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3.0 INTRODUCTION

The previous chapter – Review of Literature- has given a comprehensive understanding of various concepts, definitions, models of Emotional Intelligence and related previous studies. A brief outline has been provided on leadership and the association between Emotional Intelligence and leadership was also discussed. In this chapter, the researcher delineates the statement of the problem, objectives, hypotheses, Tools used, operational definitions, Sampling techniques, limitations of the study and chapter scheme.

3.1 STATEMENT OF THE PROBLEM

Industrial world today offers many unprecedented and yet challenging opportunities for growth. Leaders are therefore called to rethink traditional ways and play a greater and innovative role to face them with foresight and courage. There is also an urgent need to focus on the personality of leaders so that their skills and talents are robust enough to keep pace with modern times. Effective leaders can anticipate problems and quickly respond to new realities. Leadership roles today are challenging particularly because we live in a knowledge economy and operate in the era of knowledge workers. Leadership success in this context will depend on how the leader mobilizes his people to achieve extraordinary results. While other resources such as machine, material, etc. can
be bought; human resource is something special, which cannot be bought. The realm of human resources is flesh and blood, full of life, emotions, surprises, likes and dislikes. We can buy employees’ presence in an industry, but not their commitment to perform with their full potential. Commitment has to be earned. The task of the leader is to arouse the emotions and touch the hearts of his people to beat the competition. While Intelligent Quotient (IQ) will determine how effectively a leader utilizes his machine and materials, his Emotional Quotient (EQ) will determine the effective utilization of human resources.

In the context of effective human resource management, Emotional Intelligence (EI) is very essential to be a successful leader in the corporate world as suggested in literature (Cherniss, 2000; Goleman et al. 2002). Yet the debate goes on as to what percentage of success can be attributed to IQ and EQ. Further, in practice, all the managers in industries are yet to fully realize the importance of EI and to what degree EI can make an impact on the performance of an organization in India (Goleman, 1995, 2002; Cooper and Sawaf, 1997). The present study has made an attempt in highlighting the levels of Emotional Intelligence of executives and their Leadership styles and effectiveness in Bharat Heavy Electricals Limited (BHEL), Tiruchirapalli. No such investigation has been undertaken in the industry in the past. The researcher prior to the study carried out a mini study on Emotional Intelligence and Leadership in BHEL, Tiruchirapalli and found the executives manifested moderate levels in these factors. Hence, the researcher felt the need for an in-depth analysis of Emotional Intelligence and Leadership to enable the management to BHEL to understand the importance of Emotional Intelligence for effective leadership. The present research is an outcome of
discussion with the management of the company. The study will help the management to recognize the importance of Emotional Intelligence to develop effective leaders to lead the organization. The research study will benefit the executives to enhance the Emotional Intelligence competencies where they are at low levels and enable them to become effective leaders.

3.2 OBJECTIVES OF THE STUDY

1. To study socio-economic characteristics of the Executives

2. To find out levels of Emotional Intelligence among the Executives.

3. To study the leadership styles and leadership effectiveness of the Executives.

4. To analyse the relationship between Emotional Intelligence factors and leadership of Executives.

5. To suggest methods for enhancing emotional intelligence and leadership effectiveness.

3.3 HYPOTHESES

1. There is a significant relationship between the Age of the respondents and their emotional intelligence factors.

2. There is a significant relationship between the Gender of the respondents and their Emotional intelligence factors.

3. There is a significant relationship between the Marital Status of the respondents and their Emotional intelligence factors.

4. There is a significant relationship between Work Experience of the respondents and their Emotional intelligence factors.
5. There is a significant relationship between Income of the respondents and their Emotional intelligence factors.

6. There is a significant relationship between No. of dependants of the respondents and their Emotional intelligence factors.

7. There is a significant relationship between the department of the respondents and their Emotional intelligence factors.

8. There are significant differences in the levels of emotional intelligence of respondents in the sample in various designations (Engineer, Dy. Manager, Manager, etc.) on each of the twenty one Emotional Intelligence factors.

9. There is a significant relationship between qualification of the respondents and their Emotional intelligence factors.

10. There is a significant relationship between the Age of the respondents and their Leadership Styles and Leadership Effectiveness index.

11. There is a significant relationship between the Gender of the respondents and their Leadership Styles and Leadership Effectiveness index.

12. There is a significant relationship between the Marital Status of the respondents and their Leadership Styles and Leadership Effectiveness index.

13. There is a significant relationship between Work Experience of the respondents and their Leadership Styles and Leadership Effectiveness index.

14. There is a significant relationship between income of the respondents and their Leadership Styles and Leadership Effectiveness index.

15. There is a significant relationship between No. of dependants of the respondents and their Leadership Styles and Leadership Effectiveness index.

16. There is a significant relationship between the department of the respondents and their Leadership Styles and Leadership Effectiveness index.

17. There are significant differences in Leadership Styles and Leadership Effectiveness index levels of the respondents in the sample in various designations (Engineer, Dy. Manager, Manager, etc.).

18. There is a significant relationship between qualification of the respondents and their Leadership Styles and Leadership Effectiveness index.
19. There are significant differences in the levels of emotional intelligence of respondents in the sample with various Dominant Leadership Styles (Directive, Supportive, Consulting, Delegating) on each of the twenty one Emotional Intelligence factors.

20. There are significant differences in the levels of emotional intelligence of respondents in the sample with various Backup Leadership Styles (Directive, Supportive, Consulting, Delegating) on each of the 21 Emotional Intelligence factors.

21. There are significant differences in the levels of emotional intelligence of respondents in the sample in different levels of Leadership Effectiveness Index on each of the 21 Emotional Intelligence factors.

3.4 OPERATIONAL DEFINITIONS

There are twenty one Emotional Intelligence variables and three Leadership variables used in this investigation. The operational definitions are given below.

Emotional Intelligence

Emotional Intelligence is a skill to manage the emotions effectively. Hence, Emotional Intelligence is defined as an ability to use and manage emotions appropriately based on the situation and to manage the relationship with others. Emotional Intelligence is also known as called EQ.

Life Events

Many events occur both positive and negative in an executive life. Life Events refers to the incidents that occur in an executive’s personal and work life. These events can be potential source for causing stress, strain to an individual.
Work Pressure

An executive has roles and responsibilities in the organisations. In the process of execution he experience stressors and strains in his work life. Work pressure refers to the stress and strain experienced by an executive in the organisation in the process of the fulfilling his responsibilities.

Personal Pressure

Personal pressure relates to the private and social life of an executive. There are pressures, stressors and strains experienced both at social and personal life in the process of fulfilling this responsibilities as a parent, spouse, son or daughter and a responsible citizen.

Emotional Self- Awareness

Emotions occur in our daily life. Emotional Self- Awareness refers to recognising the occurrence and their effects on us and others. It is the degree to which an executive is able to notice his feelings, label them, and connect to their origin.

Emotional Expression

Effective communication is important for understanding others as well making oneself understood by others. Emotional Expression refers to the degree to which an executive can express his feelings and gut-level instincts, allowing them to be used as an integral part of his actions and interactions.
**Emotional Awareness of Others**

Knowing the emotional state of others with whom we interact is key success. This is an ability of an executive to sense others feeling from their words, their body language, or other direct or indirect cues.

**Intentionality**

This is the ability to act with intent and to say what an executive means and to mean what he says. It refers to how an executive makes his decisions consciously with his personal and professional goals and values.

**Creativity**

This refers to the ability to generate novel ideas and approaches. It is also the ability to envision powerful new ideas, frame alternative solutions, and find effective new ways of doing things.

**Resilience**

It is the ability to pursue goals with persistence in spite of obstacles. It is an ability of an executive to bounce back, even in the face of hardship and be confident about the future.
**Interpersonal Connections**

It is an ability to nurture relationships with people. It also means to create and sustain a network of people with whom an executive is able to express whatever he feels without any hesitation.

**Constructive Discontent**

Constructive Discontent is an ability to stay calm and emotionally stable even in the face of disagreement or conflict. It is keeping our disruptive emotions and impulses under the control of an executive.

**Outlook**

Outlook refers the view of an executive towards the world and his place within it; it also refers to how he interprets his experiences and events in his life either positively or negatively.

**Compassion**

It is the ability of an executive to be aware of others’ needs and feelings. Compassion is to be empathic and appreciate another person’s feelings and point of view.

**Intuition**

Intuition refers to the skill of an executive to notice, trust, and actively use his hunches, gut-level reactions, senses emanating from the emotions, mind and body.
**Trust Radius**

Trust Radius is the degree to which an executive expects other people to be trustworthy. It also refers to the basic inclination to trust others until there is a specific reason not to.

**Personal Power**

Personal Power is the degree to which an executive believes that he can meet challenges and live the life he chooses. It refers to the strong sense of one’s self-worth.

**Integrity**

Integrity refers to the standards of honesty and integrity in an executive. It is also the degree to which his intellectual, emotional, spiritual and creative selves fit together in a consistent, synchronized whole, working to support and further his personal values.

**General Health**

General Health is outcome variable. It measures the effect of EI on an executive's physical, behavioural and emotional health.

**Quality Of Life**

Quality of Life measures the effect of EI on an executive in terms of self-acceptance and his general satisfaction with life.
Relationship Quotient

Relationship Quotient measures the effect your EI on an executive in terms of the quality and depth of relationship with others.

Optimal Performance

Optimal Performance measures the effect of EI on an executive in his day-day performance. This is reflected in his consistent best performance and how he connects with his team, and engages them in work for better performance.

Leadership

An executive in this organization has roles and responsibilities to perform and in this process he has to meet and interact with people to achieve the goals. In this context leadership is an act influencing people in desired direction for achieving the organization goals.

Leadership Effectiveness Index:

Leadership Effectiveness is the ability to diagnose a situation and choose the appropriate leadership style. Index is arrived at for 100 points based on the formula suggested by Pareek (2002).

Dominant Leadership Style

The style that is exercised on most of the situations, circumstances by an executive in the organisation. As it is often used, it is called dominant leadership style.
Backup Leadership Style

The style that is used by the executives next to dominant leadership style is backup leadership style. This style is also used in emergency circumstances.

3.5 SAMPLING AND RESEARCH DESIGN:

For the purpose of the study, the researcher has selected Bharat Heavy Electricals Limited (BHEL), Tiruchirapalli, one of India’s leading Public Sector Engineering Organizations located in southern part of India. There are 9600 employee in the organization consisting of Sr. Executives (146), Executives (1056), Supervisor (1600) and Workmen (6800). The executives were chosen as the population for the research as suggested by the management of the organisation. The population of the study was 1056 executives and thirty percent of sample was drawn from the population using Simple Random Technique using Random Numbers Table. (Freund and Williams, 1975). Thus, the sample size is 317 executives. The study is descriptive in nature.

3.6 TOOLS USED FOR DATA COLLECTION

The primary data for the study has been collected by using the following tools.

3.6.1 SOCIO-ECONOMIC CHARACTERISTICS

A semi-structure questionnaire was prepared by the researcher for collecting the personal and socio-economic characteristics of the respondents (Appendix – 1a).
3.6.2 LEADERSHIP

Leadership Profile Indicator – Management (LPI-M) developed by Pareek, (2002) has been used to measure Leadership Styles and Effectiveness (Appendix – 1b). The tool is based on the model of Situational Leadership of Hersey and Blanchard (1996). This instrument consists of 12 situations and each situation has four alternatives. The respondent has to select one of them as if he were the leader in that situation. Based on the response, the scores on four styles, dominant and backup styles, flexibility of the styles, effectiveness score are computed by the method described by the author (Pareek 2002). The Cronbach alpha for the Leadership Profile Indicator is found as 0.54 in the present study.

3.6.3 EMOTIONAL INTELLIGENCE

To measure the Emotional intelligence of the respondents the researcher has used the tool EQ Map Questionnaire – Mapping Your Emotional intelligence (Appendix – 1c) (Cooper and Sawaf, 1997). It contains 21 factors with five sections - Current Environment, Emotional Literacy, EQ Competencies, EQ Values and Beliefs and EQ Outcomes. The first section describes the present environment and circumstances an individual is placed in. The sections 2, 3, and 4 are Emotional Intelligence dimensions. The section five describes the effect of Emotional Intelligence on relationship, quality of life, health and performance. The responses are obtained from the respondents in a four point scale - great, moderate, little, none/didn’t occur or very well, moderately well, a little, not at all. A numeric score arrived for each factor is mapped in the scoring sheet into four areas – Optimal, Proficient, Vulnerable and Caution (Appendix - 3). (Cooper
The Emotional Intelligence factors, maximum score and No. of items for each factor are given in Appendix - 5.

The tool was already standardized by the concern experts, investigator again validated the same with the local population on which the study was conducted to check out whether the tool is valid and reliable on the population or not. The scale has been slightly modified for use in India through suggestions received from experts, academicians and researchers and pretesting with the population. Thus, the content validity was also established for the tool. In the present study, Cronbach alpha for the total scale of EQ Map is 0.73.

3.7 PRETESTING OF THE TOOLS OF DATA COLLECTION

Pretesting of the tools to be used is an important phase in social research. The instruments self prepared Socio- Economic Characteristics, Leadership Profile Indicator and EQ Map have been pretested with fifteen respondents of the organisation. The responses and personal interview with the respondents revealed the completeness and quality of the tools. The researcher finalized the tools for collection of primary data.

3.8 COLLECTION OF DATA

The universe of the study consisted of executives working Bharat Heavy Electricals Limited (BHEL), Tiruchirapalli, a large public sector organization located in southern part of India. The researcher individually met the respondents selected through
the simple random sampling technique and personally handed over the questionnaire to fill in their responses. The data was collected during the period from October 2008 to February 2009.

3.9 ANALYSIS OF THE DATA

In this study, the researcher analyzed the leadership style, leadership effectiveness index and Emotional intelligence factors of executives. The researcher applied the statistical applications such as frequencies, Chi-square, Correlation, ANOVA, Post-hoc, regression for analysis and interpretation of the data. (Field, 2009)

3.10 LIMITATIONS

The study is limited to the executives of the organization under investigation. Hence, generalization of the findings is limited to the organisation and similar industries. Though the sample size was fairly large, only thirty per cent of the population was covered due to time constraints.

There are a few problems encountered by the researcher. The respondents were located in different parts of the factory. Hence, contacting them directly for distributing and obtaining filled in survey forms was time consuming. Further, some of the respondents were contacted for more than five occasions to get back the filled in survey forms. This was due to their busy office schedule and travel to other places for official reasons. These difficulties were faced and strategically overcome by the researcher.
CHAPTER SCHEME

The research report consists of five chapters.

The **first chapter** delineates a general introduction about Emotional Intelligence and Leadership.

The **second chapter** examines the related concepts, related theories approaches/model, related studies, scope and need of the study.

The **third chapter** focuses on the methodology of the study consisting of statement of the problem, objectives, hypothesis, pilot study, operational definitions, sampling and research design, tools for data collection, pretest, collection of data, statistical design, limitations and chapter scheme.

The **fourth chapter** presents the analysis and interpretation of the data.

The **fifth chapter** presents the findings, discussions and suggestions based on the present investigation.