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FACULTY OF SOCIAL WORK (Ph.D PROGRAMME)

MAHARAJA SAYAJIRAO UNIVERSITY OF BARODA.

**TOPIC: “A STUDY OF EMOTIONAL INTELLIGENCE,
PERSONALITY TRAITS AND LEADERSHIP AMONG THE
WOMEN ADMINISTRATORS.”**

INTERVIEW SCHEDULE

*NOTE: (The following data will be used for the study purpose only
and will be kept confidential)*

Ph.D GUIDE

RESEARCHER

PROF.(DR.) M. N. PARMAR

(The Dean, Faculty of Social Work)

SNEHAL RAUT

SECTION-I

PERSONAL INFORMATION

1. NAME: (If wanted to disclose)

2. AGE:
 - a) 30-35yrs
 - b) 36-40yrs
 - c) 41-45yrs

d) 46-50yrs

e) 51yrs and above

3. EDUCATIONAL QUALIFICATION:

a) Graduate

b) Post graduate

c) Doctorate

d) Any other qualification. (please specify)

4. MARITAL STATUS:

a) Married

b) Unmarried

c) Widow

d) Divorcee

5. BIRTH ORDER:

a) First born

b) Middle born

c) Last born

6) PROFESSIONAL FIELD:

a) Education

b) Banking

c) Insurance

d) Corporate

6. NAME OF THE ORGANIZATION:

7. DESIGNATION:

8. YEARS OF SERVICE IN THE PRESENT ORGANIZATION:

9. JOB BEFORE JOINING THIS ORGANIZATION:

10. TOTAL EXPERIENCE:

a) 3yrs-7yrs

b) 8yrs-12yrs

c) More than 12yrs

11. MONTHLY SALARY:

- a) Rs.20,000-Rs. 25,000
- b) Rs.25,001-Rs.30,000
- c) Rs. 30,001-Rs. 35,000
- d) Rs.35,001-Rs.40,000
- e) Rs.40,001-Rs.45,000
- f) Rs.45,001-Rs.50,000
- g) Rs.50, 001 and above.

FAMILY INFORMATION:

12. TYPE OF FAMILY:

- a) Nuclear
- b) Joint
- c) Extended

13. SPOUSE MONTHLY INCOME:

- a) Rs.20,000-Rs. 25,000
- b) Rs.25,001-Rs.30,000
- c) Rs. 30,001-Rs. 35,000
- d) Rs.35,001-Rs.40,000
- e) Rs.40,001-Rs.45,000
- f) Rs.45,001-Rs.50,000
- g) Rs.50, 001 and above.

14. Number of dependents:

- a) 3-5
- b) 6-8
- c) More than 8

15. Number of children

- a) No children
- b) 1-2
- c) 3-4

16. Who motivated you to take the leadership position?

17. In the present status do you have to play a leadership role?

- a) Yes
- b) No

18. Are you a successful leader?

a) Yes

b) No

19. What are the challenges you face as a women administrator?

SECTION-II

EMOTIONAL INTELLIGENCE:

Below mentioned are few statements. You are requested to read them carefully and “circle” the figure on 4-point scale, which in your opinion is true and close to your belief.

Sr.NO	STATEMENTS	Very well	Modera-ately Well	Little	Not at all
22	I enjoy my job	3	2	1	0
23	I would rather make more money at a less interesting job	0	1	2	3
24	I believe in what my employer stands for.	3	2	1	0
25	I receive adequate remuneration	3	2	1	0
26	I receive feedback on my performance	3	2	1	0
27	I feel secure at my job	0	1	2	3
28	There is opportunity for growth and advancement at work	0	1	2	3
29	My company practices fairness	0	1	2	3
30	I get and give recognition at work	0	1	2	3
31	I can name my feelings	3	2	1	0
32	I have learned a lot about myself by listening to my feelings.	3	2	1	0
33	I am aware of my feelings most the time	3	2	1	0
34	I can tell when I am upset, and why	3	2	1	0
35	I judge myself by how I think others see at me	0	1	2	3
36	I often wish I were someone else	0	1	2	3

Sr.NO	STATEMENTS	Very well	Moderately Well	Little	Not at all
37	I let others know when they are doing a good job	3	2	1	0
38	I express my emotions(even when they are negative)	3	2	1	0
39	I let others know what I need and want	3	2	1	0
40	I keep my feelings to myself	0	1	2	3
41	I can do anything to avoid looking foolish to my peers	3	2	1	0
42	I have trouble reaching out for help	0	1	2	3
43	I find it difficult to talk to people who don't share my views	3	2	1	0s
44	I focus on people's positiveness	3	2	1	0
45	I think about how others might feel, before giving my opinion	3	2	1	0
46	No matter whom I speak, I am a good listener	3	2	1	0
47	I am good at reading between lines when someone is talking	3	2	1	0
48	I change my emotional expressions depending upon the person.	0	1	2	3
49	I can make new people I meet, to talk about them.	3	2	1	0
50	I can easily concentrate.	3	2	1	0
51	I finish most things I start.	3	2	1	0
52	I know how to say "NO"	3	2	1	0
53	I know how to reward myself after achieving the goal.	3	2	1	0

Sr.NO	STATEMENTS	Very well	Modera-ately Well	Little	Not at all
54	I can delay a short term goal for a long term benefit.	3	2	1	0
55	I do things which, I can later regret.	0	1	2	3
56	I accept responsibility of my actions and emotions.	3	2	1	0
57	I like to deal with problems as soon as I can.	3	2	1	0
58	I think about what I want before I act.	3	2	1	0
59	I get angry on being criticized	0	1	2	3
60	When I am in bad mood, I can take myself out of it.	3	2	1	0
61	I have suggested innovative projects at work.	3	2	1	0
62	I fantasize about the future.	3	2	1	0
63	I have a good sense when new ideas will succeed or fail.	3	2	1	0
64	New ideas excite me.	3	2	1	0
65	I am good at brainstorming.	3	2	1	0
66	My best ideas happen when I am not thinking about them.	3	2	1	0
67	I can bounce back after feeling disappointed.	3	2	1	0
68	I can accomplish what I need, if I put my mind to it.	3	2	1	0
69	I can wait patiently if need be.	3	2	1	0
70	I am afraid to try something again, if I have failed at it before.	3	2	1	0
71	I can relax myself when tension builds up.	0	1	2	3
72	When I encounter a problem, I focus on what to do for solving it.	3	2	1	0

Sr.NO	STATEMENTS	Very well	Modera-ately Well	Little	Not at all
73	I am able to grieve when I loose something important to me.	3	2	1	0
74	I feel uncomfortable when someone gets too close to me emotionally.	0	1	2	3
75	I have several people I can count on, in times of trouble.	3	2	1	0
76	I show a lot of love and affection towards my friends and family.	3	2	1	0
77	My principles and values guide my action.	3	2	1	0
78	I doubt whether my colleagues really care for me as a person.	0	1	2	3
79	I can disagree effectively to bring about a change.	3	2	1	0
80	I do not express my feelings if I believe they would cause disagreement.	0	1	2	3
81	When it is really important I can trust only myself.	0	1	2	3
82	I remain calm even when others get angry.	3	2	1	0
83	I solicit feedback from peers.	3	2	1	0
84	I am good at organizing and motivating groups of people.	3	2	1	0
85	When I criticize it is the behaviour and not the person.	3	2	1	0
86	I can see pain and understand others even if they don't talk about it.	3	2	1	0
87	I act ethically in my dealings.	3	2	1	0

Sr.NO	STATEMENTS	Very well	Modera-ately Well	Little	Not at all
88	I take the feelings of others into considerations in my interactions.	3	2	1	0
89	There are some people I have never forgiven.	0	1	2	3
90	I can forgive myself for being imperfect.	3	2	1	0
91	I would not hesitate to go out of my way for others.	3	2	1	0
92	I constantly worry about my shortcomings.	0	1	2	3
93	I look on the brighter side of things.	3	2	1	0
94	I love my life.	3	2	1	0
95	I know there is always a way out.	3	2	1	0
96	I have been continually frustrated because of bad breaks in life.	0	1	2	3
97	People would take advantage of me, if I let them do that.	0	1	2	3
98	I trust until I have a reason not to trust.	0	1	2	3
99	I am very careful about whom I trust.	0	1	2	3
100	People similar to me in the organization have got better deals, promotions, etc.	0	1	2	3
101	Very little in life is fair.	0	1	2	3
102	When something isn't working I come up with an alternative plan.	3	2	1	0
103	People I associate with are trustworthy.	3	2	1	0
104	I can make things happen.	3	2	1	0
105	Fate plays a strong role in my life.	0	1	2	3
106	I find it useless to fight the established hierarchy at office.	0	1	2	3

Sr.NO	STATEMENTS	Very well	Modera-ately Well	Little	Not at all
107	I need recognition to make my work worthwhile.	0	1	2	3
108	I have a hard time accepting compliments.	0	1	2	3
109	I feel frightened and out of control when things change rapidly.	0	1	2	3
110	If I reflect on my life, I might find I am basically unhappy.	0	1	2	3
111	I know what I want and I got for it.	3	2	1	0
112	I am willing to admit my mistakes.	3	2	1	0
113	I feel like a fraud.	0	1	2	3
114	I would change job, if my passion for it dies.	3	2	1	0
115	I have done things on job, which are against my beliefs.	0	1	2	3
116	I find myself agreeing to a situation, even when I don't really agree.	0	1	2	3
117	I exaggerate my abilities in order to get ahead in life.	0	1	2	3
118	I tell truth even it is difficult.	3	2	1	0
119	I am deeply satisfied with my life.	3	2	1	0
120	I feel energetic, healthy and happy.	3	2	1	0
121	I need to make lot of changes in life.	0	1	2	3
122	I got less than I hoped for, in life.	0	1	2	3
123	I enjoy working.	3	2	1	0
124	I have made most of my abilities.	3	2	1	0
125	There are some people with whom I connect very well	3	2	1	0
126	I am honest to people close to me.	3	2	1	0

Sr.NO	STATEMENTS	Very well	Modera-ately Well	Little	Not at all
127	I have always deeply loved people.	3	2	1	0
128	I am able to make long term commitments in relationships.	3	2	1	0
129	I tell people – I care.	3	2	1	0
130	I usually find people and socialize with them.	3	2	1	0
131	I am satisfied with my work performance.	3	2	1	0
132	I feel distant and uninvolved in work.	0	1	2	3
133	In my work-team, I am involved in decision making.	3	2	1	0
134	I have difficulty in fulfilling commitments.	0	1	2	3
135	My work performance is consistently best I can do.	3	2	1	0

SECTION-III

PERSONALITY TRAITS

Below mentioned are few statements which are related to personality traits. Please read the items carefully and give responses in terms of your agreement for the statement by mark (√). There is no right or wrong answer.

Sr. No.	STATEMENTS	Completely True	Almost true	True	True to some extent	Not at all
136	I am helpful to my colleagues.					
137	I go out of way to help others in the organization.					
138	I never refuse to do organization work even though it may not form part of my duty.					
139	I go out of my way to helps subordinates in understanding work/ problem solving.					
140	I even take up the work assigned by superiors though it is not part of my duty.					
141	I easily get along well with different kind of persons in the organizations.					
142	I give some liberty of time to the subordinates in order to complete assignments.					

Sr. No.	STATEMENTS	Completely True	Almost true	True	True to some extent	Not at all
143	I am ready to work anytime of the day to meet the organization needs.					

144	I am able to compromise with personal values in order to match to organizational values.					
145	I can easily comply with company's policies and procedures.					
146	I am always ready to face new challenges.					
147	Each day I am enthusiastic about my work.					
149	I even do the smallest task assigned to me sincerely.					
150	I don't get tired even after doing my work throughout the day.					
151	I am ready to work overnight to complete my assignments.					
152	I don't take rest until achieve the given target.					
153	I continuously guide and motivate and motivate my staff to accomplish given assignments.					
154	I admire regularity in work.					
155	I like to work on the same task till I succeed					
156	I believe in consistent efforts on the task that I am responsible for.					

157	I never compare my work with others.					
158	I always take decisions/do an assignment after taking suggestion from others.					
159	I always try to work on newer ideas.					
160	I have different styles of doing things.					
161	I want to be unique in my working style.					
162	I don't get annoyed if the things are not done in prescribed way.					
163	I can handle things smoothly inspite of uncomfortable situation.					
164	I take criticisms from my superior positively.					
165	I don't get carried away with situation.					
166	I never be controlled by emotions					
167	I get angry when others commit mistakes					
168	I lose my temperament when held responsible for mistake done by others.					
169	I cannot handle difficult situation calmly.					

170	I get irritated when my colleagues talk irrelevant things.					
171	I don't get passive even in worst/tensed situation.					
172	I am equally comfortable while dealing with all kind of employees.					
173	I am able to keep apart my personal and professional values.					
174	I am able to do justice with all kind of tasks of assigned to me.					
175	I am able to appreciate my subordinates and colleagues for good work.					
176	I have basic knowledge of all the fields related functioning of organization.					
177	I respect the views and suggestions of others.					
178	I feel comfortable working in a team.					
179	I appreciate the contribution made by each individual in a group task.					
180	I respect the worth of every individual.					
181	I am able to maintain good terms with my clients.					

182	I work alone on my assignments.					
183	I don't have to take permission from my superiors for taking some decisions.					

184	I am delegated with enough authority to take decision related to my work					
185	I don't have to depend on others for getting my work done.					
186	I like to make my subordinates independent by delegating enough by authority to them.					
187	I comply with all the rules and regulations of the organization.(Personnel policies)					
188	I do my work way it is prescribed/ according to organizations norms.					
189	I see to it that I am always in uniform/ use personal protective equipments while working.					
190	I control my urges/habits to comply with the organizations norms (e.g. No smoking)					
191	I compromise with my personal values to meet organization values.					
192	I try to take a leading position in any group task.					
193	I am happy when employees obey my orders.					

194	I want my decision to be accepted by all.					
195	I want my employees come to me all the time for advice.					
196	I feel, I am correct in all my action.					

SECTION – IV

ASPECTS RELATED TO THE LEADERSHIP SYLES

(Below set contains 3 items a, b and c. You have to distribute 6 points in each set between a, b, and c. you can give all the six points to one item if that is the best description of you and the other two will get zero each. Please answer all the items. Your sincere and true responses will help you to gain right insights into your styles.)

1. Beliefs about Subordinates.

- a) I firmly believe that subordinates should be treated very affectionately and constantly guided and helped. Therefore, I tend to keep giving instructions to them constantly. (-----)
- b) Most often I feel that the subordinates I have tend to avoid work unless they are closely supervised. Therefore I prefer to keep a close watch on them to make sure that they put in at least some effort. (-----)
- c) I generally tend to believe that my subordinates are capable of working on their own. Therefore, I tend to leave them freely to work on their own most of the time, providing support only in difficult or most needy situations. (-----)

2. Vision.

- a) I think mostly in terms of my people and protecting them. A good leader should make efforts to gain loyalty of subordinates by satisfying them as it is the people that count in the long run. (-----)
- b) I prefer to think mostly in terms of immediate tasks and short term goals. I do not mind dissatisfying a few if immediate tasks are not accomplished. In the present day environment there is very little time to think about future. (-----)
- c) I always think in terms of the long term interests and future of the organization. I invest considerable amount of my time in developing subordinates for the future of the organization. (-----)

3. Mistakes.

- a) I tend to tolerate the mistakes of my subordinates. Quite often I end up salvaging the situation and protecting them as far as possible. (-----)
- b) I lose my patience and tolerance when my subordinates make mistakes. I tend to get upset and irritate easily. (-----)
- c) I encourage my subordinates to use mistakes as learning opportunities. I discuss with them and educate them to become more competent. (-----)

4. Conflicts.

- a) When conflicts arise my subordinates normally look to me for my judgment on who is right and who is wrong. I do tell them what I think is the best.
(-----)
- b) When conflicts arise I prefer to bring it to the notice of my seniors or take action to pull up the erring side. (-----)
- c) When conflicts arise I prefer to call the parties together and try to help them solve the problems in a manner that understanding between them is increased and eventually they learn to resolve their conflicts. (-----)

5. Decision Making.

- a) I tend to take most decisions myself rather than delegating to the subordinates and prefer to inform only those who need to know. (-----)
- b) I prefer to take most decisions by myself as I am not sure if my subordinates have the competencies. (-----)
- c) I prefer my subordinates to take most decisions relating to their job on their own. I consult my subordinates and other related employees on critical decisions and keep them informed to give them a sense of involvement and identification with the company. (-----)

6. Assignment of Tasks.

- a) I tend to assign tasks on the basis of my assessment of the subordinates and their competencies. By and large they seem to like my judgment. (-----)
- b) I prefer to assign tasks purely according to the organizational norms even if it hurts some people. (-----)
- c) While assigning tasks I ensure that they match the competencies of the subordinates at the same time providing them opportunities for development. (-----)

7. Significance.

- a) I prefer to have subordinates who can be trusted and loyal to me personally.
(-----)
- b) I am quite careful in praising my subordinates. Nowadays if you praise them, they tend to sit on your head. Employees normally tend to put up a show to impress you. It is difficult to trust them. (-----)
- c) I believe in treating my subordinates with respect. I believe that I cannot be powerful leader unless I make my subordinates powerful. (-----)

8. Communication.

- a) I prefer to share any new information I get to know about the company, its plans and policies, external environment, technology etc. only with a select few and particularly those related to it. (-----)
- b) I do not think there is any need to share any information about the company or its external environment, technological developments etc. with my subordinates. (-----
---)
- c) Whenever I come to know about any important developments in the country, the technology we use, socio-political and economic change, about the company, its plants, policies etc., I make efforts to share this with all of my subordinates. I do this as an effort to build up their competencies for future. (-----)

9. Inspiration.

- a) I tend to give a high weightage to people and their relationships. I would like my employees to do things that I like and they do try to keep me satisfied.(-----)
- b) I do my job well and I expect my subordinates also to do their job well and I find it difficult to tolerate any deviation from the task assigned to my subordinates. (-----
--)
- c) I think I do have a leadership style that inspires my subordinates. I try to create conditions for my subordinates so that they enjoy the work they do. (-----)

10. Initiative.

- a) I permit only some of my employees to take initiative and work on their own. There is no point giving freedom to everyone in the team. Some are more capable than others. (-----)
- b) I prefer my subordinates to conform to rules and procedures and do what they are expected to do. If they follow the instructions given to them it is sufficient. (-----
)
- c) I encourage my subordinates to take initiative and do things. They cannot develop unless they cultivate some initiative. (-----)

197. What are your suggestions to be a successful leader?

198. What are your suggestions to improve emotional intelligence among women managers?
