

OBSERVATIONS

- Researcher observed the male dominance at the workplace, which is affecting the women administrators greatly.
- Women managers were very busy and they are not satisfied with their salaries.
- Many women managers were not ready to disclose the personal issues.
- They again don't want to express the real challenges.
- Many of them were extrovert and from interviewing it is observed that the respondents feel that spouse's contribution is there in their success.
- In transferable jobs especially in Banking sector, restricting women managers to take higher positions at workplace.
- Many women managers interpreted that there is not male dominance but the women themselves don't want more responsibilities, it's their own comfort zone, and their own concern not to take managerial positions.
- Researcher has seen the rebelliousness of male colleagues towards the women managers, whenever any assignment is allotted to the male colleagues.
- Researcher has observed that women managers are polite to everyone but at certain instances they also take harsh decisions.
- Most of the women managers were outspoken and very cooperative.
- Some women managers reported that in spite of the male dominance; they have to create their own identity.
- Researcher has also observed that majority of the women managers were not aware of the concept of Emotional Intelligence.
- Researcher observed that women managers are empathetic towards the customers and the subordinates.
- It is also observed that respondents agreed that the family environment is responsible for the personality building of them and some said that there were role models and mentors who helped them to build their personality.

MAJOR FINDINGS:

SECTION I: PERSONAL INFORMATION OF THE RESPONDENTS:

- Majority of the respondents i.e. 51.5% (n=52) were from the age group of 30-35 yrs.
- Majority of the respondents i.e. 45.5% (n=46) were having post graduate qualification.
- Majority of the respondents i.e. 41.6% (n=42) were first born.
- Majority of the respondents i.e. 63.4% (n= 64) were from Banking sector.
- Majority of the respondents i.e. 48.5% (n=49) were having 3-7 yrs of total work experience.
- Majority of the respondents i.e. 42.6% (n=43) of the respondents were earning Rs 50001 and above.
- Majority of the respondents i.e. 51.5% (n=52) were residing in Nuclear family system.
- Majority of the respondents i.e. 54.5% (n=55) of the respondents spouse were getting Rs. 50,001 and above as their monthly salary.
- Majority of the respondents i.e. 85.1% (n=86) of the respondents were having 3-5 dependents at home.
- Majority of the respondents i.e. 60.4% (n= 61) of the were having 1-2 children
- Majority of the respondents i.e. 88.1% (n=89) felt that they are in a leadership role
- Majority of the respondents i.e. 93.1% (n=94) believed that they are successful leaders

SECTION II: FINDINGS RELATED TO THE DIMENSIONS OF EMOTIONAL INTELLIGENCE:

- 31.7 % (n=32) were showing low emotional intelligence related to the work aspect.
- 30.7 % (n=31) were showing low emotional intelligence related to the emotional self - awareness.
- 47.5% (n=48) were showing low emotional intelligence related to the emotional expression dimension
- 36.6 % (n=37) were showing high emotional intelligence related to the aspect of motional awareness of others.
- 33.7 % (n=34) were showing high emotional intelligence related to the aspect of EQ competencies.
- 39.60% (n=40) of the were showing high emotional intelligence related to the creativity aspect
- 39.6% (n=40) were showing low emotional intelligence related to the Resilience aspect
- 31.7% (n=32) were showing low emotional intelligence related to the Interpersonal Connection aspect
- 29.7% (n=30) were showing high emotional intelligence related to the Constructive Discontent aspect.
- 32.7% (n=33) were showing high emotional intelligence related to the EQ values and beliefs comparison aspect.
- 38.6% (n=39) were showing high emotional intelligence related to the Outlook dimension.
- 34.65% (n=35) of the respondents were showing high emotional intelligence related to the Trust radius dimension.

- 26.7% (n=27) were showing low emotional intelligence related to the Personal Power aspect.
- 26.7% (n=27) were showing low emotional intelligence related to the Integrity dimension
- 26.7% (n=27) were showing low emotional intelligence related to the Quality of life aspect.
- 27.7% (n=28) were showing low emotional intelligence related to the Relationship Quotient aspect.
- 33.7% (n=34) of the respondents were showing low emotional intelligence related to the Optional Performance aspect and also 33.7% (n=34) of the respondents were showing high emotional intelligence related to the Optional Performance aspect.

SECTION III: FINDINGS RELATED TO THE DIMENSIONS OF PERSONALITY TRAITS:

- 39.6% (n=40) fall into high category of Cooperative trait of Personality
- 42.6% (n=43) fall into high category of Flexible trait of Personality
- 35.6% (n=36) fall into high category of Energetic trait of Personality
- 36.6% (n=37) fall into high category of Persevering trait of Personality
- 30.7% (n=31) fall into high category of Original trait of Personality
- 36.6% (n=37) fall into high category of Self-control trait of Personality
- 37.6% (n=38) fall into high category of Aggressive trait of Personality
- 30.7% (n=31) fall into high category of poised trait of Personality
- 27.7% (n=28) fall into high category of Sociable trait of Personality
- 38.6% (n=39) fall into high category of Independent trait of Personality
- 39.6% (n=40) fall into high category of Conformity trait of Personality
- 39.6% (n=40) fall into high category of Dominant trait of Personality.

SECTION 1V: MAJOR FINDINGS RELATED TO THE LEADERSHIP STYLES:

- Majority of the respondents in the aspect related to the Beliefs about Subordinates, gave highest score i.e. (score=344) were representing the Developmental Leadership style as the dominant leadership style
- Majority of the respondents in the aspect related to the vision, gave highest score (score=375) were representing the Developmental Leadership style as the dominant leadership style
- Majority of the respondents in the aspect related to the mistakes, gave highest score, (score=425) were representing the Developmental Leadership style as the dominant leadership style
- Majority of the respondents in the aspect related to the conflicts gave the highest score i.e. (score=433) were representing the Developmental Leadership style as the dominant leadership style
- Majority of the respondents in the aspect related to the decision gave the highest score i.e. (score=436) were representing the Developmental Leadership style as the dominant leadership style
- Majority of the respondents in the aspect related to the assignment of tasks, gave the highest score i.e. (score=387) were representing the Developmental Leadership style as the dominant leadership style
- Majority of the respondents in the aspect related to the significance, gave the highest score i.e. (score=424) were representing the Developmental Leadership style as the dominant leadership style
- Majority of the respondents in the aspect related to the communication, gave the highest score (score=413) were representing the Developmental Leadership style as the dominant leadership style

- Majority of the respondents in the aspect related to the inspiration, gave the highest score i.e. (score=413) were representing the Developmental Leadership style as the dominant leadership style
- Majority of the respondents. in the aspect related to the initiative, gave the highest score i.e. (score=414) were representing the Developmental Leadership style as the dominant leadership style
- Majority of the respondents gave maximum score to the developmental leadership style i.e. 1098.

SECTION V: CROSS-TABULATION AND CHI-SQUARE TEST BETWEEN DEMOGRAPHIC VARIABLES AND EMOTIONAL INTELLIGENCE, PERSONALITY TRAITS

- Bi- variate and test analysis of Age and work aspect of Emotional Intelligence shows that the chi square value is 32.814 and the degree of freedom is 8 and p value is 0.000, which shows, there is a significant relationship between age and work at 5% level of significance.
- Bi- variate and test analysis of Age and emotional self awareness aspect of Emotional Intelligence shows that the chi square value is 29.392 and the degree of freedom is 8 and p value is 0.000, which shows that there is a significant relationship between age and emotional self awareness aspect of emotional intelligence at 5% level of significance.
- Bi- variate and test analysis of Age and emotional expression aspect of Emotional Intelligence shows that the chi square value is 17.210 and the degree of freedom is 8 and p value is 0.028, which shows there is a significant relationship between age and emotional expression aspect of emotional intelligence at 5% level of significance.
- Bi- variate and test analysis of Age and emotional awareness of others aspect of Emotional Intelligence shows that the chi square

value is 26.137^a and the degree of freedom is 8 and p value is 0.001, which shows that there is a significant relationship between age and emotional awareness of others aspect of emotional intelligence at 5% level of significance.

- Bi- variate and test analysis of Age and EQ competencies aspect of Emotional Intelligence shows that the chi square value is 19.548^a and the degree of freedom is 8 and p value is 0.012, which shows that there is a significant relationship between age and EQ competencies aspect of emotional intelligence at 5% level of significance.
- Bi- variate and test analysis of Age and Creativity aspect of Emotional Intelligence shows that the chi square value is 24.583^a and the degree of freedom is 8 and p value is 0.002 which shows there is a significant relationship between age and creativity aspect of emotional intelligence at 5% level of significance.
- Bi- variate and test analysis of Age and Resilience aspect of Emotional Intelligence shows that the chi square value is 40.225^a and the degree of freedom is 8 and p value is 0.000 which shows that there is a significant relationship between age and creativity aspect of emotional intelligence at 5% level of significance.
- Bi- variate and test analysis of Age and Interpersonal Connection aspect of Emotional Intelligence shows that the chi square value is 46.472^a and the degree of freedom is 8 and p value is 0.000. Thus researcher can interpret that there is a significant relationship between age and Interpersonal Connection aspect of emotional intelligence at 5% level of significance.
- Bi- variate and test analysis of Age and Constructive Discontent aspect of Emotional Intelligence shows that the chi square value is 18.906^a and the degree of freedom is 8 and p value is 0.015 which shows that there is a significant relationship between age and Constructive Discontent aspect of emotional intelligence at 5% level of significance.

- Bi- variate and test analysis of Age and EQ values and beliefs aspect of Emotional Intelligence shows that the chi square value is 20.585^a and the degree of freedom is 8 and p value is 0.008 which shows that there is a significant relationship between age and EQ values and beliefs comparison aspect of emotional intelligence at 5% level of significance.
- Bi- variate and test analysis of Age and Outlook aspect of Emotional Intelligence shows that the chi square value is 17.092^a and the degree of freedom is 8 and p value is 0.029, which shows that there is a significant relationship between age and Outlook aspect of emotional intelligence at 5% level of significance.
- Bi- variate and test analysis of Age and Personal Power aspect of Emotional Intelligence shows the chi square value is 33.921^a and the degree of freedom is 8 and p value is 0.000 which shows that there is a significant relationship between age and Personal Power aspect of emotional intelligence at 5% level of significance.
- Bi- variate and test analysis of Age and Integrity aspect of Emotional Intelligence shows that the chi square value is 29.670^a and the degree of freedom is 8 and p value is 0.000, which shows that there is a significant relationship between age and Integrity aspect of emotional intelligence at 5% level of significance.
- Bi- variate and test analysis of Age and Quality of life aspect of Emotional Intelligence shows that the chi square value is 37.438^a and the degree of freedom is 8 and p value is 0.000 which shows that there is a significant relationship between age and Quality of life aspect of emotional intelligence at 5% level of significance.
- Bi- variate and test analysis of Age and Relationship Quotient aspect of Emotional Intelligence shows that the chi square value is 17.106^a and the degree of freedom is 8 and p value is 0.029 which shows that there is a

significant relationship between age and Relationship Quotient aspect of emotional intelligence at 5% level of significance.

- Bi- variate and test analysis of Age and Optional Performance aspect of Emotional Intelligence shows that the chi square value is 30.604^a and the degree of freedom is 8 and p value is 0.000 which shows that there is a significant relationship between age and Optional Performance aspect of emotional intelligence at 5% level of significance
- Bi- variate and test analysis of Age and Personality traits shows that the chi square value is 19.905^a and the degree of freedom is 8 and p value is 0.011 which shows that there is a significant relationship between age and Personality traits at 5% level of significance.
- Bi- variate and test analysis of Age and Co-operative trait of Personality shows that the chi square value is 22.060^a and the degree of freedom is 8 and p value is 0.005. Thus researcher can interpret that there is a significant relationship between age and cooperative trait of personality at 5% level of significance.
- Bi- variate and test analysis of Age and Flexible trait of personality shows that the chi square value is 10.936^a and the degree of freedom is 8 and p value is 0.205 which shows that there is no significant relationship between age and Flexible trait of personality at 5% level of significance.
- Bi- variate and test analysis of Age and Energetic trait of personality shows that the chi square value is 40.130^a and the degree of freedom is 8 and p value is 0.000. Thus researcher can interpret that there is a significant relationship between age and Energetic trait of personality at 5% level of significance.
- Bi- variate and test analysis of Age and Persevering trait of personality shows that the chi square value is 23.331^a and the degree of freedom is 8 and p value is 0.003 which shows that there is a significant relationship between age and Persevering trait of personality at 5% level of significance.

- Bi- variate and test analysis of Age and Original trait of personality shows that the chi square value is 13.366^a and the degree of freedom is 8 and p value is 0.100 which shows that there is no significant relationship between age and Original trait of personality at 5% level of significance.
- Bi- variate and test analysis of Age and Self control trait of personality shows that the chi square value is 27.096^a and the degree of freedom is 8 and p value is 0.001 which shows that there is a significant relationship between age and Self control trait of personality at 5% level of significance.
- Bi- variate and test analysis of Age and Aggressive trait of personality shows that the chi square value is 23.490^a and the degree of freedom is 8 and p value is 0.003 which shows that there is a significant relationship between age and Aggressive trait of personality at 5% level of significance.
- Bi- variate and test analysis of Age and Poised trait of personality shows that the chi square value is 14.999^a and the degree of freedom is 8 and p value is 0.059 which shows that there is no significant relationship between age and poised trait of personality at 5% level of significance.
- Bi- variate and test analysis of Age and Sociable trait of personality shows that the chi square value is 18.312^a and the degree of freedom is 8 and p value is 0.019 Thus researcher can interpret that there is a significant relationship between age and Sociable trait of personality at 5% level of significance.
- Bi- variate and test analysis of Age and Independence trait of personality shows that the chi square value is 25.720^a and the degree of freedom is 8 and p value is 0.001 which shows that there is a significant relationship between age and Independence trait of personality at 5% level of significance.
- Bi- variate and test analysis of Age and Conformity trait of personality shows that the chi square value is 17.802^a and the degree of freedom is 8 and p value is 0.023 which show that there is a significant relationship between age and Conformity trait of personality at 5% level of significance.

- Bi-variate and test analysis of Age and Dominance trait of personality shows that the chi square value is 61.090^a and the degree of freedom is 8 and p value is 0.000 which shows that there is a significant relationship between age and Conformity trait of personality at 5% level of significance.

SECTION VI: CO-RELATION BETWEEN DEMOGRAPHIC VARIABLES AND EMOTIONAL INTELLIGENCE:

- It is found from the present study that there is a positive co-relation (.047) between educational status of the respondents and their emotional intelligence. Hence it can be interpreted that the education does play a significant role in respondent's life.
- It is found from the present study that there is a positive co-relation (.265) between Age of the respondents and the emotional intelligence. The less the age of the respondents there may be less chances of developing the emotional competencies. Hence this co-relation is significant at 0.01 level (2 tailed)
- Related to the co-relation between marital status and the emotional intelligence, it is found from the present study that there is a positive co-relation (.058) between the marital status of the respondents and their emotional intelligence. Thus it can be interpreted that marital status does play a significant role in respondent's life in developing the emotional intelligence.
- From the present study it can be seen that years of service in the present organization and emotional intelligence shows a negative co-relation (-.127) but there is a positive co-relation (.329) seen in between the total experience of the respondents and their emotional intelligence. Thus the total experience plays a significant role in the development of emotional competencies among the respondents. Hence this co-relation is significant at 0.01 level (2 tailed)
- It is found from the present study that there exists a positive co-relation (.146) between monthly salary of the respondents and Emotional Intelligence.

- From the present study it can be seen that there exists a negative co-relation (-.013) between the type of the family of the respondents and their emotional intelligence. Hence it can be interpreted that the family plays a significant role in the development of emotional competencies among the respondents life.

SECTION VII: CO-RELATION BETWEEN DEMOGRAPHIC VARIABLES AND PERSONALITY TRAITS:

- Findings suggests that there exists a negative co-relation (-.408) between the educational qualification of the respondents and the personality traits. Less the education, low will be the development of the personality traits among the women administrators and vice versa. Hence this co-relation is significant at 0.01 level (2 tailed)
- Findings also suggests that there exists a negative co-relation (-.046) between the age of the respondents and the personality traits. Hence it can be interpreted on this ground that age also plays a significant role in the development of the personality traits among the women administrators. As we all know that maturity comes with age. A human being learns through socialization and all the experiences of life and therefore as the age advances the person will develop more personality traits and vice versa.
- Findings suggests that there exists a negative co-relation (-.250) between marital status of the respondents and the development of the personality traits. Marriage is a social institution which has many positive/negative impacts on the person's life. Spouse's support and motivation plays an important role in the development of an individual. Hence, it can be interpreted that any change in the marital life of the respondents may lead to create changes in their personality characteristics. Hence the co-relation is significant at 0.05 level (2 tailed)
- It is found from the study that there exists a negative co-relation (-.157) between the years of experience in the present organization and the personality traits. There also exists a negative co-relation between (-.108) between the total years of experience and the personality traits which suggests that with the experience the person becomes matured. Hence it can be interpreted that with more experience personality traits will also develop.

- It is found from the present study that there exists a negative co-relation (-.058) between the monthly salary of the respondents and the personality traits. Hence changes in the salary may create changes in the personality traits of the women administrators.
- It is found from the present study that there exists a negative co-relation (-.402) between the type of the family of the respondents and the personality traits. Our initial socialization started with the family. Here the co-relation is significant at 0.01 level (2 tailed).

SECTION VIII: CO-RELATION BETWEEN EMOTIONAL INTELLIGENCE AND PERSONALITY TRAITS.

- It is found from the above table that there is a negative co-relation (-0.129) between work dimension of emotional intelligence and the personality traits. Hence it can be interpreted that personality traits does plays an important role in improving work dimension of emotional intelligence.
- It is found from the above table that there is a negative co-relation (-0.015) between emotional self awareness dimension of emotional intelligence and personality traits. Hence it can be interpreted that personality traits does plays an important role in establishing the emotional self awareness in the respondents.
- It is found from the above table that there is a negative co-relation (-0.114) between emotional expression dimension and the personality traits. Hence it can be further interpreted that personality traits in the respondents has impact in the emotional development of the respondents especially the emotional expression dimension.
- It is found from the above table that there is a negative co-relation (-0.207) between emotional awareness of others and the personality traits. Hence it can be interpreted that personality traits does play a significant role in development of emotional awareness of others dimension of emotional intelligence. Hence the co-relation is significant at 0.05 level (2 tailed)
- It is found from the above table that there is a negative co-relation (-0.262) between EQ competencies dimension of emotional intelligence and personality traits. Hence it can be interpreted that there is a significant relationship between both and may be positive

personality traits may lead to develop these competencies in the respondents. Hence the co-relation is significant at 0.01 level (2 tailed).

- It is found from the above table that there is a negative co-relation (-0.369) between Creativity dimension of emotional intelligence and personality traits. Hence this co-relation is significant at 0.01 level (2 tailed).
- It is found from the above table that there is a positive co-relation (0.001) between Resilience dimension of emotional intelligence and personality traits. Hence it can be interpreted that there is a significant relationship between both and the personality traits may lead to develop Resilience competency in the respondents.
- It is found from the above table that there is a negative co-relation (-0.073) between interpersonal connection dimension of emotional intelligence and personality traits.
- It is found from the above table that there is a negative co-relation (-0.067) between Constructive discontent dimension of emotional intelligence and personality traits.
- It is found from the present study that there is a negative co-relation (-0.215) between EQ values and beliefs comparison dimension of the emotional intelligence and the Personality traits. Hence it can be interpreted that the positive personality traits does play a significant role in respondent's life to develop the EQ beliefs among the respondents. Hence this co-relation is significant at 0.05 level (2 tailed).
- It is found from the above table that there is a negative co-relation (-0.282) between Outlook dimension of emotional intelligence and personality traits. Hence this co-relation is significant at 0.001 level (2 tailed)
- It is found from the above table that there is a negative co-relation (-0.036) between Trust radius dimension of emotional intelligence and personality traits.
- It is found from the above table that there is a positive co-relation (0.188) between Personal power dimension of emotional intelligence and personality traits. Hence it can be interpreted that there is a significant relationship between both and may be positive

personality traits may lead to develop these competencies in the respondents. Hence this co-relation is significant at 0.001 level (2 tailed)

- It is found from the above table that there is a negative co-relation (-0.094) between Integrity dimension of emotional intelligence and personality traits.
- It is found from the above table that there is a negative co-relation (-0.147) between Quality of life dimension of emotional intelligence and personality traits. Negative personality traits may lead to less Quality of life.
- It is found from the above table that there is a strong negative co-relation (-0.286) between Relationship quotients dimension of emotional intelligence and personality traits. Hence this co-relation is significant at 0.001 level (2 tailed)
- It is found from the above table that there is a strong negative co-relation (-0.326) between Optional Performance dimension of emotional intelligence and personality traits. Hence this co-relation is significant at 0.001 level (2 tailed).

SECTION IX: CO-RELATION BETWEEN EMOTIONAL INTELLIGENCE AND LEADERSHIP STYLES.

- It is found from the above table that there is a negative co-relation (-0.050) between work dimension of emotional intelligence and the Benevolent leadership style whereas there is a positive co-relation (0.026) between the work dimension of emotional intelligence and the critical leadership style and again a positive co-relation (0.023) of work dimension with the developmental leadership style.
- It is found from the above table that there is a negative co-relation (-0.066) between emotional self awareness dimension of emotional intelligence and the Benevolent leadership style whereas there is a negative co-relation (-0.215) between the emotional self awareness dimension of emotional intelligence and the critical leadership style and this co-relation is significant at 0.005 level (2 tailed) whereas a positive co-relation (0.199) of emotional self awareness dimension with the developmental leadership style and this co-relation is also significant at 0.005 level (2 tailed)

- It is found from the above table that there is a positive co-relation (0.018) between emotional expression dimension of emotional intelligence and the Benevolent leadership style whereas there is a negative co-relation (-0.112) between the emotional expression dimension of emotional intelligence and the critical leadership style and also a positive co-relation (0.069) of emotional expression dimension with the developmental leadership style.
- It is found from the above table that there is a negative co-relation (-0.224) between emotional awareness of others dimension of emotional intelligence and the Benevolent leadership style and this co-relation is significant at 0.005 level (2 tailed) whereas there is a positive co-relation (0.052) between the emotional awareness of others dimension of emotional intelligence and the critical leadership style and also a positive co-relation (0.099) of emotional awareness of others dimension with the developmental leadership style.
- It is found from the above table that there is a negative co-relation (-0.015) between EQ competencies dimension of emotional intelligence and the Benevolent leadership style whereas there is a positive co-relation (0.092) between the EQ competencies dimension of emotional intelligence and the critical leadership style and also a negative co-relation (-0.083) of EQ competencies dimension with the developmental leadership style.
- It is found from the above table that there is a positive co-relation (0.093) between creativity dimension of emotional intelligence and the Benevolent leadership style whereas there is a positive co-relation (0.045) between the creativity dimension of emotional intelligence and the critical leadership style and also a negative co-relation (-0.090) of creativity dimension with the developmental leadership style.
- It is found from the above table that there is a positive co-relation (0.080) between resilience dimension of emotional intelligence and the Benevolent leadership style whereas there is a positive co-relation (0.039) between the resilience dimension of emotional intelligence and the critical leadership style and a negative co-relation (-0.074) of EQ resilience dimension with the developmental leadership style.
- It is found from the above table that there is a positive co-relation (0.080) between interpersonal connection dimension of emotional intelligence and the Benevolent

leadership style whereas there is a positive co-relation (0.039) between the interpersonal connection dimension of emotional intelligence and the critical leadership style and a negative co-relation (-0.074) of interpersonal connection dimension of Emotional intelligence with the developmental leadership style.

- It is found from the above table that there is a positive co-relation (0.066) between interpersonal connection dimension of emotional intelligence and the Benevolent leadership style whereas there is a positive co-relation (0.102) between the interpersonal connection dimension of emotional intelligence and the critical leadership style and a negative co-relation (-0.116) of interpersonal connection dimension of Emotional intelligence with the developmental leadership style.
- It is found from the above table that there is a positive co-relation (0.130) between constructive discontent dimension of emotional intelligence and the Benevolent leadership style whereas there is a positive co-relation (0.066) between the constructive discontent dimension of emotional intelligence and the critical leadership style and a negative co-relation (-0.115) of constructive discontent dimension of Emotional intelligence with the developmental leadership style.
- It is found from the above table that there is a positive co-relation (0.071) between EQ values and beliefs comparison dimension of emotional intelligence and the Benevolent leadership style whereas there is a positive co-relation (0.026) between the EQ values and beliefs comparison dimension of emotional intelligence and the critical leadership style and a negative co-relation (-0.028) of EQ values and beliefs comparison dimension of Emotional intelligence with the developmental leadership style.
- It is found from the above table that there is a negative co-relation (-0.077) between Outlook dimension of emotional intelligence and the Benevolent leadership style whereas there is a positive co-relation (0.100) between the Outlook dimension of emotional intelligence and the critical leadership style and a negative co-relation (-0.047) of Outlook dimension of Emotional intelligence with the developmental leadership style.
- It is found from the above table that there is a negative co-relation (0.043) between Trust radius dimension of emotional intelligence and the Benevolent leadership style whereas there is a negative co-relation (-0.027) between the trust radius dimension of emotional

intelligence and the critical leadership style and a negative co-relation (-0.049) of trust radius dimension of Emotional intelligence with the developmental leadership style.

- It is found from the above table that there is a negative co-relation (-0.035) between Personal Power dimension of emotional intelligence and the Benevolent leadership style whereas there is a positive co-relation (0.126) between the Personal Power dimension of emotional intelligence and the critical leadership style and a negative co-relation (-0.115) of Personal Power dimension of Emotional intelligence with the developmental leadership style.
- It is found from the above table that there is a positive co-relation (0.106) between Integrity dimension of emotional intelligence and the Benevolent leadership style whereas there is a positive co-relation (0.288) between the Integrity dimension of emotional intelligence and the critical leadership style and this co-relation is significant at 0.001 level (2 tailed) whereas a negative co-relation (-0.288) of Integrity dimension of Emotional intelligence with the developmental leadership style and this co-relation is significant at 0.001 level (2 tailed)
- It is found from the above table that there is a positive co-relation (0.002) between Quality of life dimension of emotional intelligence and the Benevolent leadership style whereas there is a positive co-relation (0.106) between the Quality of life dimension of emotional intelligence and the critical leadership style whereas and a negative co-relation (-0.041) of Quality of life dimension of Emotional intelligence with the developmental leadership style.
- It is found from the above table that there is a positive co-relation (0.067) between Relationship Quotient dimension of emotional intelligence and the Benevolent leadership style whereas there is a negative co-relation (-0.017) between the Relationship Quotient dimension of emotional intelligence and the critical leadership style whereas and a negative co-relation (-0.067) of Relationship Quotient dimension of Emotional intelligence with the developmental leadership style.
- It is found from the above table that there is a negative co-relation (-0.20) between Optional Performance dimension of emotional intelligence and the Benevolent leadership style whereas there is a positive co-relation (0.121) between the Optional Performance

dimension of emotional intelligence and the critical leadership style whereas and a negative co-relation (-0.111) of Optional Performance dimension of Emotional intelligence with the developmental leadership style.

SECTION X: CO-RELATION BETWEEN LEADERSHIP STYLES AND PERSONALITY TRAITS

- It is found from the above table that there is a positive co-relation (0.091) between co-operative trait and benevolent leadership style, there exist a negative co-relation (-0.214) between critical leadership style and co-operative trait and this co-relation is significant at 0.005 level (2 tailed) whereas there exist a positive co-relation (0.019) between cooperative trait and developmental leadership style.
- It is found from the above table that there is a positive co-relation (0.041) between flexible trait and benevolent leadership style, there exist a negative co-relation (-0.174) between critical leadership style and co-operative trait whereas there exist a positive co-relation (0.057) between cooperative trait and developmental leadership style.
- It is found from the above table that there is a positive co-relation (0.024) between energetic trait and benevolent leadership style, there exist a negative co-relation (-0.174) between critical leadership style and energetic trait and this co-relation is significant at 0.005 level (2 tailed) whereas there exist a positive co-relation (0.057) between energetic trait and developmental leadership style.
- It is found from the above table that there is a positive co-relation (0.101) between persevering trait and benevolent leadership style, there exist a negative co-relation (-0.113) between critical leadership style and persevering trait whereas there exist a positive co-relation (0.043) between persevering trait and developmental leadership style.
- It is found from the above table that there is a negative co-relation (-0.067) between original trait and benevolent leadership style, there exist a negative co-relation (-0.164)

between critical leadership style and original trait whereas there exist a positive co-relation (0.055) between original trait and developmental leadership style.

- It is found from the above table that there is a negative co-relation (-0.108) between self control trait and benevolent leadership style, there exist a negative co-relation (-0.203) and this co-relation is significant at 0.005 level (2 tailed) between critical leadership style and self control trait whereas there exist a positive co-relation (0.055) between self control trait and developmental leadership style
- It is found from the above table that there is a positive co-relation (0.101) between aggressive trait and benevolent leadership style, there exist a negative co-relation (-0.022) between critical leadership style and aggressive trait whereas there exist a negative co-relation (-0.084) between aggressive trait and developmental leadership style
- It is found from the above table that there is a negative co-relation (-0.082) between poised trait and benevolent leadership style, there exist a negative co-relation (-0.151) between critical leadership style and poised trait whereas there exist a positive co-relation (0.136) between poised trait and developmental leadership style
- It is found from the above table that there is a negative co-relation (-0.026) between sociable trait and benevolent leadership style, there exist a negative co-relation (-0.108) between critical leadership style and sociable trait whereas there exist a positive co-relation (0.108) between sociable trait and developmental leadership style
- It is found from the above table that there is a negative co-relation (-0.015) between Independent trait and benevolent leadership style, there exist a negative co-relation (-0.063) between critical leadership style and Independent trait whereas there exist a positive co-relation (0.045) between Independent trait and developmental leadership style
- It is found from the above table that there is a negative co-relation (-0.104) between Conformity trait and benevolent leadership style, there exist a negative co-relation (-0.220) between critical leadership style and Conformity trait and this co-relation is significant at 0.005 level (2 tailed) whereas there exist a positive co-relation (0.190) between Conformity trait and developmental leadership style

- It is found from the above table that there is a negative co-relation (-0.104) between Conformity trait and benevolent leadership style, there exist a negative co-relation (-0.220) between critical leadership style and Conformity trait and this co-relation is significant at 0.005 level (2 tailed) whereas there exist a positive co-relation (0.190) between Conformity trait and developmental leadership style.
- It is found from the above table that there is a negative co-relation (-0.134) between Conformity trait and benevolent leadership style, there exist a negative co-relation (-0.048) between critical leadership style and Conformity trait whereas there exist a positive co-relation (0.087) between Conformity trait and developmental leadership style

SECTION XI: CO-RELATION BETWEEN BIRTH ORDER AND PERSONALITY TRAITS

- It is found from the above table that there is a positive co-relation (0.697) between First born and Cooperative trait of Personality and this co-relation is significant at 0.001 level (2 tailed)
- It is found from the above table that there is a positive co-relation (0.901) between First born and Flexible trait of Personality and this co-relation is significant at 0.001 level (2 tailed)
- It is found from the above table that there is a positive co-relation (0.716) between First born and Energetic trait of Personality and this co-relation is significant at 0.001 level (2 tailed)
- It is found from the above table that there is a positive co-relation (0.786) between First born and Persevering trait of Personality and this co-relation is significant at 0.001 level (2 tailed)
- It is found from the above table that there is a positive co-relation (0.750) between First born and Original trait of Personality and this co-relation is significant at 0.001 level (2 tailed)

- It is found from the above table that there is a positive co-relation (0.821) between First born and Self-Controlled trait of Personality and this co-relation is significant at 0.001 level (2 tailed)
- It is found from the above table that there is a positive co-relation (0.409) between First born and Aggressive trait of Personality and this co-relation is significant at 0.001 level (2 tailed)
- It is found from the above table that there is a positive co-relation (0.769) between First born and Poised trait of Personality and this co-relation is significant at 0.001 level (2 tailed)
- It is found from the above table that there is a positive co-relation (0.429) between First born and Sociable trait of Personality and this co-relation is significant at 0.001 level (2 tailed)
- It is found from the above table that there is a positive co-relation (0.708) between First born and Independent trait of Personality and this co-relation is significant at 0.001 level (2 tailed)
- It is found from the above table that there is a positive co-relation (0.612) between First born and Conformity trait of Personality and this co-relation is significant at 0.001 level (2 tailed)
- It is found from the above table that there is a positive co-relation (0.539) between First born and Dominant trait of Personality and this co-relation is significant at 0.001 level (2 tailed)
- It is found from the above table that there is a positive co-relation (0.612) between Middle born and Cooperative trait of Personality and this co-relation is significant at 0.001 level (2 tailed)
- It is found from the above table that there is a positive co-relation (0.678) between Middle born and Flexible trait of Personality and this co-relation is significant at 0.001 level (2 tailed)

- It is found from the above table that there is a positive co-relation (0.508) between Middle born and Energetic trait of Personality and this co-relation is significant at 0.001 level (2 tailed)
- It is found from the above table that there is a positive co-relation (0.663) between Middle born and Persevering trait of Personality and this co-relation is significant at 0.005 level (2 tailed)
- It is found from the above table that there is a positive co-relation (0.730) between Middle born and Original trait of Personality and this co-relation is significant at 0.001 level (2 tailed)
- It is found from the above table that there is a positive co-relation (0.575) between Middle born and Self-Controlled trait of Personality and this co-relation is significant at 0.001 level (2 tailed)
- It is found from the above table that there is a negative co-relation (-0.084) between Middle born and Aggressive trait of Personality and.
- It is found from the above table that there is a positive co-relation (0.769) between Middle born and Poised trait of Personality and this co-relation is significant at 0.001 level (2 tailed)
- It is found from the above table that there is a positive co-relation (0.744) between Middle born and Sociable trait of Personality and this co-relation is significant at 0.001 level (2 tailed)
- It is found from the above table that there is a positive co-relation (0.610) between Middle born and Independent trait of Personality and this co-relation is significant at 0.001 level (2 tailed)
- It is found from the above table that there is a positive co-relation (0.760) between Middle born and Conformity trait of Personality and this co-relation is significant at 0.001 level (2 tailed)

- It is found from the above table that there is a positive co-relation (0.628) between Middle born and Dominant trait of Personality and this co-relation is significant at 0.001 level (2 tailed)
- It is found from the above table that there is a positive co-relation (0.721) between Last born and Cooperative trait of Personality and this co-relation is significant at 0.001 level (2 tailed)
- It is found from the above table that there is a positive co-relation (0.702) between Last born and Flexible trait of Personality and this co-relation is significant at 0.001 level (2 tailed)
- It is found from the above table that there is a positive co-relation (0.222) between Last born and Energetic trait of Personality and this co-relation is significant at 0.001 level (2 tailed)
- It is found from the above table that there is a positive co-relation (0.543) between Last born and Persevering trait of Personality and this co-relation is significant at 0.005 level (2 tailed)
- It is found from the above table that there is a positive co-relation (0.899) between Last born and Original trait of Personality and this co-relation is significant at 0.001 level (2 tailed)
- It is found from the above table that there is a positive co-relation (0.665) between Last born and Self-Controlled trait of Personality and this co-relation is significant at 0.001 level (2 tailed)
- It is found from the above table that there is a positive co-relation (0.702) between Last born and Aggressive trait of Personality and.
- It is found from the above table that there is a positive co-relation (0.686) between Last born and Poised trait of Personality and this co-relation is significant at 0.001 level (2 tailed)
- It is found from the above table that there is a positive co-relation (0.183) between Last born and Sociable trait of Personality.

- It is found from the above table that there is a positive co-relation (0.914) between Last born and Independent trait of Personality and this co-relation is significant at 0.001 level (2 tailed)
- It is found from the above table that there is a negative co-relation (-0.312) between Last born and Conformity trait of Personality.
- It is found from the above table that there is a positive co-relation (0.348) between Last born and Dominant trait of Personality.

Major Findings and Discussion

In social work women is considered as one of the important concern groups whose needs are special and different. Especially in India, women in senior top level position in organizations is just in its infancy stage. Nowadays emotional competencies are considered as the core for maintaining good interpersonal relationships and as society is a web of social relationships, we all are interdependent on each other for the satisfaction of our each need. There is very inadequate data related to these aspects and hence this study would be helpful in analyzing the emotional competencies, personality traits and the different leadership styles among the women administrators. Furthermore researcher is trying to induce self-awareness and reflection in women administrators concerning their own emotional competencies, personality traits and leadership styles. The study has also revealed the relationship between the parameters studied. It was also helpful in finding out the challenges faced by women administrators. But a considerable number of women have not discussed their challenges which was really an important point to consider that unwillingness to disclose real challenges. Glass ceiling effect has been seen through observation during the interview sessions. And for that yes it is needed that the social workers should also have counseling sessions for the male colleagues to remove this barrier too. This study can be further utilized to see the effects of these parameters on organizational effectiveness by other researchers in future.

From the findings, observations and success stories, some key points are there which researcher would like to highlight. As a considerable number of women administrators have low emotional intelligence and they are not aware of this concept it's a diehard need that training programs for Emotional Intelligence should be organized by the organizations. Most of the women administrators were very co-operative and empathetic towards their subordinates but if the subordinates are not working properly then they also take harsh decisions to make them understand.

Majority of the respondents agreed that the family environment is responsible for their personality building. Some said that there were role models in their families only who helped them to build their personality.

The training for effective Counselling should be given by the social workers to the women administrators during the training programs.

Professional social workers can adopt the social case work method to provide counselling to the women administrators especially to ventilate them to remove the self-imposed restrictions and cultural challenges which are restricting them to develop positive personality traits and emotional intelligence to be an effective leader. Again adequate career counselling and psychosocial counselling is needed. By utilizing social group work method social workers can promote more positive group behaviors among the women administrators which may lead to develop positive personality traits. Social workers can also study the effect of group dynamics on their development. They can also call for open discussions and sharing of ideas and thoughts on effective techniques on overcoming the barriers.

By utilizing community organization professional social workers may aware the community to create platform for the women to come forward and to show their potentials. Social workers can again try to form External Advisory Boards consists of experts from different strata of the society for rendering their advisory support on a variety of diversified issues.

Social workers may utilize social work research for more qualitative researches to develop more strategies for women inclusivity. And more research is needed on boys/men in building women leadership. Social workers can aware the family and community to foster supportive and positive environment in the development of positive personality traits as well as emotional competencies.

CONCLUSION:

PERSONAL INFORMATION:

Thus from the findings, it can be concluded that majority of the women administrators are very young and shows that women has achieved the leadership position at very young age by showing their inherent potentials. It also shows that today's women are very ambitious and career oriented. Majority of the women administrators are highly educated which is a positive sign of women empowerment because education is the only tool for creating awareness and ultimate development. Majority of the women administrators are married and performing dual responsibilities handling both the house work and office environment. The women administrators are first born followed by middle born and less are the last born and majority of the women administrators were from banking sector which researcher can relate to the existing theory that there is more inclusion of women in banking profession. Most of the respondents were getting good salary package and they are financially stable but a considerable number of the respondents were getting very less salary. It might be possible as they are working in a private sector and in less renowned organizations.

Majority are living in nuclear families and it's a sign of social degradation of the joint family system which may hamper the culture and increase in stress because no one is at home who can look after the children or can give immediate help at the time of emergencies or any crisis. Most of the women administrators spouse were getting good salary package and they are financially stable.

Majority of the women administrators are well experienced and they are having dependents as a responsibility at their homes. The number of dependents varies but they have less or more responsibility at their home. Majority of the women administrators are following small family norms and they felt that they are self motivated to gain a leadership position and majority of the women administrators feels that they are in a leadership role and believes that they are successful leaders but a considerable number of women administrators feels that they are not the successful

leaders, they might not be getting freedom for the decision making.

Emotional Intelligence:

The Emotional Intelligence of successful African American Women Leaders.(Monique Grissette-Banks, SPHR-MA, Fielding Graduate University, 2013). This study elaborates that The Total EQ score of 110 for the group of African American women leaders in this study was high demonstrating atypically well developed emotional capacity. But in this present study it is seen that the women administrators scored low in emotional intelligence aspect.

It can be concluded from the findings that the respondents are showing low emotional intelligence related to the work aspect which is related to the job satisfaction, scope of advancement, impression about the work. It can be further concluded that the respondents might not be satisfied with their job or their work environment where they might not be getting any scope to flourish and develop further. Majority of the respondents were low emotionally intelligent in emotional self awareness dimension which measures the knowledge of one's own self, also the causes and effects of one's thoughts and actions. This helps in becoming aware about oneself and having a presence of mind which goes a long way in behaviour shaping of individuals. Emotional expression is the capacity to express the negative and positive emotions. It also measures the emotional expression made by others. The higher it is, the less one will feel emotional stress. Thus as the women are low emotionally intelligent in this aspect they may experience emotional stress more in their life. Emotional awareness of others reflects ones awareness and impression about other people and consequent behaviour from them. It is clearly seen from the table that majority of the respondents are highly emotional intelligent in this aspect which shows that they are good listener and have ability in reading between the lines. Also they have good understanding of feelings of others during the course of interaction with others.

Again it can be concluded that as respondents are highly emotional intelligent in EQ competencies with age they may become more assertive and responsible in their life and they can better deal with themselves as well as others. Most of the respondents are highly emotional

intelligent in the creativity aspect. It deals with the psychological and intellectual innovativeness, intuition and foresight of the respondent.

They scored less in Resilience power of the respondents which is reflected in their level of patience, persistency, determination and the capability of coping with the problems and return to the normalcy state. The respondents have scored less in this aspect which implies emotional boundaries for a person and ability to grieve and feeling security about relationships and showing our emotions towards our loved ones. It can be further concluded that maximum respondents have scored high in this aspect which reflects the amount of positive attitude one has towards criticism and feedback from others and the ability to constructively deal with discontent or disagreement.

Conclusion can be done that maximum respondents have scored high and irrespective of age maximum number of the respondents were showing high emotional intelligence which reflects the respondent's outlook may be positive or negative which in turn frames the respondent's attitude and actions. Majority of the respondents have scored high emotional intelligence in trust radius dimension which reflects the respondent's credibility, belief about other people's behaviour which ultimately affects the work performance.

Thus from the above description, interpretation can be done that though majority of the respondents have scored low but a considerable number of respondents were showing high emotional intelligence in Personal power dimension aspect. Personal Power dimension reflects the self confidence in the respondents and also the power to control the things and belief in their own potentials.

Thus from the above description, interpretation can be done that though majority of the respondents have scored low but a considerable number of respondents were showing high emotional intelligence related to the integrity dimension which reflects the honesty, commitment, justice and their priorities of life.

Maximum respondents have scored low but there is a very little difference between the high and low frequencies. The Quality of life dimension of emotional intelligence scores reflects the

overall effect of one's emotional and physical health on the basis of life one lives, by utilizing the available resources and opportunity.

Majority of the respondents scored less in this aspect there is a very little difference between the high and low scores and this aspect reflects the level of intimacy one can share with near one's, the ability to give love deeply and care.

Majority of the respondents were belonging to both low and high optional performance dimension of Emotional intelligence which reflects the ultimate effect on work of one's emotional well being. The way one is committed to work, executes time management and performance is assessed here.

Personality Traits:

It can be concluded that maximum number of the respondents had scored high in the cooperative trait which reflects the willingness of the respondents to work or act together in order to achieve common purpose or goals which is ultimately a good sign for the organizational development. Maximum number of the respondents had scored high in the flexible trait which reflects good capacity of the respondents to change or suit to new conditions in the organization.

Majority of the respondents scored high in all the personality traits which shows that

Leadership styles:

It can be concluded that the dominant leadership style, the respondents were executing is the Developmental style, the second highest leadership style i.e. the backup style is the Benevolent leadership style and the lowest scored leadership style is the critical leadership style.

The developmental style is congruent to Human resource development as it is specified in the HRD book by T.V.Rao, Faculty, IIM, Ahmedabad

Bivariate and chi square analysis between emotional intelligence and demographic variables

Thus from the interpretation, it can be concluded that with age the maturity also increases in a normal person hence the emotional intelligence and aspects related to work like the job satisfaction, scope of advancement, impression about the work in the respondents also increases to a certain level because with advancement in age the person wanted to settle down in a particular job due to more responsibilities and the family. As it is seen that the age advances in the respondents the emotional intelligence is also high and vice versa. This is supported by various other researches.

Emotional intelligence and gender is supported by some researches and literature review. Goleman (1995; 2004), Mayer, et al. (1999); Mayer et al. (2002), Mayer and Geyer (1996), and Mayer et al. (2003) and Nikolaou & Tsaousis (2002) comments in which they claim that on average EI scores do increase with age.

EI & Education level where researches showed no positive relationship found in the study.

Brooks (2002) found that education level did not significantly impact the EI of the sample but Nikolaou & Tsaousis (2002) found that EI variable correlated significantly with years of education.

Goleman in 1998 commented regarding cognitive ability & EI ability being unrelated (Salovey and Mayer, 1990) have shown that the EI developed with increasing age and experience.) Wong and Law (2002) working with different samples have found that, age is positively correlated with emotional intelligence across different job situations.

Srivastava and Bharamanaikar (2004) concluded from their study among the sample of 291 Indian army officers regarding the relationship Between EI and their age that EI had increased with age.

It is concluded from the present study that there is a positive co-relation between educational status of the respondents and their emotional intelligence. Hence it can be interpreted that the education does play a significant role in respondent's life. Thus from the present description, it can be further interpreted that low level of education may leads to less Emotional Intelligence

and vice versa. Nikolaou & Tsaousis (2002) found that EI variable correlated significantly with years of education the other studies found that EI & Education level showed no positive relationship.

Brooks (2002) found that education level did not significantly impact the EI of the sample. Goleman in 1998 commented regarding cognitive ability & EI ability being unrelated.

Related to the co-relation between marital status and the emotional intelligence, it is found from the present study that there is a positive co-relation between the marital status of the respondents and their emotional intelligence. Thus it can be concluded that marital status does play a significant role in respondent's life in developing the emotional intelligence. If the respondent is married then spouse's role is very important in her life. May be spouse's support leads her towards developing more emotional competencies and vice versa.

There is a positive co-relation seen in between the total experience of the respondents and their emotional intelligence. It suggests that the overall experience may lead to a certain kind of expertise where the respondent is helpful in developing their emotional competencies. Thus the total experience plays a significant role in the development of emotional competencies among the respondents. The more the experience the more can be the emotional intelligence and vice versa. It is supported by one of the study, "The Relationship between Emotional Intelligence and Leadership Styles of Women Executives", by Cernata Catherine Stanton Morse Walden University, November 2014; found that women executives with higher number of years' experience also had higher emotional intelligence.

It can be further concluded from the present study that there exists a positive co-relation between monthly salary of the respondents and Emotional Intelligence. Hence the salary of the respondents does play a significant role in the development of emotional intelligence. The more will be the salary, the more satisfied respondent will and that satisfaction may leads to develop the emotional competencies in the respondents and vice versa.

Correlation between Personality traits and demographic variables:

It can be concluded that there exists a negative co-relation between the educational qualification of the respondents and the personality traits. Hence there is a significant role of educational

status in the development of the personality traits among the women administrators. Less the education, low will be the development of the personality traits among the women administrators and vice versa. It can be further that there exists a negative co-relation between the age of the respondents and the personality traits. Hence on this ground that age also plays a significant role in the development of the personality traits among the women administrators. As we all know that maturity comes with age. A human being learns through socialization and all the experiences of life and therefore as the age advances the person will develop more personality traits and vice versa.

Again there exists a negative co-relation between marital status of the respondents and the development of the personality traits. Marriage is a social institution which has many positive/negative impacts on the person's life. Spouse's support and motivation plays an important role in the development of an individual and any change in the marital life of the respondents may lead to create changes in their personality characteristics.

From the present study it is found that there exists a negative co-relation between the years of experience in the present organization and the personality traits. There also exists a negative co-relation between the total years of experience and the personality traits which suggests that with the experience the person becomes matured. Hence it can be concluded that with more experience personality traits will also develop.

As there exists a negative co-relation between the type of the family of the respondents and the personality traits, it can be concluded that our initial socialization started with the family. In family there is a sense of belongingness between all the family members. Hence it can be interpreted that any changes in the family structure, any disturbances can lead to the changes in the personality traits.

From the present study it is concluded that there exist a negative co-relation between emotional intelligence and personality traits. The Low, Wong and Song (2004) study in which they found that EI conceptually distinct from personality dimensions, and Caruso, et al, (2002) found EI to be independent of personality traits.

Co-relation between emotional intelligence and leadership styles.

There exists a negative co-relation between work dimension of emotional intelligence and the Benevolent leadership style whereas there is a positive co-relation between the work dimension of emotional intelligence and the critical leadership style and again a positive co-relation of work dimension with the developmental leadership style.

There is a negative co-relation between emotional self awareness dimension of emotional intelligence and the Benevolent leadership style whereas there is a negative co-relation between the emotional self awareness dimension of emotional intelligence and the critical leadership style and this co-relation is significant at 0.005 level (2 tailed) whereas a positive co-relation of emotional self awareness dimension with the developmental leadership style and this co-relation is also significant at 0.005 level (2 tailed)

There exists a positive co-relation between emotional expression dimension of emotional intelligence and the Benevolent leadership style whereas there is a negative co-relation between the emotional expression dimension of emotional intelligence and the critical leadership style and also a positive co-relation of emotional expression dimension with the developmental leadership style.

There exists a negative co-relation between emotional awareness of others dimension of emotional intelligence and the Benevolent leadership style and this co-relation is significant at 0.005 level (2 tailed) whereas there is a positive co-relation between the emotional awareness of others dimension of emotional intelligence and the critical leadership style and also a positive co-relation of emotional awareness of others dimension with the developmental leadership style.

There exists a negative co-relation between EQ competencies dimension of emotional intelligence and the Benevolent leadership style whereas there is a positive co-relation between the EQ competencies dimension of emotional intelligence and the critical leadership style and also a negative co-relation of EQ competencies dimension with the developmental leadership style.

There exists a positive co-relation between creativity dimension of emotional intelligence and the Benevolent leadership style whereas there is a positive co-relation between the creativity

dimension of emotional intelligence and the critical leadership style and also a negative co-relation of creativity dimension with the developmental leadership style.

There exists a positive co-relation between resilience dimension of emotional intelligence and the Benevolent leadership style whereas there is a positive co-relation between the resilience dimension of emotional intelligence and the critical leadership style and a negative co-relation of EQ resilience dimension with the developmental leadership style.

There exists a positive co-relation between interpersonal connection dimension of emotional intelligence and the Benevolent leadership style whereas there is a positive co-relation between the interpersonal connection dimension of emotional intelligence and the critical leadership style and a negative co-relation of interpersonal connection dimension of Emotional intelligence with the developmental leadership style.

It is concluded that there is a positive co-relation between interpersonal connection dimension of emotional intelligence and the Benevolent leadership style whereas there is a positive co-relation between the interpersonal connection dimension of emotional intelligence and the critical leadership style and a negative co-relation of interpersonal connection dimension of Emotional intelligence with the developmental leadership style.

It can be further concluded that there is a positive co-relation between constructive discontent dimension of emotional intelligence and the Benevolent leadership style whereas there is a positive co-relation between the constructive discontent dimension of emotional intelligence and the critical leadership style and a negative co-relation of constructive discontent dimension of Emotional intelligence with the developmental leadership style.

It is concluded that there is a positive co-relation between EQ values and beliefs comparison dimension of emotional intelligence and the Benevolent leadership style whereas there is a positive co-relation between the EQ values and beliefs comparison dimension of emotional intelligence and the critical leadership style and a negative co-relation of EQ values and beliefs comparison dimension of Emotional intelligence with the developmental leadership style.

It can be further concluded that there is a negative co-relation between Outlook dimension of emotional intelligence and the Benevolent leadership style whereas there is a positive co-relation

between the Outlook dimension of emotional intelligence and the critical leadership style and a negative co-relation of Outlook dimension of Emotional intelligence with the developmental leadership style.

It is concluded that there is a negative co-relation between Trust radius dimension of emotional intelligence and the Benevolent leadership style whereas there is a negative co-relation between the trust radius dimension of emotional intelligence and the critical leadership style and a negative co-relation of trust radius dimension of Emotional intelligence with the developmental leadership style.

It can be further concluded that there is a negative co-relation between Personal Power dimension of emotional intelligence and the Benevolent leadership style whereas there is a positive co-relation between the Personal Power dimension of emotional intelligence and the critical leadership style and a negative co-relation of Personal Power dimension of Emotional intelligence with the developmental leadership style.

It is concluded that there is a positive co-relation between Integrity dimension of emotional intelligence and the Benevolent leadership style whereas there is a positive co-relation between the Integrity dimension of emotional intelligence and the critical leadership style and this co-relation is significant at 0.001 level (2 tailed) whereas a negative co-relation of Integrity dimension of Emotional intelligence with the developmental leadership style and this co-relation is significant at 0.001 level (2 tailed)

It can be concluded that there is a positive co-relation between Quality of life dimension of emotional intelligence and the Benevolent leadership style whereas there is a positive co-relation between the Quality of life dimension of emotional intelligence and the critical leadership style whereas and a negative co-relation of Quality of life dimension of Emotional intelligence with the developmental leadership style.

It is concluded that there is a positive co-relation between Relationship Quotient dimension of emotional intelligence and the Benevolent leadership style whereas there is a negative co-relation between the Relationship Quotient dimension of emotional intelligence and the critical

leadership style whereas and a negative co-relation of Relationship Quotient dimension of Emotional intelligence with the developmental leadership style.

It is further concluded that there is a negative co-relation between Optional Performance dimension of emotional intelligence and the Benevolent leadership style whereas there is a positive co-relation between the Optional Performance dimension of emotional intelligence and the critical leadership style whereas and a negative co-relation of Optional Performance dimension of Emotional intelligence with the developmental leadership style.

Correlation between Leadership Styles and Personality Traits

It is concluded that there is a positive co-relation between co-operative trait and benevolent leadership style, there exist a negative co-relation between critical leadership style and co-operative trait and this co-relation is significant at 0.005 level (2 tailed) whereas there exist a positive co-relation between cooperative trait and developmental leadership style.

It can be further concluded that there is a positive co-relation between flexible trait and benevolent leadership style; there exist a negative co-relation between critical leadership style and co-operative trait whereas there exist a positive co-relation between cooperative trait and developmental leadership style.

It is concluded that there is a positive co-relation between energetic trait and benevolent leadership style, there exist a negative co-relation between critical leadership style and energetic trait and this co-relation is significant at 0.005 level (2 tailed) whereas there exist a positive co-relation between energetic trait and developmental leadership style.

It can be further concluded that there is a positive co-relation between persevering trait and benevolent leadership style, there exist a negative co-relation between critical leadership style and persevering trait whereas there exist a positive co-relation between persevering trait and developmental leadership style.

It is concluded that there is a negative co-relation between original trait and benevolent leadership style; there exist a negative co-relation between critical leadership style and original

trait whereas there exist a positive co-relation between original trait and developmental leadership style.

It is concluded that there is a negative co-relation between self control trait and benevolent leadership style, there exist a negative co-relation and this co-relation is significant at 0.005 level (2 tailed) between critical leadership style and self control trait whereas there exist a positive co-relation between self control trait and developmental leadership style

It can be concluded that there is a positive co-relation between aggressive trait and benevolent leadership style; there exist a negative co-relation between critical leadership style and aggressive trait whereas there exist a negative co-relation between aggressive trait and developmental leadership style

It can be further concluded that there is a negative co-relation between poised trait and benevolent leadership style; there exist a negative co-relation between critical leadership style and poised trait whereas there exist a positive co-relation between poised trait and developmental leadership style

It is concluded that there is a negative co-relation between sociable trait and benevolent leadership style; there exist a negative co-relation between critical leadership style and sociable trait whereas there exist a positive co-relation between sociable trait and developmental leadership style

It can be concluded that there is a negative co-relation between Independent trait and benevolent leadership style; there exist a negative co-relation between critical leadership style and Independent trait whereas there exist a positive co-relation between Independent trait and developmental leadership style

It can be further concluded that there is a negative co-relation between Conformity trait and benevolent leadership style, there exist a negative co-relation between critical leadership style and Conformity trait and this co-relation is significant at 0.005 level (2 tailed) whereas there exist a positive co-relation between Conformity trait and developmental leadership style

It is concluded that there is a negative co-relation between Conformity trait and benevolent leadership style, there exist a negative co-relation between critical leadership style and Conformity trait and this co-relation is significant at 0.005 level (2 tailed) whereas there exist a positive co-relation between Conformity trait and developmental leadership style.

It is further concluded that there is a negative co-relation between Conformity trait and benevolent leadership style; there exist a negative co-relation between critical leadership style and Conformity trait whereas there exist a positive co-relation between Conformity trait and developmental leadership style

Co-relation between birth order and personality traits

It can be concluded from the findings that there exists a significant relationship between the birth order and the personality traits supported by the Salloways theory on birth order effects on personality.

SUGGESTIONS

- 1) Organizations shall regularly organize training workshops on developing Emotional Intelligence, so that the women administrators can get the opportunities to understand more about implementing the core aspects of E.I in real life. It will also be helpful for them to develop more fruitful relations with their subordinates and co-workers.
- 2) It's a die- hard need of creating awareness among the women administrators as a large proportion of women administrators are not aware of it.
- 3) Organizations should be more sensitive to women situations and need as women generally have to look after family and work.
- 4) Promotions should not be linked to transfer as has been the case in public sector banks. Transfer should be need based. Women who are willing to take transfer should be given transfers if the companies have a branch in the location where one wants to be transferred.
- 5) Both family and work are fulfilling experiences in it. Good support system at family and work place would enable women to fulfil both without being pressurized to prioritize one above the other. Companies should adopt best practices such as options to work in flexi-timings, work from home and transport facilities.
- 6) Organizations should orient their recruitment policies to recruit equal number of male and female in the entry level in order to bring in gender diversity and inclusiveness.
- 7) Organizations should be transparent about their policies relating to employment, promotion; training .Organizations should go in for gender audits.
- 8) Need of male colleagues who are more sympathetic and understanding. Managers/administrators should be made more accountable for gender focused results and everyone should go through a gender sensitization process.

- 9) More transparency among the staff and the HR department is needed; more employee-friendly HR. sensitive to women concerns and situation is needed.
 - 10) Difficulty with child care arrangements was a major workplace issue. Organizations should provide facilities like crèches to enable women to give their best in their profession.
 - 11) Organizations should encourage its women employees to participate in programs that would hone personality development of women.
 - 12) What is needed to support women leadership and to develop leadership traits in business or any stream is training, coaching and role-modelling to increase self-discipline and action orientation, “both of which have proven to be helpful in overcoming barriers.”
 - 13) Additionally, it is also suggested to foster “open discussions and sharing ideas on effective techniques for overcoming barriers.
 - 14) Early intervention through support to girls’ leadership is essential to foster women leaders. A supportive family environment, the presence of role models and formal education are key to develop leadership traits among girls from the very beginning of the life.
- Girls and women’s individual and collective leadership can progressively change discriminatory gender norms. Women leaders act as role models and can normalise the idea and practice of women holding power. Women acting together can shift adverse social and legal norms in their community and polity.
 - Formal institutional change, such as the introduction of quotas, often enables women to access leadership positions.
 - More research is needed on how women reach leadership positions, and on the factors that explain when and how women leaders of all types are able to advance their interests and change others’ ideas and behaviour.
 - Women managers should enlist mentors and solicit feedback on leadership techniques.

- Women managers should analyze their own strengths and weaknesses in order to explore what leadership.
- One most important requirement of a leader is to have required knowledge of human-behavior, psychology and professional competence. In order to evince her convincing competency, the leader also must update time to time and keep renewing herself.
- Actions without clear cut directions lead nowhere. That is why there is very little achievement inspire of a lot of movement in life. Hence, a leader needs to be very clear in mind about what to achieve, how to achieve and then reinforce it by a strong will-power and conviction.
- A leader also must have sense of responsibility for the task assigned to her. In other words, a leader must discharge her responsibility willingly and cheerfully. This enjoins upon us to put our heart and soul into the work, with single minded dedication and devotion. This ensures ones success in performing the particular task.
- Effective motivation comes from within not from outside. Strictly speaking, real motivation cannot be imposed or injected from outside. In order to inculcate motivation form within the subordinates, a leader needs to have capacity to appreciate others and look at things from his subordinates' angle.
- Managements should develop leadership at senior manager's position by organizing different leadership programmes.
- Women should consider themselves as primary earners and should not withdraw themselves from the labor forces.
- Organizations should develop women friendly policies so that more and more women can be the part of top of the management.
- The glass ceiling approach which is the toughest barriers that keeps women away from reaching the highest levels in organizations should be taken care of.