Chapter – V

Findings, Discussions and Conclusion
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CHAPTER V

FINDINGS, DISCUSSIONS AND SUGGESTIONS

5.0 INTRODUCTION

The purpose of the study was to determine the relationship between emotional intelligence factors, leadership styles and leadership effectiveness index of the executives. Specifically, the study assessed whether differences existed in EI level of executives with different dominant leadership styles and Leadership Effectiveness Index. The researcher also compared the EI levels and various socio-economic characteristics including age, gender, number of dependants, designation, educational qualification and department.

The following sections present the summary of the relevant findings on socio-economic characteristics, EI and leadership and the decisions on each null hypothesis based on the statistical analysis.

5.1 FINDINGS

5.1.1 SOCIO-ECONOMIC BACKGROUND

The findings on the socio-economic background of the respondents are discussed in Table No.4.1. The majority of the respondents are over 41 years of age. The mean age is 45.57. Majority of the respondents are male (81%) and married (86%). With regard to experience of the respondents in Bharat Heavy Electricals Limited, Tiruchirapalli, more than half of
them possess more than 25 years. The average income of the participants is Rs.34,340/- per month. The average number of dependants for a respondent is 3. Majority of the respondents are in Engineering (29.7%) and Production (23%) departments. On the designation, more than half of the respondents are in Deputy Manager / Manager category. With regard to educational qualification, three-fourth of the respondents possess Engineering degree (Table 4.1).

5.1.2 EMOTIONAL INTELLIGENCE

The following are main finding with regard to the emotional intelligence level of the respondents:

1. More than sixty percent of the respondents are in the low level on Life Events factor (Panel 1 of Table 4.2).

2. In Work Pressure factor more than three-fifth of the respondents are in the low level (Panel 2 of Table 4.2).

3. With regard to Personal Pressure, around half of the respondents are in high level as well as in low level (Panel 3 of Table 4.2).

4. The level on Emotional Self – awareness is low for three-fifth of the respondents (Panel 4 of Table 4.2).

5. On Emotional Expression, more than half of the respondents (59.9%) level is high (Panel 5 of Table 4.2).
6. More than three-fourth of the respondents (77.6%) level is high on Emotional Awareness of Others factor (Panel 6 of Table 4.2).

7. On EQ competency Intentionality, more than half of the respondents level is high (Panel 7 of Table 4.2).

8. With regard to Creativity, a little more than half of the respondents (51.4%) is high and almost another half of the respondents (48.6%) is low. (Panel 8 of Table 4.2).

9. A little more than half of the respondents (57.4%) level is low on Resilience EQ competency (Panel 9 of Table 4.2).

10. Around three-fourth of the respondents (59.4%) level on Interpersonal Connection is at low level (Panel 10 of Table 4.2).

11. Three-fifth of the respondents (61.9%) level on Constructive Discontent is low (Panel 11 of Table 4.2).

12. More than three-fourth of the respondents (78.5%) level on compassion was at high level (Panel 12 of Table 4.2).

13. With regard to Outlook, around three-fifth of the respondents (60.5%) level was high (Panel 13 of Table 4.2).

14. Half of the respondents’ (51.1%) level on Intuition was at high level (Panel 14 of Table 4.2).
15. On Trust Radius, more than three-fourth of the respondents (77.6%) level was high (Panel 15 of Table 4.2).

16. More than half proportion of the respondents’ level on Personal Power was low (Panel 16 of Table 4.2).

17. On Integrity, the level was high for more than three-fourth of the respondents (78.9%) (Panel 17 of Table 4.2).

18. On General Health, more than three-fifth of the respondents (64.3%) level was high (Panel 18 of Table 4.2).

19. Almost three-fourth of the respondents (74.5%) level of Quality of Life was high (Panel 19 of Table 4.2).

20. More than half proportion of the respondents (59.9%) level on Relationship Quotient was high (Panel 20 of Table 4.2).

21. With regard to Optimal Performance, the level was high for more than half of the respondents (53.6%) (Panel 21 of Table 4.2).

22. A little less half of the respondents (48%) Total EI is at Moderate level (Table 4.2.1).
5.1.3 LEADERSHIP

The following are main finding with regard to the leadership of the respondents:

1. More than one-fourth of the respondents chose Supportive Leadership Style (38.5%) as their dominant style (Table 4.3).

2. A meagre proportion of the respondents (7.3%) chose Delegating as their Dominant leadership style (Table 4.3).

3. More than one-fourth of the respondents (33.1%) chose supportive as the Backup leadership style (Table 4.3).

4. Majority of the respondents have flexibility to use the leadership style with ease as the situation demands (Table 4.4).

5. A little less than two-fifth of the respondents (38%) leadership effectiveness index is high. The mean index is 65.07 (Table 4.5).

5.1.4 ASSOCIATION BETWEEN EMOTIONAL INTELLIGENCE AND SOCIO-ECONOMIC CHARACTERISTICS

The following are the main findings with regard to the association between EI and Socio-Economic Characteristics.

1. Age did not have significant association with Emotional Intelligence factors (Table 4.6).
2. Gender had significant association with most of the Emotional Intelligence factors (Table 4.7).

3. Some of the Emotional Intelligence factors had significant association with marital status of the respondents (Table 4.8).

4. Work experience did not have significant association with Emotional Intelligence factors (Table 4.9).

5. Income of the respondents had low level of association with Emotional Intelligence factors (Table 4.10).

6. Number of dependants had low level of significance with some of the Emotional Intelligence factors. (Table 4.11)

7. The department / Function of the respondents had significant association with Emotional Intelligence factors (Table 4.12).

8. Significant association was found between designation and Emotional Intelligence factors (Table 4.13).

9. Educational qualification had significant association with Emotional Intelligence factors (Table 4.14).
5.1.5 ASSOCIATION BETWEEN LEADERSHIP AND SOCIO-ECONOMIC CHARACTERISTICS

The following are the main findings with regard to association between leadership and socio-economic characteristics.

1. Age had significant association with Leadership Effectiveness Index, Dominant Leadership Style of the respondents. (Table 4.6)

2. There was significant association with Gender and Leadership Effectiveness Index, Dominant Leadership Style, Backup Leadership Style of the respondents (Table 4.7).

3. Marital Status had significant association with Dominant Leadership Style of the respondents (Table 4.8).

4. Low level association was found between Work Experience and Leadership Effectiveness Index, Dominant Leadership Style (Table 4.9).

5. No significant association was found between Income and Leadership variables (Table 4.10).

6. Low level of association was found between Number of Dependents and Dominant Leadership Style, Backup Leadership Style of the respondents (Table 4.11).
7. There was significant association between Department and Leadership Effectiveness Index, Dominant Leadership Style, Backup Leadership Style of the respondents (Table 4.12).

8. Designation of the respondents had significant association with Leadership Effectiveness Index, Dominant Leadership Style and Backup Leadership Style. (Table 4.13)

9. Educational Qualification of the respondents had significant association with Leadership Effectiveness Index and Dominant Leadership Style (Table 4.14).

5.1.6 ASSOCIATION BETWEEN EMOTIONAL INTELLIGENCE AND LEADERSHIP

The following are the main findings with regard to association between EI and leadership:-

1. Leadership Styles have significant association with Emotional Intelligence factors (Table 4.15).

2. There is moderate relationship between Leadership Effectiveness and EI Dimensions (Table 4.19)

3. Higher the Leadership Effectiveness Index, the higher the levels of Emotional Intelligence among the executives (Table 4.17).
4. Thirty Seven percent of the variation in Leadership Effectiveness is explained by Emotional Intelligence (Table 4.20).

5.1.7 FINDINGS RELATED TO HYPOTHESES

Null Hypothesis for Research Hypothesis - 1

There is no significant relationship between the Age and twenty one Emotional Intelligence factors of the respondents.


The researcher analysed the relationship between age and the EI level of the participants using the Pearson co-relation at 99 percent confidence interval. It is found that there is no statistically significant relationship between age and EI factors. Therefore the researcher accepts the Null Hypothesis (Table 4.6).

Null Hypothesis for Research Hypothesis - 2

There is no significant relationship between the Gender and twenty one Emotional Intelligence factors of the respondents (See list in Null Hypothesis 1 above).
The researcher analyzed the relationship between gender and the EI level of the participants using the Chi-square statistical application. On most of the EI factor there was statistically significant association found between gender and EI factors. However, Gender had no statistically signification association with Life Events, Creativity, Resilience and compassion. Therefore the researcher rejects the all Null Hypothesis except for Life Events, Creativity, Resilience and compassion (Table 4.7).

**Null Hypothesis for Research Hypothesis - 3**

*There is no significant relationship between the Marital Status and twenty one Emotional Intelligence factors of the respondents* (See list in Null Hypothesis 1 above).

In order to test the above hypothesis, Chi-square test was performed and the results revealed that there is significant association between the marital status and 10 EI factors – Life Events, Personal Pressure, Work pressure, Emotional self awareness, Intentionality Creativity, Integrity, General Health, Quality of life and Relationship quotient. Hence, researcher rejects the Null Hypothesis for these factors. Further, there was no significant association with the 11 EI factors - Emotional expression, Emotional awareness of others, Resilience, Interpersonal Connection, Constructive discontent, Compassion, Outlook, Intuition, Trust radius, Personal power and Optimal Performance. Hence, researcher accepts the Null Hypothesis for these factors. (Table 4.8)

**Null Hypothesis for Research Hypothesis - 4**

*There is no significant relationship between the Work experience and twenty one Emotional Intelligence factors of the respondents* (See list in Null Hypothesis 1 above).
Pearson co-relation was deployed to test the relationship between work experience and Emotional Intelligence factors. There is statistically significant correlation between work experience and 3 EI factors only - Interpersonal connections, Outlook, personal power. Hence, the researcher accepts Null Hypothesis except for three factors - Interpersonal connections, Outlook, personal power (Table 4.9).

**Null Hypothesis for Research Hypothesis - 5**

*There is no significant relationship between the Income and twenty one Emotional Intelligence factors of the respondents (See list in Null Hypothesis 1 above).*

Again, pearson co-relation was used to test the relationship between the Income and EI factors. Thirteen EI factors - Work pressure, Emotional Self awareness, Intentionality, Resilience, Interpersonal connections, Constructive discontent, Compassion, Outlook, Personal power, Integrity, General Health, Quality of life and Relationship quotient have statistically significant association with income of the participants. Hence the researcher rejects the Null Hypothesis for these thirteen factors and accepts the Null Hypothesis for other eight factors (Table 4.10)

**Null Hypothesis for Research Hypothesis - 6**

*There is no significant relationship between the No. of dependants and twenty one Emotional Intelligence factors of the respondents (See list in Null Hypothesis 1 above).*

The Pearson correlation test was performed to know the relationship between the No. of dependants and the emotional Intelligence factors. The test revealed that there is statistically significant correlation between No. of Dependants and Life events, Personal pressure,
Emotional expression, Emotional awareness of others, Intentionality, Creativity, Outlook, Personal power, Integrity and Relationship quotient. Hence, the researcher accepts the Null Hypothesis for these ten factors and rejects the Null Hypothesis for other 11 factors (Table 4.11).

**Null Hypothesis for Research Hypothesis - 7**

*There is no significant relationship between the Department and twenty one Emotional Intelligence factors of the respondents (See list in Null Hypothesis 1 above).*

The researcher analyzed the relationship between department and the EI level of the participants using the Chi-square statistical application. All the twenty EI factors except Creativity factor there was statistically significant association between department and EI levels. Therefore the researcher rejects the Null Hypothesis for all the twenty factors except for Creativity (Table 4.12).

**Null Hypothesis for Research Hypothesis - 8**

*There are no 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 Emotional Intelligence factors. (See list in Null Hypothesis 1 above)*

The researcher deployed ANOVA to know whether difference exists among the respondents with different designation and their level in 21 EI factors. The perceptions of the participants with different designation have statistically significant differences with nineteen of the EI Factors except in two EI Factors - Personal pressure, Inter personal
connections. Hence, the researcher rejects Null Hypothesis except for Personal Pressure and Interpersonal Connections (Table 4.13).

**Null Hypothesis for Research Hypothesis - 9**

*There is no significant relationship between the Educational qualification and twenty one Emotional Intelligence factors of the respondents (See list in Null Hypothesis 1 above).*

The researcher analysed the relationship between Education Qualification and the EI level of the participants using the Chi-square statistical application. It is seen that 16 EI factors have statistically significant relationship with qualification. However, the EI factors - Emotional self awareness, Creativity, Resilience, Compassion and Intuition - do not have statistically significant association with Educational qualification of the respondents. Hence, the researcher rejects Null Hypothesis except for Emotional self awareness, Creativity, Resilience, Compassion and Intuition. (Table 4.14)

**Null Hypothesis for Research Hypothesis - 10**

*There is no significant relationship between the Age of the respondents and Leadership Styles (Dominant, Backup) and Leadership Effectiveness Index.*

The researcher deployed Pearson correlation to test the above Null Hypothesis 10. It is seen that Leadership Effectiveness Index and Dominant Leadership Style have statistically significant correlation with age. Backup Leadership Style has no statistically significant relationship with age. Hence, the researcher rejects Null Hypothesis except for Backup Leadership Style (Table 4.6).
Null Hypothesis for Research Hypothesis - 11

*There is no significant relationship between the Gender of the respondents and Leadership Styles (Dominant, Backup) and Leadership Effectiveness Index.*

In order to test the above hypothesis, Chi-square statistical application was performed to know whether there is association between Gender and the Leadership. The result revealed that there is statistically significant association with Dominant Leadership Style, Backup Leadership Style and Leadership Effectiveness Index. Hence, the researcher rejects the Null Hypothesis 11 (Table 4.7).

Null Hypothesis for Research Hypothesis - 12

*There is no significant relationship between the Marital Status of the respondents and Leadership Styles (Dominant, Backup) and Leadership Effectiveness Index.*

Chi-Square statistical application performed to test the above hypothesis. The results revealed that Dominant Leadership Style has statistically significant association and Leadership Effectiveness Index, Backup Leadership Style did not have any statistically significant association with Marital Status of the participants. Hence, the researcher rejects the Null Hypothesis for Dominant Leadership Style and accepts the Null Hypothesis for Backup Leadership Style and Leadership Effectiveness Index (Table 4.8)
Null Hypothesis for Research Hypothesis - 13

There is no significant relationship between the Work Experience of the respondents and Leadership Styles (Dominant, Backup) and Leadership Effectiveness Index.

Pearson correlation was performed to test the relationship between work experience and Leadership factors. There was statistically significant correlation of work experience with dominant leadership style and Leadership Effectiveness Index. The Backup Leadership Style does not have any statistically significant association with work experience of the respondents. Hence, the researcher rejects the Null Hypothesis except for Backup Leadership Style (Table 4.9).

Null Hypothesis for Research Hypothesis - 14

There is no significant relationship between the Income of the respondents and Leadership Styles (Dominant, Backup) and Leadership Effectiveness Index.

Pearson correlation was performed to test the relationship between Income and Leadership. The test result revealed that the Leadership Effectiveness Index and Dominant Leadership Style, Backup Leadership Styles have no statistically significant association with income of the participants. Hence, the researcher accepts the Null Hypothesis (Table 4.10).
Null Hypothesis for Research Hypothesis - 15

There is no significant relationship between the No. of Dependents of the respondents and Leadership Styles (Dominant, Backup) and Leadership Effectiveness Index.

The above hypothesis was verified using Pearson correlation. There was statistically significant correlation of work experience with dominant and backup leadership style of the respondents. The Leadership effectiveness Index does not have any statistically significant association. Hence, the researcher rejects the Null Hypothesis except for Leadership Effectiveness Index (Table 4.11).

Null Hypothesis for Research Hypothesis - 16

There is no significant relationship between the Department of the respondents and Leadership Styles (Dominant, Backup) and Leadership Effectiveness Index.

In order to test the above hypothesis, Chi-square statistical application was performed. The result revealed that there is statistically significant association. Hence, the researcher rejects the Null Hypothesis (Table 4.12).

Null Hypothesis for Research Hypothesis - 17

There are no significant differences in Leadership Styles (Dominant, Backup) and Leadership Effectiveness Index levels of the respondents in the sample in various designations (Engineer, Dy. Manager, Manager, etc.)
The researcher deployed ANOVA to know whether difference exists among the respondents with different designation and their Leadership Styles and Leadership effectiveness Index. There was statistically significant variation among the groups. Hence, the researcher rejects the Null Hypothesis (Table 4.13).

**Null Hypothesis for Research Hypothesis - 18**

*There is no significant relationship between the Qualification and Leadership Styles (Dominant, Backup) and Leadership Effectiveness Index.*

Chi-Square statistical application performed to test the above hypothesis. The results revealed that Dominant Leadership Style and Leadership Effectiveness Index have statistically significant association with qualification of the respondents. However, Backup Leadership Style does not have any statistically significant association with qualification of the participants. Hence, the researcher rejects the Null Hypothesis except for Backup Leadership Style (Table No.4.14).

**Null Hypothesis for Research Hypothesis - 19**

*There are no 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 21 Emotional Intelligence factors.*

The above Hypothesis was tested by the researcher using ANOVA procedure at a 95 percent confidence level. The test results revealed that there is statistically significant difference between 20 of the EI factors levels and dominant leadership styles. The EI
factor Interpersonal Connection did not have statistically significant difference with Dominant Leadership Style. Hence, the researcher rejects the Null Hypothesis except for the EI factor Interpersonal Connection (Table 4.15).

**Null Hypothesis for Research Hypothesis - 20**

*There are no significant differences in the levels of Emotional Intelligence of the respondents in the sample with various Backup Leadership Styles (Directive, Supportive, Consulting, Delegating) on each of the twenty one Emotional Intelligence factors.*

The researcher deployed ANOVA procedure to know whether significant difference exists among different groups of Back Leadership Styles. The test revealed that the p <0.05 for twelve EI factors. However, there was no significant difference with Personal pressure, Intentionality, Resilience, Constructive discontent, Compassion, Personal power, Integrity, General Health, Relationship quotient. Hence, the researcher rejects Null Hypothesis except for Personal pressure, Intentionality, Resilience, Constructive discontent, Compassion, Personal power, Integrity, General Health, Relationship quotient (Table 4.16).

**Null Hypothesis for Research Hypothesis - 21**

*There are no significant differences in the levels of emotional intelligence of respondents in the sample in different levels of Leadership Effectiveness Index on each of the twenty one Emotional Intelligence factors.*
The researcher deployed ANOVA test to know whether there is difference in EI level of different Leadership Effectiveness Index groups of respondents. The result revealed that for 19 EI factors the significance value was $p<0.05$. Hence, the researcher rejects Null Hypothesis 21 except for Life Events and Creativity (See Table No.4.17).

5.2 DISCUSSION

Emotional Intelligence has definite association with Leadership Effectiveness of the executives. The study revealed that thirty seven percent of the variation in leadership effectiveness is explained the EI factors. In the current investigation, leadership effectiveness was measured using Leadership Profile Indicator which is based on the situational leadership model. (Pareek, 2002). While there are some studies of this nature, but they used the performance scores or transformation leadership scale for assessing the effectiveness of leadership (Palmer et al., 2001; Sivanathan and Fekken, 2002; Burbach, 2004).

Bradberry and Su (2006) reported that EI accounted for a significant variance of 40.3 per cent. In another study in India, it was reported that 43 percent of role effectiveness was contributed by EI (Singh, 2004). In the current investigation, it is seen that contribution of EI to leadership effectiveness is at 37.3 per cent. It is seen that findings of the researcher on the contribution of EI to leadership effectiveness has close resemblance with other two studies discussed. Hence, the present study along with similar findings reported confirms that EI enhances effectiveness of the executives in leadership positions. These findings reiterate the urgent need to develop EI among the executives
occupying leadership positions for achieving the organisation goals. The Leadership
effectiveness index had correlation with all the EI dimensions and the Total EI.

Of the four leadership styles, Supportive Leadership Style emerged as the style that
has relationship with EI factors. When an executive exhibits high relationship behaviour
and high regulating behaviour he uses the supportive leadership style. The study findings
reinforce that use of supportive leadership style in this type of organisation will enable the
organisation to achieve its goals. This will be useful for the organisation to devise
appropriate developmental programme.

Gender had significant association with most of the Emotional Intelligence factors.
The literature on the EI and gender is mixed. Many studies on Emotional intelligence
reveal that there are significant differences among men and women on many factors of
EI. (Lopes, 2004; Rivera, 2004; Poon and Fatt, 2002; Punia, 2005; Bennouna, 2004)
There are studies indicating that there are no significant differences in EI based on gender
(Dimitriades, 2007). In the present study researcher has found significant different EI on
most of the factors and Leadership styles based on gender. However, Life Events,
Creativity, Resilience and Interpersonal Connection did not have significant association
with gender.

Departments of the respondents have significant association with Emotional
Intelligence factors. A study at Johnson & Johnson by Cavallo and Brienza (2002), has
found significant differences among respondents in various functional areas. Similar
findings have been found by the researcher in the present study. All the EI factors have significant association with department of the respondents. Only the Creativity competency did not have association with department.

Significant association was found between designation and Emotional Intelligence factors. Nineteen factors of EI have significant differences in designation groups. The Personal Pressure and Interpersonal Connection have no significant differences. The designation of the respondents also signifies the higher or lower responsibilities for the executives. Hence, the designation makes an impact on the level of EI of executives in the sample.

Educational qualification has significant association with Emotional Intelligence factors. There is significant association with many EI factors and educational qualification of the respondents. However, there was no association with Emotional self awareness, creativity, Resilience, compassion and intuition. Educational qualification of the executives makes a difference in many factors of EI.

5.3 SUGGESTIONS

It is evident from the current investigation that a higher level of Emotional Intelligence leads to leadership effectiveness. It is therefore becoming almost mandatory for the organization to institutionalize various mechanisms to nurture and develop the Emotional Intelligence of executives. But Emotional Intelligence cannot be developed overnight or merely by a week-long training programme. Research suggests that people of
any age group can learn to become more emotionally intelligent (Cherniss & Goleman, 2001). The process however requires more sustained efforts on the part of the learner. The management may assess the EI levels of executives by engagement of professionally qualified practitioners in the field and feedback may be given to the executives on their EI level. After the feedback, identification of the specific EI factors for development of the individuals shall carried out. Based on these inputs, a customized developmental plan may be charted for enhancement EI of the executives. The other suggestions are:-

- All Executives and supervisor may be administered the Emotional Intelligence tool and given feedback on their level of Emotional Intelligence.

- Based on the levels of Emotional Intelligence specific interventions can be planned depending on their area of improvement.

- The management may also think of using an appropriate instrument for selection of executives with required Emotional Intelligence.

- Emotional Intelligence descriptors / events may be used in interviews for selection of candidates to elicit demonstration of specific competencies by HR professionals.

- The organisation may review its HR systems and practices in the light the findings from current investigation with regard to leadership interventions and practices.

- The study revealed that delegating leadership is adopted by a very few respondents. The management may further discuss and explore, analyse the implications.
• Supportive leadership style emerged as the major dominant style of the respondents. This style is the result of a high relationship and high regulation behaviour of an executive which is positive in nature. The organisation may take adequate steps to enable other executives also to practice this supportive leadership.

• As thirty seven percent of the variance in the Leadership Effectiveness of executives is contributed by Emotional Intelligence, the major focus of any behavioural developmental programme should aspire to develop and sharpen their Emotional Intelligence.

5.4 SOCIAL WORK INTERVENTION

From the current research study it is seen that around thirty percent of the respondents are experiencing stress and strain in the personal and work life. If this is allowed unattended, it can lead to many complicated issues in the organizational settings. This will lead to health problems both physically and mentally ultimately leading to reduction in productivity and a loss of executive’s productive hours. The organization may think of appointing and making available social work counsellors in the workplace. This is likely to reduce the stress and strain of the executives. Further, the management may examine the root causes of the stress and strain and suitably modify the work conditions to reduce the same.

As a group, the respondents have low Emotional Self Awareness. It is also one of the building blocks of all other EI dimensions. Hence, this should one of the major areas
of development for the executives of this organisation. The executives with low self awareness may be identified and they can undergo Human Process Lab to enable them enhance this specific skill.

The executives may be given job rotation in a systematic way to prevent boredom and also to develop their emotional skill as they will be interacting with new customers and people when they move from one department to another.

5.5 **RECOMMENDATIONS FOR FUTURE RESEARCH**

This study examined whether Leadership styles and Leadership Effectiveness and specific demographic characteristics impact EI factors levels of a select group of managers in a Unit of BHEL, a leading Public Sector power plant equipment manufacturer in India. The study findings form the basis for additional research. The following are the suggestions for future investigations:

1. Expand the study with samples in similar organizations, such as banks, IT firms, security firms, and insurance agencies, to compare findings.

2. Conduct the study in organizations outside of the manufacturing sector and compare findings.

3. Develop and implement an EI training program for sample participants and resurvey the sample after the training to determine whether the training has reflects the impact of EI levels in the sample.
4. Assess if the EI training has an impact on organizational effectiveness.

5. A comparative study with private and public sector undertakings can be carried out.

6. A study with equal sample of male and female respondents can be undertaken to assess the impact of gender on EI and leadership.

5.6 CONCLUSION

The results of the study have important ramifications for the theory and practice of emotional intelligence and leadership in the corporate sector. Many EI Factors, leadership style and leadership effectiveness have significant association with age, experience, sex and marital status. The study reveals that the majority of the participant’s dominant style was the supportive leadership style. Further, the dominant leadership style of the participants has significant association with various emotional intelligence factors. This reveals that supportive leadership style is an effective style for achieving the goals in the organization under study. The organization may plan to reinforce this finding in their training and development programmes. Since most of the EI factors have significant association with leadership effectiveness, the study confirms that EI is very essential for executives in the industrial world. The multiple regression analysis has revealed that thirty seven percent of the Leadership Effectiveness is contributed by EI factors. Hence, the management may give greater thrust to develop and sharpen the Emotional Intelligence of the executives.