

EMOTIONAL INTELLIGENCE FOR ORGANISATIONAL EFFECTIVENESS A STUDY OF SELECTED PUBLIC SECTOR UNITS IN CHHATTISGARH**MRS. ARCHANA AGRAWAL, ASST.PROFESSOR****DEPT. OF COMMERCE & MANAGEMENT****DR.C.V.RAMAN UNIVERSITY KARGIROAD, KOTA, BILASPUR, CHHATTISGARH****ABSTRACT**

Over time, scientists have begun to study why standard intelligence along isn't enough to predict performance in an individual. It has been realized that there is another type of intelligence that isn't related to the standard cognitive intelligence- it's called emotional intelligence.

People with highly developed EI are proven to be more successful in the workplace because they can understand their emotions and why they behave the way that they behave. They can use their emotions as clues to what their body and mind are trying to tell them. And they can use their EI to truly understand others and their points of view. Research indicates a strong correlation between emotional intelligence and individual job performance. By emphasizing emotional intelligence in hiring and in teambuilding and training programs, senior management and human resources professionals can improve decision making, problem solving and the ability to cope with change among employees. Emotionally intelligent organizations maximize potential for business success and increase productivity because people in these organizations share more powerful connections.

Key Words:- Decision making and problem solving, Emotional Intelligence, increase productivity, Teambuilding, Organizations maximize potential.

INTRODUCTION

Emotional intelligence (EQ) is more important than one's intelligence (IQ) in attaining success in their lives and careers. As individuals our success and the success of the profession today depend on our ability to read other people's signals and react appropriately to them.

Therefore, each one of us must develop the mature emotional intelligence skills required to better understand, empathize and negotiate with other people — particularly as the economy has become more global. Otherwise, success will elude us in our lives and careers.

Definition of Emotional Intelligence

Weisinger (1998:8) defines emotional intelligence as, "the intelligent use of emotions – you intentionally make your emotions work for you by using them to guide your behaviour and thinking in ways that enhance your results."

Characteristics of Emotional Intelligence

Daniel Goleman, an American psychologist, developed a framework of five elements that define emotional intelligence:

1. Self-Awareness – People with high emotional intelligence are usually very self aware. They understand their emotions, and because of this, they don't let their feelings rule them. They're confident – because they trust their intuition and don't let their emotions get out of control.

They're also willing to take an honest look at themselves. They know their strengths and weaknesses, and they work on these areas so they can perform better. Many people believe that this self-awareness is the most important part of emotional intelligence.

2.Self-Regulation – This is the ability to control emotions and impulses. People who self-regulate typically don't allow themselves to become too angry or jealous, and they don't make impulsive, careless decisions. They think before they act. Characteristics of self-regulation are thoughtfulness, comfort with change, integrity, and the ability to say no.

3.Motivation – People with a high degree of emotional intelligence are usually motivated. They're willing to defer immediate results for long-term success. They're highly productive, love a challenge, and are very effective in whatever they do.

4.Emathy – This is perhaps the second-most important element of emotional intelligence. Emathy is the ability to identify with and understand the wants, needs, and viewpoints of those around you. People with emathy are good at recognizing the feelings of others, even when those feelings may not be obvious. As a result, empathetic people are usually excellent at managing relationships, listening, and relating to others. They avoid stereotyping and judging too quickly, and they live their lives in a very open, honest way.

5.Social Skills – It's usually easy to talk to and like people with good social skills, another sign of high emotional intelligence. Those with strong social skills are typically team players. Rather than focus on their own success first, they help others develop and shine. They can manage disputes, are excellent communicators, and are masters at building and maintaining relationships.

As you've probably determined, emotional intelligence can be a key to success in your life – especially in your career. The ability to manage people and relationships is very important in all leaders, so developing and using your emotional intelligence can be a good way to show others the leader inside of you.

Defination Organisational Effectiveness

“The effective management of people in teams can produce greater performance levels and greater organisational effectiveness.” (Potgieter, 2003:97)

The above author further identifies the following criteria to assess organisational effectiveness; namely:

- Goal accomplishment;
- resource acquisition;
- internal process; and
- strategic constituencies satisfaction.

CHARACTERISTICS OF ORGANIZATIONAL EFFECTIVENESS

Every organization follows a different path in achieving its mission, while sharing five qualities that boost the chances of success. All employees in effective organizations know their roles and what is expected of them. Advanced planning is routine practice, with project teams given specific tasks to implement. At the same time, management monitors employees and provides regular feedback on how well they are doing, with incentives given to those who distinguish themselves.

a) Advance Planning

Advance planning is essential for effectiveness. This means setting clear, measurable and achievable standards to help employees achieve organizational goals, according to a summary posted by the U.S. Office of Personnel Management, or OPM. Employees are held accountable for key work assignments during various stages of a project. The agency recommends involving employees early in the planning process, so they understand what needs to be done, why it must be done and how well it should be done.

b) Balanced Priorities

Instead of overburdening employees with multiple tasks, efficiently run organizations break them down into definable actions and lay down a map road for implementing them. This is the approach promoted by organizational gurus like David Allen, whose Getting It Done program works to reduce information overload at the workplace, Time magazine reported in March 2007. By this reasoning, companies will reach peak efficiency by deciding which tasks are truly important or merely peripheral.

c) Continued Monitoring

Continued monitoring of employees is needed to determine whether they are meeting an organization's expectations for their performance. According to OPM's summary, this goal is accomplished by giving regular feedback to employees, who can compare their work against predetermined standards. Regular feedback allows organizations to address unacceptable performance more quickly, and take steps to address it. Conversely, management can also change standards that appear problematic or unrealistic to achieve, according to OPM's summary.

d) Defined Roles

Once a project starts, each participant must know their responsibilities to ensure its success. Millville, Pennsylvania residents followed this model in forming a committee to study the village's future. Working with staff from Pennsylvania State University's Cooperative Extension Service, the committee broke into teams responsible for specific tasks. These tasks included fundraising, goal-setting, and public education about the committee's work. Each team then had to develop its own progress report.

e) Employee Recognition

No organization can thrive without rewarding the employees who contribute collectively and individually to its mission. Such recognition is a natural part of the daily work experience, and stems from the idea that all behaviors have positive and negative consequences, according to OPM's summary. Companies reward exemplary performance through incentives like cash, time off and non-monetary items. Rewards systems can also recognize a variety of contributions, from suggestions to group accomplishments, according to the summary.

COMPANY PROFILE

The following public sector undertaking companies along with their HR practices are selected for the study:

SOUTH EASTERN COALFIELDS LIMITED (SECL)

SECL is the largest coal producing company in the country. It is one of the eight subsidiaries of CIL (A Govt. undertaking under Ministry of Coal). SECL, Coal India's premier coal company is operating its coal mines in the state of Madhya Pradesh and Chhattisgarh state which is also geographically located at the heart of the country. Chhattisgarh and Madhya Pradesh inhabited by simple minded and hardworking tribes with a rich cultural heritage

NATIONAL THERMAL POWER CORPORATION (NTPC)

NTPC Sipat is the first supercritical technology power station of the largest power company of India, NTPC Limited with installed capacity of 2980 MW. The total installed capacity of NTPC Limited is 41184 MW. Supercritical technology (3x660 MW) plant NTPC Sipat has unique advantage of low emission of oxides of carbon, sulphur and nitrogen, hence they are environmental friendly compared to subcritical units. Table no.6 presents an overview of NTPC Ltd. Sipat.

Every organisation is established with an aim or objective. Objective in terms of long term business goal gives rise to vision. Organisational vision presents a mental picture of the organisation for future time

period. NTPC Sipat's vision is "To be the best power producer contributing to add capacity of NTPC to become the world's largest and best power producer powering India's growth". The HR Vision of NTPC is "To enable people to be a family of committed world class professionals making NTPC a learning organisation." In line with NTPC policies, Sipat Super Thermal power project is making efforts to make its human resources as world class professionals.

BHILAI STEEL PLANT (BSP)

Bhilai steel plant (BSP) is a unit of the steel authority of India limited (SAIL). Bhilai Steel Plant is a pulsating giant in the glorious industrial context of India. It came into existence on 10th June 1957 when concreting of the foundation of 1st Blast Furnace, but its original story started on 2nd February 1955 when the agreement with USSR government proved the possibility of dreams come true. BSP the functionary of SAIL is a symbol of Indo-Soviet Techno economic collaboration, is one of the 1st three integrated steel plant setup by the government of India to build up a sound base for industrial growth of the country. The agreement was signed on 2nd Feb, 1955 for 1 MT production capacity of crude steel, which rose to then 2.5 MT (1967), & then to 4 MT in 1988. On 4th February 1959, president, Dr. Rajendra Prasad dedicated Bhilai to the nation, by inaugurating the Blast Furnace no. 1 for production. Since then Bhilai has never looked back and has steadily grown and modernized day by day. Bhilai has all along been giving special attention to the employment to the weaker section.

CHHATTISGARH STATE ELECTRICITY BOARD (CSEB)

The Chhattisgarh State was formed according to the Madhya Pradesh Reorganization Act 2000. The President of India gave his consent to this Act on the 25th August 2000. The Government of India subsequently set the 1st November 2000 as the day on which the State of Madhya Pradesh would be bifurcated into State of Chhattisgarh and State of Madhya Pradesh. Chhattisgarh State Electricity Board was formed in accordance with the Section 5 of the Electricity Supply Act 1948 as per the Notification published in the gazette of the Government of Chhattisgarh dated 15th November 2000. Chhattisgarh State Electricity Board (CSEB) became functional w.e.f. 01.12.2000. Chhattisgarh State Electricity Board has been reorganized into following five companies in accordance with the provisions contained in the Section 131-134 of Electricity Act 2003 by the Govt. of Chhattisgarh vide Notification dated 19.12.2008.

- The Chhattisgarh State Power Holding Company Limited
- The Chhattisgarh State Power Generation Company Limited
- The Chhattisgarh State Power Transmission Company Limited
- The Chhattisgarh State Power Distribution Company Limited
- The Chhattisgarh State Power Trading Company Limited

Scope of Study

Present research provides extensive scope to understand the emotional intelligence of the public sector units in Chhattisgarh. It provides a deep insight both to the academician as well as to the practitioners to manage the employees of the organisation to achieve its effectiveness by considering the different factors of emotional intelligence. To retain the workforce and also to attract more and more new employees for present as well for the future. At present the organisations are not only focusing on emotional intelligence for their effectiveness but are also considering spiritual intelligence. So further there is scope for spiritual intelligence for research

Noteworthy Contribution Of The Study

"Managers who are attuned to their own feelings and the feelings of others can enhance the performance of themselves and others in their organisations" (Hunsaker, 2001:27).

Success in the knowledge economy, according to Drucker (1995:44), comes to those who know themselves, their strengths, their values and how they best perform. The more individuals and leaders know about themselves, the better they are able to understand how they are perceived by others and why others respond to them in the manner they do. It is only then, according to Hunsaker(2001:20) that individuals can choose to decrease ineffective behaviour and try out new ones to enhance their managerial effectiveness. Weisinger (1998:2) argues that with high self-awareness, individuals are able to monitor themselves, observe their behaviour and interactions with others; hence they are able to influence their actions so that they work to their benefit.

He further states that, "the potential for both individual and organizational success is significant with the added bonus that it is truly attainable." Emotional intelligence is much more than merely maintaining cordial relationships; it is about managing one's own emotions and the emotions of others in such a manner that it creates a path to goal attainment. Werner, (2003:44)

OBJECTIVES OF THE STUDY

Following are the objectives which have been formulated from the studies:-

1. To study the emotional intelligence in general and in sampled organisation.
2. To study various factors of emotional intelligence.
3. To determine the impact of emotional intelligence for organisational effectiveness..
4. To identify the various factor governing emotional intelligence in an organisation.

HYPOTHESIS OF RESEARCH

Hypothesis of the research are as follows

H01: Respondents belonging to different age groups do not differ in their perception on emotional intelligence.

H02: Respondents belonging to different marital status do not differ in their opinion on emotional intelligence.

H03: Respondents with different length of service do not differ in their view on emotional intelligence.

H04: There is no difference in judgement on emotional intelligence with respect to academic qualification of the respondents.

H05: Male and female respondents do not differ in their perception on emotional intelligence.

LIMITATIONS OF THE STUDY

Present study may have following limitations.

- i. This study is restricted to public sector units in Chhattisgarh.
- ii. Sampling is another limit as the employees were free to participate by their own desire .
- iii. Data collection from any organisation is always under certain limitations.
- iv. Only certain tools and techniques have been used for analysis.
- v. Respondents having education qualification from diploma level and higher education were taken for the study.

RESEARCH METHODOLOGY

Research in common parlance refers to a search for knowledge. One can also define research as a scientific and systematic search for pertinent information on a specific topic. In fact, research is an art of scientific investigation. Business and management research, according to Saunders, Lewis & Thornhill (1997:1), involves undertaking systematic research to find out "things"; such findings are designed to

advance knowledge and provide procedures for solving managerial problems and addressing business issues. This chapter therefore is concerned with the scientific method of attaining knowledge of human behaviour in a business and administrative context..

Business and management research, according to Saunders, Lewis & Thornhill (1997:1), involves undertaking systematic research to find out “things”; such findings are designed to advance knowledge and provide procedures for solving managerial problems and addressing business issues. This chapter therefore is concerned with the scientific method of attaining knowledge of human behaviour in a business and administrative context.

TYPE OF RESEARCH

The names of the three types of research design describe their purpose very well. The goal of **exploratory research** is to discover ideas and insights. **Descriptive research** is usually concerned with describing a population with respect to important variables. **Causal research** is used to establish cause-and-effect relationships between variables. Experiments are commonly used in causal research designs because they are best suited to determine cause and effect.

The research “Emotional intelligence for organizational effectiveness a study of selected public sector units in Chhattisgarh” is based on **descriptive research as well as exploratory research**. Descriptive research includes survey and fact finding enquiries of hypothesis from an operational point of view.

RESEARCH INSTRUMENT

The empirical study was conducted by means of a questionnaire developed from the literature.

THE QUESTIONNAIRE

Leedy (1997:191) states that a common instrument for observing data beyond the physical reach of the observer is the questionnaire. Hence, the questionnaire was the instrument used in this survey on employees of public sector units of Chhattisgarh. The questionnaire was distributed to employees working in teams, team-leaders, coordinators, managers.

ANALYTICAL TOOLS USED IN THE STUDY

Primary data obtained through research survey were entered into SPSS 16.0 Version (Statistical package for Social Science) to perform different tests pertaining to research objectives.

Following statistical tools were used for the present study-

- Reliability test
- Inferential statistics
- Descriptive Statistics
- Factor Analysis

DATA ANALYSIS & INTERPRETATION

This chapter presents the detailed analysis and interpretation of the data collected through questionnaire from survey done in the select public sector units.

- It can be observed that the majority of the respondents were male (88.5%) while 11.5% of the total respondents were female. The findings are consistent with the fact that the environment within public sector units of chhattisgarh area predominantly male orientated work environment, hence the high number of male participants.
- The finding reflects that 22.75 per cent of respondents, who participated in this survey, were between the ages 41 – 45 years, it shows that at middle of the age group people settle down sustaining to organisations growth. The findings further indicate that the second

highest group consisted of respondents in the age group 36 –40, closely followed by the age bracket 31 – 35 years and the least respondents were from the age group between 20-25 years. At a younger age people are not dedicated towards their work as they are not much aware of their EI.

- The findings indicates that 76.50 percent of respondents were married, 1.50 percent divorced and 19.75 percent were single. 2.0 were widowed. It was found that there exists significant difference among respondents belonging to different age groups in perception of emotional intelligence.
- It was found that 46.8 percent of respondents had been with the company for more than ten years whilst 26 percent of the respondents had been employed within the company from two to five years. 12.5 percent of respondents had been with the company for a period of less than one year whilst 14.8 percent of the respondents indicated they had been in the employment of the company for a period of between 6 to 10 years. The results further indicate that 61.5 percent of the sample size has been in the employment of the different public sector units of chhattisgarh between 6 to 10 years which may point to a relatively stable workforce at a specific level within these companies.
- It is clear that 93% of the workforce wanted to work as a part of the team but atleast percentage that is 7% said that they don't want to work as a part of the team.
- A high level of emotional intelligence in the area of self-awareness amongst the respondents who participated in the survey. 33 percent of respondents indicated that they sometimes found it hard to accept themselves as they were whilst 30.3 percent of respondents indicated that they accepted themselves just as they were. 21.8 percent indicated that they rarely had a problem accepting themselves. The latter reveals a high level of self-awareness and self-acceptance thus leaning towards a high level of emotional intelligence.
- An average of 41 percent of respondents obtained high scores in the category **sometimes**, which indicates a high level of emotional intelligence in the area of emotion management across all questions. 26 percent of respondents, however, indicated that they were **rarely** able to relax when under pressure. 24.3 percent and 8.5 percent of respondents indicated that they **rarely** and **never**, respectively engaged in self-talk as a means of coping with feelings of anger or anxiety.
- **Cross tabulation between Gender * Length Service** indicates that as far as length of service is concerned, male respondents are skewed towards longer service life (i.e. greater than 10 years at 44%) while female respondents have a greater share in the 2-5 years service bracket.
- **Gender * Academic Qualification Crosstabulation** indicates that 53.4% of the male gender has the academic qualification of Dip/Degree where as 49% of female has Dip/degree. Only 0.8% of male is having doctorate qualification, 2.2% of female are having doctorate qualification. Which indicate that women are more interested towards higher education. When there is growth of the employee that ultimately it is the organisation which improves.
- **Crosstabulation of Gender * Academic_Qualification** indicates that as far as academic qualification spread of the sample is concerned, diploma/ degree holders and masters degree accounts for about 91% with similar pattern across genders.

FACTOR ANALYSIS OF SELF-AWARENESS

The construct was tested with 6 items to begin with and only 2 items were retained i.e. SA2 and SA4. SA1, SA3, SA6 were deleted for low item-total correlation score). Post this factor analysis was done with Varimax rotation. KMO was found to be 0.5 while the Bartlett's Test of Sphericity was significant. The communalities of both items were >0.3 and overall variance explained by the single factor was at 65%.

Based on the item description it may be explained that the factor that emerges from the Exploratory Factor Analysis (EFA) for the construct SA may be coined as **“Self Protective and Defensive”**.

FACTOR ANALYSIS OF EMOTION MANAGEMENT

The construct was tested with 5 items to begin with and only 2 items were retained i.e. EM1 and EM2. EM3, EM4, and EM5 were deleted for low item-total correlation score. Post this factor analysis was done with Varimax rotation. KMO was found to be 0.5, while the Bartlett's Test of Sphericity was significant. The communalities of both items were >0.3 and overall variance explained by the single factor was at 59%. Based on the item description it may be explained that the factor that emerges from the Exploratory Factor Analysis (EFA) for the construct EM may be coined as **“Emotional Stability”**.

FACTOR ANALYSIS OF SELF MOTIVATION

The construct was tested with 5 items to begin with and 4 items were retained i.e. SM5, SM2, SM3 and SM4. SM1 was deleted for low item-total correlation score. Post this factor analysis was done with Varimax rotation. SM4 was deleted since communality was less than 0.3 (0.263). KMO was found to be 0.580, while the Bartlett's Test of Sphericity was significant. The overall variance explained by the single factor with 3 items i.e. SM2, SM3 and SM5 was at 46%. Based on the item description it may be explained that the factor that emerges from the Exploratory Factor Analysis (EFA) for the construct EM may be coined as **“Self Motivated”** which is very similar to the construct tested in the survey.

FACTOR ANALYSIS OF RELATIONSHIP MANAGEMENT

The construct was tested with 5 items to begin with and all 5 items were retained since the Chronbach Alpha decreases on deleting items based on item-total correlation scores. Post this factor analysis was done with Varimax rotation. KMO was found to be 0.563, while the Bartlett's Test of Sphericity was significant. The communalities of all items were >0.3 and overall variance explained by 2 factors was at 54%. Based on the item description it may be explained that the first factor formed by items RM5, RM3 and RM1 may be termed as **“Extrovert”** and the second factor formed by items RM2 and RM4 may be coined as **“Selfless”**.

FACTOR ANALYSIS OF EMOTIONAL COACHING

The construct was tested with 6 items to begin with and all 6 items were retained since the Chronbach Alpha decreases on deleting items based on item-total correlation scores. Post this factor analysis was done with Varimax rotation. EC1 was deleted since communality was less than 0.3 (0.208). KMO was found to be 0.550, while the Bartlett's Test of Sphericity was significant. Overall variance explained by 2 factors was at 59%. Based on the item description it may be explained that the first factor formed by items EC6, EC3 and EC4 may be termed as **“Sensitivity”** and the second factor formed by items EC5 and EC2 may be coined as **“Friendly”**.

FACTOR ANALYSIS OF RESPONSE TO CHANGE

The construct RC has 5 items of which RC2 is first reverse coded to RC2_r. After that the construct was tested with 5 items to begin with and only 3 items were retained (RC1, RC3, RC5) based on item-total correlation scores. Post this factor analysis was done with Varimax rotation. KMO was found to be 0.599, while the Bartlett's Test of Sphericity was significant. Overall variance explained by a single factor was at 50%. Based on the item description it may be explained that the factor formed by items RC1, RC3 and RC5 may be termed as **“Adaptability”**.

FACTOR ANALYSIS OF WORK STRESS

The construct WS has 8 items of which WS3, WS4, WS6, WS7 and WS8 are first reverse coded to WS3_r, WS4_r, WS6_r, WS7_r and WS8_r. After that the construct was tested with 8 items to begin with and only 4 items were retained (WS3_r, WS4_r, WS6_r, WS7_r) based on item-total correlation scores. Post

this factor analysis was done with Varimax rotation. KMO was found to be 0.557, while the Bartlett's Test of Sphericity was significant. Overall variance explained by 2 factors formed from EFA was at 61%. Based on the item description it may be explained that the first factor formed by items WS6_r and WS4_r may be termed as "Stress Management" and the second factor formed by items WS7_r and WS3_r may be coined as "Stress and Productivity".

FACTOR ANALYSIS OF WORK STRESS

The construct WS has 8 items of which WS3, WS4, WS6, WS7 and WS8 are first reverse coded to WS3_r, WS4_r, WS6_r, WS7_r and WS8_r. After that the construct was tested with 8 items to begin with and only 4 items were retained (WS3_r, WS4_r, WS6_r, WS7_r) based on item-total correlation scores. Post this factor analysis was done with Varimax rotation. KMO was found to be 0.557, while the Bartlett's Test of Sphericity was significant. Overall variance explained by 2 factors formed from EFA was at 61%. Based on the item description it may be explained that the first factor formed by items WS6_r and WS4_r may be termed as "Stress Management" and the second factor formed by items WS7_r and WS3_r may be coined as "Stress and Productivity".

FACTOR ANALYSIS OF TEAM

The construct T has 5 items. After that the construct was tested with all the items to begin with and only 4 items were retained (T1, T2, T3, T4) based on item-total correlation scores. Post this factor analysis was done with Varimax rotation. KMO was found to be 0.697, while the Bartlett's Test of Sphericity was significant. Overall variance explained by the single factor formed from EFA was at 47%. Based on the item descriptions it may be explained that the single factor formed by items T1, T2, T3 and T4 may be coined as "Teamwork and Productivity".

Hypothesis Testing

Taking the research base into account various hypothesis were developed and tested in order to find out the differences in perception among categorical segments of demographic variables taken for the study. Responses obtained from 400 respondents were subjected to different test, as per the applicability of the data.

Aggregate mean score on 27 dimensions of emotional intelligence were obtained by the summation of obtained scores on self awareness (6 variables), emotional management (5 variables), self motivation (5 variables), relationship management (5 variables) and emotional coaching (6 variables). The obtained mean score were subjected to normality test. As the data were framed from 400 respondents, Shapiro-wilk test was performed to check the normality in the data set. The data were found to be approximately normally distributed. The data have had independent observations and were free from outliers. In order to test the homogeneity assumption Levene's test of homogeneity was performed and satisfactory results were obtained. After satisfying the testing conditions the researcher decided to use two basic tools to test the underlying hypothesis. One way ANOVA and independent sample t-test were performed to test the research hypothesis.

All the hypothesis were tested at 0.05 level of significance.

H01: Respondents belonging to different age groups do not differ in their perception on emotional intelligence.

This hypothesis was tested by applying ANOVA

Summary of the univariate analysis of variance indicates that p-value (0.01) is less than 0.05 as F value (5.274) is significant at 0.05 level of significance. Hence the hypothesis is rejected. So there exists significant difference among respondents belonging to different age groups in perception of emotional intelligence.

H02: Respondents belonging to different marital status do not differ in their opinion on emotional intelligence.

This hypothesis was tested by applying ANOVA

Summary of the univariate analysis of variance indicates that p-value (0.294) is greater than 0.05 as F value (1.239) is not significant at 0.05 level of significance. Hence null hypothesis is accepted at 0.05 level of significance. So there is no significant difference among respondents belonging to different marital status in perception of emotional intelligence.

H03: Respondents with different length of service do not differ in their view on emotional Summary of the univariate analysis of variance indicates that p-value (0.01) is greater than 0.05 as F value (15.865) is not significant at 0.05 level of significance. Hence null hypothesis is rejected leading to conclusion that, respondents with respect to their time duration spent on job, differ in their opinion on the dimension of emotional intelligence.

H04: There is no difference in judgement on emotional intelligence with respect to academic qualification of the respondents.

Summary of the univariate analysis of variance indicates that p-value (0.198) is greater than 0.05 as F value (1.51) is not significant at 0.05 level of significance. Hence null hypothesis is accepted, leads to finding that respondents with different educational level do not differ in their views on emotional intelligence dimension.

H05: Male and female respondents do not differ in their perception on emotional intelligence.

Summary of the "t" test presented indicates that for dimension of emotional intelligence t value is non-significant as p-value (0.858) is greater than 0.05. Hence the hypothesis is accepted at 0.05 level of significance. Therefore there is no notable difference between respondents belonging to different gender in their perception of emotional intelligence dimension.

FINDING, SUGGESTIONS, AND CONCLUSION

The findings of the study based on the research objectives may be summed up in the following section.

FINDINGS

1. With a high level of self-awareness may have been revealed to be evident amongst respondents, further development in this area will benefit respondents who may have scored lower in other aspects of the survey.
2. Reasonable levels of emotional intelligence amongst respondents relating to emotion management were found. However, the results would suggest that even though respondents may have a reasonable level of awareness of their own emotions.
3. Through structured interventions in the area of relationship management the respondents ability and willingness to deal with relationship-based conflict could be further enhanced .
4. The findings indicate a high level of emotional intelligence amongst respondents, specifically in relation to change and that they view change as a natural consequence of life. This would indicate that the majority of respondents view the process of change in a positive light.
5. The research finding reflected a low emotional intelligence level for respondents who participated in the survey. Coaching in the field of emotional intelligence is recommended to improve employees' self-motivation.
6. Relationships are a vital part of every individual's life both at work and personally. Ongoing emotional intelligence coaching is strongly recommended to strengthen interpersonal relationships.
7. A very high level of percentage of respondents it was found that their productivity got affected negatively under stress . Respondents should not be given more responsibility and roles as result of which respondents were stressed, which ultimately affect their performance.

8. Respondents hold a realistic view of conflict as being part of a natural process of daily interactions. A very low percent strongly disagreed. The literature study supports the research findings in that it suggests that organisations could benefit from a better understanding of conflict resolution .
9. The responses obtained indicate a high level of emotional intelligence amongst respondents regarding how displaying concern and understanding in conflict situations may often assist in calming the mood.
10. High level of respondents agreed that they depend on support and commitment from their teams. The responses obtained from the survey indicate a high level of emotional intelligence amongst respondents regarding how displaying concern and understanding in conflict situations may often assist in calming the mood .
11. Study also indicated that as the respondents were more aware about their emotions they become **“more defensive and easily started losing temper”** which is not fruitful for an organisation.
12. Further it was found that the respondents in public sector units were having a lot of **“emotional stability”** which indicated that the employees were able to relax under pressure and at the same time they were able to manage things even when angry.
13. From factor analysis it was found that respondents were very much **“self motivated”**. For an organisation to have a motivated employee is like having a boon. As the employee in public sector organisation is motivated half the goal and objective of the organisation is achieved which ultimately improves the effectiveness of the organisation.
14. In an organisation if the employees are **“selfless”** than the organisation is going to benefit like anything, as selfishness is good quality which indicate there is unity in the organisation. Not only these but they are also **“extrovert”**. so they will work wholeheartedly for the organisation. Relationship among the employees and also with the management are well developed.
15. **“Sensitivity”** and **“friendly”** are the two terms which shows that emotional coaching which is a component of emotional intelligence are well developed. When the employees are sensitive they are able to know that when their behavior is affecting others or are able to sense their feeling as they are angry or upset and manage the situation which is very beneficial for the management . Not only these but they also help the management to solve the conflict if any arises in the organisation. If the environment of the organisation is friendly then the organizational climate is enhanced, as a result of which effectiveness is increased.

Suggestions

Though it has been found that the emotional intelligence play a significant role in maintaining the organizational effectiveness, it is necessary to develop the emotional intelligence among the employees. For that following points should be considered:

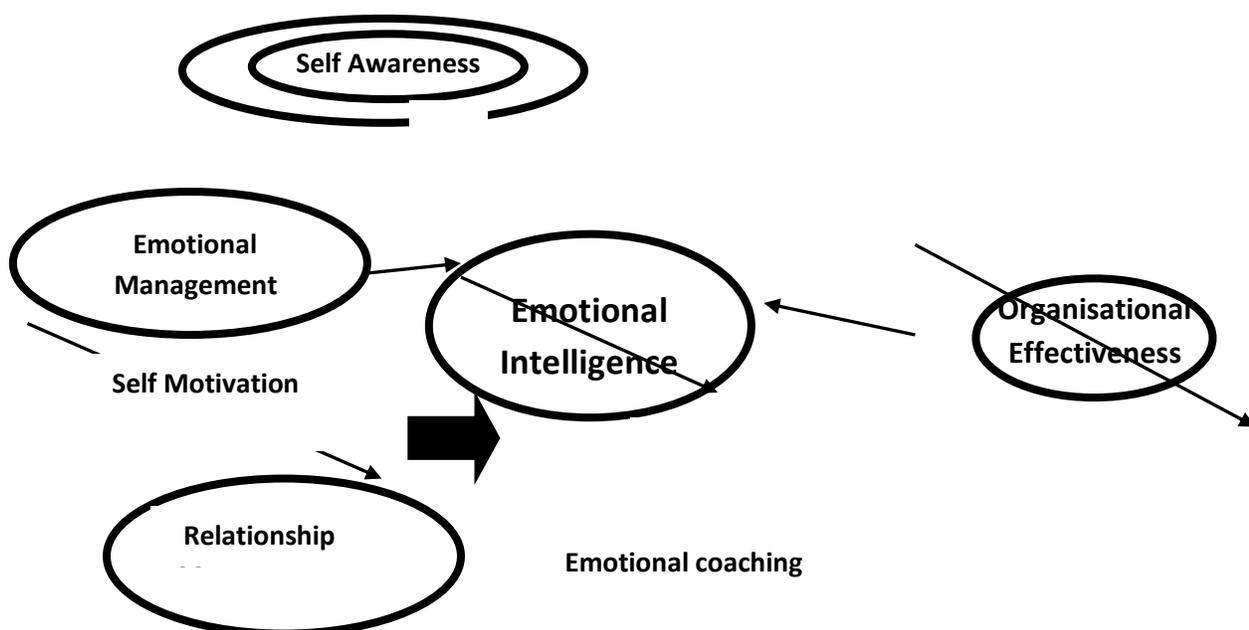
1. Continual training in emotional coaching is advised to further strengthen current competencies in regard to self-awareness.
2. Personal coaching in the area of emotion management may result in improved interpersonal relationships both within and out of the work environment.
3. The findings indicate that a need for improved interpersonal relationships exists amongst respondents. Thus, it may appear that participants may find training to sharpen their emotional intelligence competencies helpful in improving interpersonal relationships at work.
4. Training in the area of emotional intelligence coaching in some areas such as the ability to communicate feelings effectively to others and the ability to contribute to conflict management in the group can help to enhance level of emotional intelligence among the respondents.
5. Managers should trust their team members. When there is no trust the employees do not work properly.

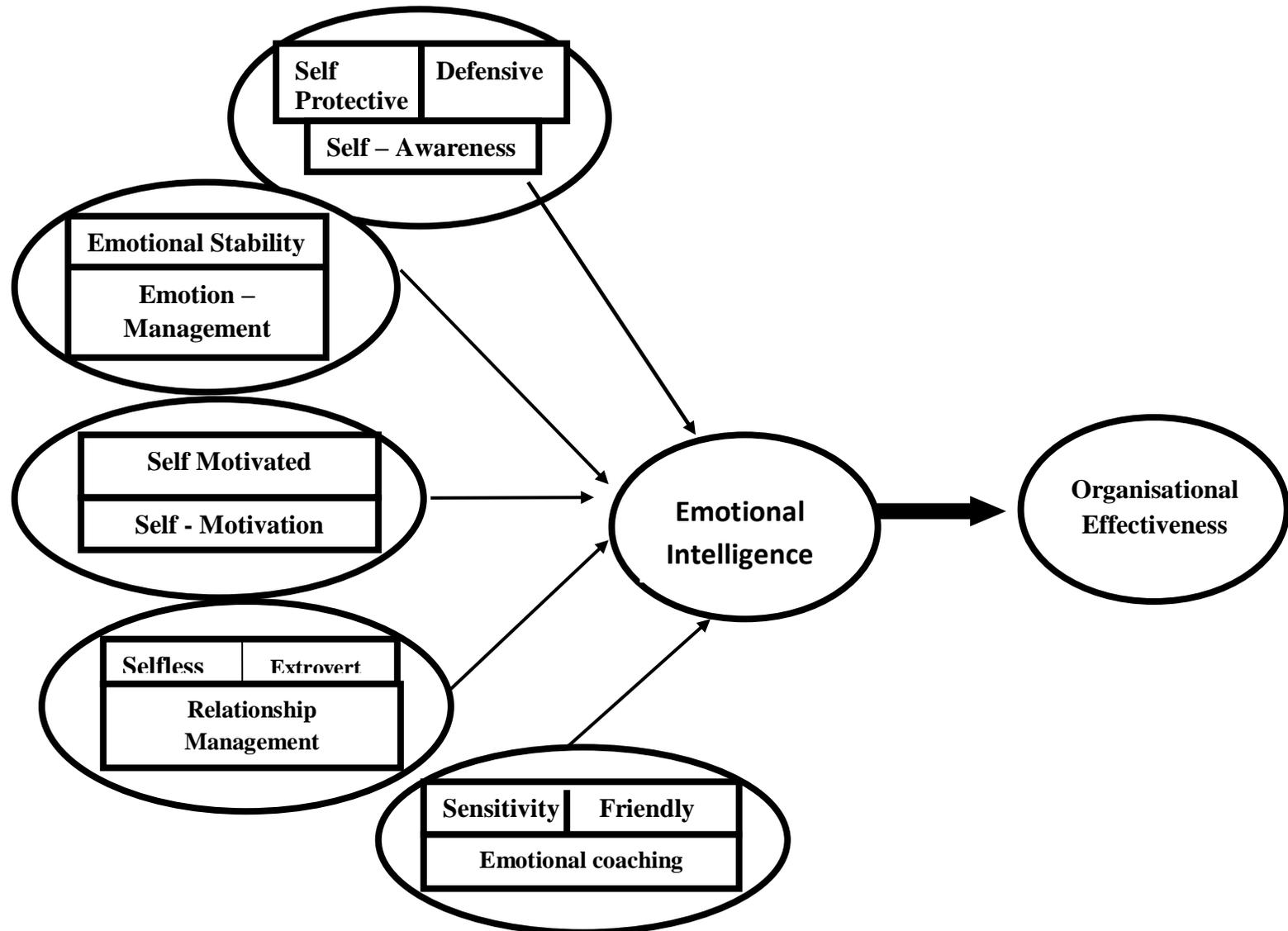
6. Too much of stress reduced the productivity. So care should be taken while assigning role and responsibility among the employees.
7. Training program should be conducted to handle stress.
8. Managers should allow employees to work in team as more than 80 percent of employees were interested to work in team but not in isolation.
9. Emotional intelligence enhances team effectiveness and consequently organisational effectiveness.
10. Healthy interpersonal relationships enhance interdependence amongst individuals working within teams.
11. The awareness of and the capability in handling stress could reduce the impact of stress on the individual's and the organisation's effectiveness.
12. However the results would suggest that even though respondents may have a reasonable level of awareness of their own emotions. Personal coaching in the area of emotion management will not only benefit the individual personally but also the employer.

Conclusion

From the above study it's concluded that with high level of emotional intelligence in the organisation specially in public sector which was the area of my research that organisation definitely benefit from it. Not only they are able to attract more and more new entrants but are also successfully able to retain the workforce. As the employee are having more emotional maturity they start understanding each others in the organisation which ultimately enhances the organisation climate, people believe in team work .Ultimately the stress in the organisation reduces thereby enhancing the productivity of the employees. Emotional intelligence is a such factor which is natural but can also be inculcated among the employees by continuous training. The different component of emotional intelligence which are as follow: self awareness, emotional management, Self motivation, relationship management and emotional coaching effect the organisation. Self awareness is a factor which has a little negative impact on the effectiveness of organisation as it shows less stability in emotions. Thus it need to be improved by imparting training . At last i would diagrammatically conclude my topic as follow:-

Originally Emotional Intelligence Contributing To Organisational Effectiveness Before Study



Emotional Intelligence Contributing To Organisational Effectiveness After Study

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