 6-9 promotions demonstrated high level of work behaviour. The executives who have not changed their organisation with experience in the present post more than 6 years and working in present organisation above 11 years significantly have high inclination towards altruistic behaviour.

6.1.6 Profile of Executives on Work Outcomes

Work outcomes profile of executives can be described as follows.

Age, number of dependents, managerial level, functional area, types of organisation, monthly income, educational qualification, total years of experience in work life, number of promotions, number of organisation changed, part of business strategies team, experience in the present organisation and present post show significant differences in the opinion of executives on work outcomes dimension. But, no significant differences are found on the basis of sex, marital status, training programme, and operating as a head of consultative team towards work outcomes dimension.

Executives who are above 50 years of age, married, working in low income group at finance section of multinational corporation with more experience in present post and
present organisation exhibited high level of work outcomes. Further, executives who have experience above 30 years, working at junior level management and not changed the organisation seems to be high in their work outcomes. Executives who have not undergone any training programme and who are not part of business strategies team with 3-5 promotions have shown higher level of work outcomes than their counterparts.

6.2 IMPACT OF EMOTIONAL INTELLIGENCE ON WORK ATTITUDES, WORK BEHAVIOUR AND WORK OUTCOMES

The impact of emotional intelligence of business executives on work attitudes, work behaviour and work outcomes is analysed in the fourth chapter.

6.2.1 Correlation Analysis

The correlation analysis is adopted to analyse the relationship between emotional intelligence and work attitudes, work behaviour and work outcomes dimensions. Further, it is applied to understand the relationship between emotional intelligence and each variable under work attitudes, work behaviour and work outcomes dimensions.

Emotional intelligence has significant relationship with job involvement, job satisfaction, altruistic behaviour and job performance. Emotional intelligence is positively associated with career commitment and organisational commitment. The negative correlation is found between emotional intelligence and withdrawal intentions from organisation.

Emotional intelligence significantly correlated with work attitudes and work behaviour. The coefficient of correlation between emotional intelligence and work outcomes are found to be positive (.134).
6.2.2 Multiple Stepwise Regression Analysis

Multiple stepwise regression analysis is applied to test the hypothesis whether there is significant relationship between the emotional intelligence and work attitudes, work behaviour and work outcomes. It reveals that the regression model is statistically significant. Hence, the null hypothesis is rejected. Therefore, it can be concluded that there is significant relationship between emotional intelligence and work attitudes, work behaviour and work outcomes. The result revealed that work behaviour has a larger effect on the emotional intelligence (criterion variable) as compared to other predictor variables, such as work attitudes and work outcomes. The work outcomes are not a significant predictor in this model.

The regression analysis indicates that a significant relationship exists between work attitudes and work outcomes, work behaviour and emotional intelligence. Therefore, the null hypothesis is rejected. The results revealed that work attitudes are highly influenced by emotional intelligence and it is followed by other predictors’ variables such as work behaviour and work outcomes respectively.

The null hypothesis is rejected while studying the relationship between work behaviour and work outcomes, emotional intelligence and work attitudes. The ANOVA results showed that there is a significant relationship between work behaviour and work outcomes, emotional intelligence and work attitudes. The emotional intelligence is the most important predictor variable of work behaviour and it is followed by work attitudes and work outcomes.

The multiple regression analysis indicated that the null hypothesis is rejected while tracing out the significant relationship between work outcomes and work behaviour, work attitudes and emotional intelligence. Therefore, there is a significant relationship between work outcomes and work behaviour, work attitudes and emotional intelligence. Further, the
results showed that the most influencing factor for work outcomes are work attitudes followed by emotional intelligence and work behaviour is ranked last.

### 6.2.3 Factor Analysis

In the present study, opinion of executives on four variables viz. emotional intelligence, work attitudes, work behaviour and work outcomes are taken into consideration to identify the factors leading to organisational performance. The factor analysis shows an interesting phenomenon where in three main variables are significant for organisational effectiveness. Based on the analysis, the executives are classified into two groups. The most important factor contains the variables like emotional intelligence, work attitudes, work behaviour which explain 42.95% of variance and has been given an appropriate name as ‘Corporate Commitment group’ and the second most important factor which explains 26.73% of variance contains work outcomes variable and it has been named as ‘Self Conscious group’.

### 6.2.4 Cluster Analysis

Under cluster analysis, the executives are classify in to three group based on their opinion. They are Moderate group, Managerial commitment group and Self goal fulfilment group. The hypothesis framed in this study is rejected. Therefore, there exists a significant variation between the respondents in three clusters with respect to different variables namely emotional intelligence, work attitudes, work behaviour and work outcomes.

The moderate group of executives tends to demonstrate moderate level of opinion on emotional intelligence and work attitudes. The corporate commitment group of executives has exhibited high level of inclination towards emotional intelligence, work attitudes, and work outcomes. The self goal fulfilment group of executives showed low level of opinion on phenomenon such as emotional intelligence, work attitudes and work behaviour.
6.2.5 Discriminant Analysis

For the present study, discriminative analysis has been used to differentiate the business executives' based on four variables namely work attitudes, work behaviour, work outcomes and emotional intelligence and to identify the most discriminating variables for organisational performance among the different group of executives.

The most discriminating factors for organisational performance containing the variables of work behaviour, work attitudes and emotional intelligence. These variables together explain 67.5% of variance with chi-square value of 469.214 at 0.000 levels which is significant.

The second most discriminating factor for organisational performance containing the variable of work outcomes which explain 32.5% of variance with chi-square value of 179.424 at 0.000 level of significance which differentiated three groups significantly. The work outcomes, work behaviour, and work attitudes are the most important discriminators.

The primary source of difference for function 1 and function 2 are given below.

Function 1 explains 67.5% of the variance so, it may be considered to be most important function. The group that the function discriminates between is group 3 versus group 1 and 2, i.e. the respondents of cluster third on one hand and those of cluster 1 and 2 on the other hand. The executives in first and second cluster tend to demonstrate high level of opinion towards work behaviour and executives in third cluster have low level of opinion towards work outcomes.

The function 2 explains 32.5% of the total variance of the group that the function discriminates are 2 and 3 versus 1 i.e. the respondents of cluster second and third on one hand and that of cluster 1 on the other hand. The executives in first cluster can be explained on the basis of function 2 as they have low level of opinion towards work behaviour and
executives in second and third cluster who are having high level of opinion towards work outcomes.

6.3 IMPLICATIONS OF THE STUDY

Taking cognizance of the findings of this research, the following implications need to be highlighted.

➢ The organisations draw up an effective plan and develops programme to promote emotional intelligence through continuous education and training for executives within a company to enhance emotional intelligence of managers and it should be incorporated within the organisation. This will enable managers with lower levels of emotional intelligence to enhance their motivation and self confidence and to lead their subordinates in a more constructive way, because emotional intelligence can be taught and improved via training and developmental activities within the workplace. The EI programmes could help executives to increase their emotional intelligence and thus have a positive effect on their performance.

➢ The organisation should adopt an ongoing effort to build skill in EI throughout the organisation through the EI assessment and EI skill building workshop at the individual and group level. Organisation should foster a positive work environment because, the positive workplace has been directly linked to a range of different performance-related behaviours, including greater helping behaviour, enhanced creativity, integrative thinking, inductive reasoning, more efficient decision-making, greater cooperation and the use of more successful negotiation strategies. A positive workplace stimulates people into a way of thinking that is creative, tolerant, constructive, generous, undefensive and lateral. Positive work place leads to higher productivity, higher profitability, better outcomes, increased employee retention, healthier employees and a more positive environment for clients and customers. Organisation should formulate strategies and programme to maintain positive employees work attitude in order to
increase overall effectiveness; build effective work relationships with co-workers and subordinates.

➢ It is important for management to implement a meaningful and attractive compensation package to meet the needs of middle level and junior management in order to develop positive attitudes towards organisation who will make biggest contributions for the benefits of the organisation.

➢ The organisation should offer flexible cafeteria-style benefits plans. This allows employees to choose their own distribution of benefits within the budgeted amount available.

➢ Training programme should be conducted whenever necessary in order to update knowledge in variety of organisational strategies, team problem solving, Total Quality Management, managerial and behaviour aspects, HRD skills management, network management system etc. It helps to broaden the vision of the executives, increases one’s knowledge in chosen field, enhances technical competence, work on challenging problems and helps to contribute new ideas.

➢ The more innovative programme like study of individual behaviour, group behaviour, systematic problem solving techniques etc are to be implemented by the management to develop executives to be more emotionally competent.

➢ Organisation should foster a sense of team spirit among executives who will likely to reap the benefits of having a team of workers who all want to work together for the greater good of the company, resulting in increased productivity.

➢ The organisation should make the employees satisfied in their job. It not only reduces stress but help to improve performance, turnover and absenteeism.
The organisation should make efforts to match people with jobs that fit their interests and skills and the job should be designed in such a way to make the employees more exciting and satisfying.

Organisation should trust, respect and appreciate individual talents, interests, aspirations, hopes and expectations properly and they should make them feel like valued. Further, the management have to recognize the functional and emotional related problems of executives, offering proper grievance addressing system, autonomy and authority in decision making at their level and transparent decision making will certainly keep them feel comfortable and attached with the organisation. Further, it enables them to contribute for the improvement of the organisation.

Corporate houses have to develop different strategies to comply with emotional and work attitudes and behaviour related aspirations of their executives based on their performance effectiveness and their needs.

The work organisation should be aware of some of the factors that cause employees to be emotionally distant from their work, as well as some of the elements they value. Work leaders should develop plans to dispel negativity, and increase positive emotions among the executives.

Rewards are vital, organisational rewards have the most influence both direct on attitudes and behaviour, such as work performance and withdrawal behaviour. Business organisation must make sure that their managers are recognized and rewarded for positive behaviour and contributions.

Attitudes and behaviour of employee depend on how the organisation imposes its strategies and their impact on employee well-being and value on their contribution to the organisation. Therefore, the organisation should frame strategy in such a way to make them committed to
modify their work attitudes and behaviour to be in alignment with their personal goals and organisational goals.

> Managers and workers must try to use win-win strategy in their negotiations so that a desirable atmosphere will be created for negotiations in the organisations.

> The study has important implications for management, suggesting that organisations could be profitable by identifying the level of emotional intelligence of managers and apply interventions that are focused on developing emotional intelligence among the employees in the organisation. Also the findings of the study can be used as a guideline by the management to overcome problems in organisations, by raising the level of emotional intelligence in the behaviour of their employees.

Practical observation made by executives in written statements reveals that, they expect social skills must be increased so that organisational structures will be more flexible and a premise will be prepared for increasing the horizontal relations and team work. The well being of the employees should be taken care properly by the organisation. If an organisation takes care of their employees by providing all needed resources, then their productivity will improve. Job productivity increases business performance and profits. If they are not taken care of by the organisation, they are likely to leave the organisation. The organisation structure should be more flexible to adopt cultural changes to survive in an ever changing and increasingly complex and dynamic environment to maintain their competitive edge.
6.4 SUGGESTIONS FOR FUTURE RESEARCH

The following areas deserve special attention for future researches.

Future studies can incorporate psychological variables like work-life balance, job achievement, motivation, role of EI in the field of HRD etc. Future research on organisational structure, organisational culture and climate, impact of cultural change and personal value orientation should be studied to understand the career, organisational commitment and emotional competency level of executives. Prospective research studies need to be conducted to understand the perception of women on the relationship between emotional intelligence and work attitudes, behaviour and work outcomes.

A replication of this study in other industries with larger sample sizes and by using other instruments could be another study option. Relevance of emotional intelligence can be studied in relation to specific organisations and specific functional group of executives or among non-managerial employees. A comparative study is recommended to compare the different levels of emotional intelligence, as well as to compare the different impacts of emotional intelligence on work attitudes, behaviour and outcomes among employees in public and private organisations. It would also be interesting to investigate a longitudinal study on impact of emotional intelligence of business executives at work. In addition, a study exploring a series of experimental studies to determine which EQ competencies increase or decrease with training and how they influence performance in the workplace could add insight into this topic.

It is observed from this study that the emotional intelligence of the executives is significantly influencing work attitudes, work behaviour and work outcomes in the organisation. Hence, by suitably developing the required emotional skills of executives, organisational effectiveness and productivity can be increased. In conclusion, EI intervention will play a vital role in the organisation's success. Emotional intelligence also has significant
impact on managers’ success. As individuals grow in emotional intelligence, it changes both
their inner minds and outside relationships and cultivates within them better attitudes, clear
perceptions and productive social relationships that are valued in diverse career and life
settings. Most often, emotional intelligence builds and incorporates into the minds of people
a burning spirit for pursuing noble goals, missions, and accomplishments that lead to
definable progress both in their career and life. It is imperative that organisation must ensure
the appropriate support to integrate the individual managers’ emotional intelligence success
into the overall organisation success and create a high emotional intelligence climate within
the organisation.