

CHAPTER - III

METHODOLOGY

The chapter focuses on the aims and objectives of the study, the research design, the variables under consideration, hypotheses and the tools used in the study. It also gives a description of the various phases of the research, including the construction and standardization of the tools to measure Emotional Intelligence (EQi) and Integrity (Ity).

AIM OF THE STUDY

The basic aim of the study was to develop tests to measure Emotional Intelligence (EQi) and Integrity (Ity) and to investigate their contribution in making an executive successful in his/her career/profession.

OBJECTIVES OF THE STUDY

Following formed the objectives of the study

To develop a test to measure an individual's Emotional Intelligence (EQi)

1. To develop a test to measure an individual integrity (Ity)
2. To investigate the contribution of Emotional Intelligence in making an executive successful in his/her career/profession.
3. To investigate the contribution of Integrity in making an executive successful in his/her career/profession.
4. To find possible relationships between Emotional Intelligence (EQi) and Integrity (Ity).

VARIABLES

The present study investigated basically two broad dimensions, i.e., variables.

1. Emotional Intelligence (EQi) and
2. Integrity (Ity).

1. Emotional Intelligence (EQi)

EQ has been defined as “the capacity for recognizing our own feelings and those of others, for motivating ourselves and for managing emotions well in ourselves and in our relationships.” (Goleman, 1995).

2. Integrity (Ity)

Integrity is defined as adherence to moral and ethical principles; soundness of moral character; honesty.” (Cooper and Sawaf, 1997)

NULL HYPOTHESES

The following null hypotheses were drawn for the study.

1. There will be no significant relationship between Emotional Intelligence EQi and Executive Success.
2. There will be no significant relationship between Integrity (Ity) and Executive Success.
3. There will be no significant relationship between Emotional Intelligence (EQi) and Integrity (Ity)
4. There will be no significant difference between Successful and not so Successful Executives on their EQi and Ity levels.

TOOLS

The present study used two tools, both of which were developed by the present researcher.

They are

1. Emotional Intelligence Test (EQi-T)

2. Integrity Test (Ity- T).

For the convenience of the respondents, the two tools i.e., The EQi-T and the Ity-T were placed serially one after the other. In the final tool, item numbers 1 to 90 belonged to the EQi- T and 91 to 114 belonged to the Ity-T.

Procedure of tool construction and standardization

Various stages of tool construction used for constructing the two tests have been described here. They include item construction, item analysis and the reliability and validity of the tools.

1. Emotional Intelligence Test (EQi-T)

In order to construct and standardize the emotional intelligence test (EQi-T), various standard psychometric steps were undertaken.

Selection/Identification of Dimensions of EQi, Item Construction and Selection.

Various resource materials like books, journals and M.A./Ph.D. dissertations relevant to the concept were referred to for item writing. The researcher, keeping in mind various dimensions of EQi and the overall requirement of the

study, also constructed some items. In all, 168 items spread over 15 dimensions of EQ were pooled together.

The following table (1) shows a comparison between the dimensions of different models of Emotional Intelligence

Table 1: A comparison between various dimensions of different models of Emotional Intelligence (EQi)

Present Researcher (2002)	Goleman (1995)	Bar-On (1997)	Cooper & Sawaf (1997)
Realistic orientation	Accurate self assessment	Reality testing	Optimal performance
Self assertion	Self confidence	Assertiveness, Self regard	-
Impulse control	-	Impulse control	-
Empathy	Empathy	Empathy	Compassion, Emotional self awareness of others
Communication and cooperation	Communication and Conflict management	-	-
Optimism	Optimism	Optimism/happiness	Outlook
Self awareness	Self awareness	Emotional self awareness	Emotional self awareness
Innovative/ creative instincts	Innovation	Problem solving	Creativity
Risk taking	-	-	-
Analytical	-	-	-
Social self/ effective relationships	Social skills	Interpersonal relationships, Social relationship	Interpersonal connections, Relationship quotient
Enterprising/ initiative taker	Motivation	Self actualization	-
Artistic	-	-	-
Well adjusted	Self regulation	-	General health

Definition of EQi dimensions

1. **Realistic orientation (RO)** – Ability to “size up”, the immediate situation. Being ‘well grounded’ and ‘realistic’ and not involving in excessive fantasizing. They may not have a sentimental approach to life.
2. **Self-assertion (SA)** – Ability to stand up against all odds and not let people take you for granted or dominate you unreasonably.
3. **Impulse control (IC)** – Rarely impatient, doesn’t overreact or lose control. They are composed and can keep a check on aggressive impulses.
4. **Empathy (E)** – Aware of and appreciative of the feelings of others. Ability to ‘emotionally read’ other people i.e., the ‘capacity to get into others shoes’ so to say.
5. **Communication and cooperation (CC)** – Communicating what is required and what is expected using unambiguous and simple language and symbols. Ready to extend a hand of cooperation as and when required. Good communication and cooperation is expected to go together.
6. **Optimism (O)** – Ability to look at the brighter side of life maintain a positive attitude even in the face of adversity. Always hoping for better even in the face of adversity.
7. **Self-awareness (SAW)** – Being conscious of what one wants. They are ‘in touch’ with their own feelings, sentiments and (conscious and unconscious) desires.

8. **Innovative/Creative Instincts (I/CI)** – They have a creative instinct and liking for variety in life.
9. **Risk taking (RT)** – Readiness to take moderate chances even if it means having to face unfortunate consequences out of their actions.
10. **Analytical (A)** – Wouldn't jump to conclusions. They get to the root of the problem by going into all aspects of them and have the ability to analyze problems objectively.
11. **Social self/ effective relationship (SS / ER)** – They nurture and maintain relationships. Are very involved with people. They like being in the company of people.
12. **Enterprising/initiative taker (E / IT)** – This factor indicates dynamism and a sense of adventure. People having this quality are driven by motivation and are inclined to take initiative.
13. **Artistic (AT)** – Artistic quality denotes high emotionality. People with high scores on this factor tend to express their emotions through creativity something akin to Freudian 'Sublimation.'
14. **Well adjusted (WA)** – This factor, simply speaking, means optimum level of adjustment in the area of home, health, social and emotional life.

The following table (2) shows the member of items in each dimension

Table 2: Number of items in each dimension of the EQi-Test

Sr. No.	Dimensions	No. of items
1	Realistic Orientation	13
2	Self assertion	14
3	Impulse control	13
4	Empathy	8
5	Communication and cooperation	12
6	Optimism	11
7	Self Awareness	10
8	Innovative/Creative instincts	11
9	Risk taking	10
10	Analytical	9
11	Social self/effective relationships	13
12	Conventional	8
13	Enterprising/initiative taker	8
14	Artistic	14
15	Well Adjusted	14
	Total	168

This draft test of 168 items were then given to 7 experts from academia and industries to evaluate them in terms of the following two criteria i) clarity of language and ii) appropriateness (relevance) of the item with respect to each dimension. They were requested to edit, select or reject items on the basis of the above mentioned two criteria.

Out of 168 items, 46 items were found to be ambiguous or not applicable by the experts. These items were eliminated from the draft test. Thus a list of 122 items remained. This list of 122 items was further put through item analysis.

The table (3) given below shows the number of items and dimensions retained after the experts' evaluation.

Table 3: Number of items and dimensions of EQi retained after experts' evaluation

Sr. No.	Dimensions	No. of items
1	Realistic Orientation	8
2	Self assertion	9
3	Impulse control	10
4	Empathy	5
5	Communication and cooperation	9
6	Optimism	8
7	Self Awareness	7
8	Innovative/Creative instincts	7
9	Risk taking	7
10	Analytical	7
11	Social self/effective relationships	10
12	Conventional	5
13	Enterprising/initiative taker	6
14	Artistic	10
15	Well Adjusted	14
	Total	122

Item Analysis

As explained above, 122 items were put through item analysis procedures. The procedure has been explained below. This list of 122 items was administered to a group of 107 Post-graduate (Masters), M. Phil and Ph.D. students of various departments/faculties of the M. S. University of Baroda.

The details of the sample are given in table (4).

Table 4: Details of the sample collected for item analysis.

Sr. No.	Various Departments/Faculties of the M. S. University	No. of Boys	No. of Girls	Total
1	Faculty of Arts	27	22	49
2	Faculty of Education & Psychology	6	14	20
3	Faculty of Management	4	-	4
4	Faculty of Medicine	5	4	9
5	Faculty of Home Science	-	5	5
6	Faculty of Science	4	4	8
7	Faculty of Fine Arts	2	3	5
8	Faculty of Commerce	4	3	7
	Total	52	55	107

Item analysis was done by correlating individual item scores to the total scores of a particular dimension. In order to maintain a stringent criterion of selection, the items that yielded correlation below 0.01 level of confidence were dropped. This criterion eliminated 32 items and one dimension “conventional” from the list of 122 items and 15 dimensions. This left a list of 90 items and 14 dimensions of EQi.

The following tables (5 to 5.14) shows the dimension wise inter-correlation values of 122 items of EQi

Table 5: Inter item correlation (*rs*) matrix of Realistic orientation dimension.

Item Nos.	2	5	6	7	8	12	15	DIM1 Total
1	.28**	.03	.08	.28**	.15	.05	.18	.54**
2	-	-.08	-.02	.23*	.15	.07	.13	.46**
5	-	-	.12	-.01	.09	.18	.15	.42**
6	-	-	-	.18	.07	-.01	.03	.41**
7	-	-	-	-	.08	.16	.21*	.60**
8	-	-	-	-	-	-.15	.09	.43**
12	-	-	-	-	-	-	.01	.38**
15	-	-	-	-	-	-	-	.47**

* < .05 level **< .01 level

The items are 1. I'm aware of what's happening around me even when I'm upset. 2. I try to see things the way they are. 5. Consistency is very important in life. 6. It's hard for me to understand my feelings. 7. I tend to fade out and lose contact with my surroundings. 8. Idealism has no place in my life. 12. One should be practical even if it may be difficult at times. 15. I have a sense of what's achievable and what's not.

In table 5, item 1 was found significant with items 2(.28), 7(.28) and the total dimension (.54). Item 2 was found significant with item 7(.23) and the total dimension (.46). Item numbers 5(.42) and 6(.41) had significant correlation and also with the total dimension (.42) and (.41). Item 7 had significant correlation with item 15 and the total dimension (.60). Item numbers 8(.43), 12(.38) and 15(.47) were found to be significant with the total dimension (.43), (.38), (.57).

The following table (5.1) shows the inter item correlation matrix of the dimension of Self-assertion.

Table 5.1: Inter item correlation (*rs*) matrix of Self-Assertion dimension.

Item Nos.	4	9	10	11	13	14	16	17	DIM2 Total
3	.26**	.21**	.11	.43**	.08	.05	.14	.17	.60**
4	-	.14	.07	.17	.10	.01	.17	.11	.51**
9	-	-	.42**	.35**	.03	-.11	-.01	.01	.50**
10	-	-	-	.16	.01	-.01	.10	.01	.44**
11	-	-	-	-	.28**	.03	.06	.15	.63**
13	-	-	-	-	-	.05	.30**	.32**	.46**
14	-	-	-	-	-	-	.35**	.26**	.31**
16	-	-	-	-	-	-	-	.57**	.51**
17	-	-	-	-	-	-	-	-	.51**

* < .05 level **< .01 level

The items are 3. I don't allow people to take me for granted. 4. I can say 'no' to unreasonable demands. 9. My refusal is usually quite polite but firm. 10. I use a definite tone of voice when I have to refuse. 11. Usually I can't be forced into doing things that I wouldn't want to. 13. I stand up for my rights. 14. Every individual should be respected irrespective of his status. 16. Everybody should have the right to voice their views. 17. Irrespective of one's age, sex, race or religion, he/she should strive for his/her rights.

In table 5.1, item 3 was significant with items 4(.26), 9(.21), 11(.43) and the total dimension (.60). Item 4 had significant correlation with the total dimension (.51), Item 9 significantly correlated with item 10(.42), item 11(.35) and the total dimension (.50). Item 10 significantly correlated with the total dimension (.44). Item 11 significantly correlated with item 13(.28) and the dimension total (.63). Item 13 significantly correlated with item 16 (.30), item

17(.32) and the dimension total (.46). Item 14 significantly correlated with item 16(.35), 17(.26) and the dimension total (.31). Item 16 significantly correlated with item 17(.57) and the dimension total (.51). Item 17 significantly correlated with the dimension total (.51).

The table (5.2) given below showing the inter item correlation matrix of the Impulse control dimension.

Table 5.2: Inter item correlation (rs) matrix of Impulse Control dimension.

Item Nos.	19	20	22	24	25	26	27	30	32	DIM3 Total
18	.36**	-.01	.18	.16	-.01	.01	-.15	.01	.33**	.42**
19	-	.24**	.41	.20*	-.01	.11	.17	.24**	.22**	.62**
20	-	-	.22	.20*	.15	.01	.12	.32**	-.01	.41**
22	-	-	-	.14	.01	.16	.30**	.16	.32**	.62**
24	-	-	-	-	.11	.17	.22*	.28**	.11	.55**
25	-	-	-	-	-	-.07	.03	.01	.03	.30**
26	-	-	-	-	-	-	.34**	.16	.09	.41**
27	-	-	-	-	-	-	-	.01	.01	.43**
30	-	-	-	-	-	-	-	-	.01	.46**
32	-	-	-	-	-	-	-	-	-	.48**

* < .05 level **< .01 level

The items are 18. I have full control over my emotions. 19. I do a lot of cool thinking before taking a decision. 20. Frustrating situations can be handled best when one is in complete control of his/her emotions. 22. I can control my anger even when it feels like an upheaval task. 24. Keeping a check on impulses is a sign of emotional maturity. 25. If I have desire for something, then I can go to any extent to fulfill it. 26. Anger should be controlled at any cost. 27. Even if I dislike something, I don't get abusive. 30. Patience can

work wonders in controlling impulsiveness. 32. I communicate my views clearly to my peers, superiors and subordinates.

In Table 5.2, item 18 significantly correlated with items 19(.36), 32(.33) and the dimension total (.42). Item 19 significantly correlated with items 20(.24), 22(.41), 24(.20), 30(.24), 32(.22) and the dimension total (.62). Item 20 significantly correlated with items 22(.22), 24(.20), 30(.32) and the dimension total (.41). Item 22 correlated significantly with items 27(.30), 32(.32) and the dimension total (.62). Item 24 significantly correlated with items 27(.22), 30(.28) and the dimension total (.55). Item 25 significantly correlated with the dimension total (.31). Item 26 significantly correlated with item 27(.34) and the dimension total (.41). Items 27, 30 and 32 significantly correlated with the dimension total (.43), (.46) and (.48) respectively.

The following table (5.3) shows the inter item correlation matrix of Empathy dimension.

Table 5.3: Inter Item-correlation (*rs*) matrix of Empathy dimension.

Item Nos.	23	28	29	31	DIM4 Total
21	.24*	.35**	.26**	.26**	.67**
23	-	.25*	.12	.01	.62**
28	-	-	.39**	.29**	.69**
29	-	-	-	.31**	.61**
31	-	-	-	-	.58**

* < .05 level **< .01 level

The items are 21. I care for the feelings of even those who are mere acquaintances. 23. I can place myself in someone else's shoes and feel like

him. 28. I'm deeply involved with others' feelings. 29. I have an urge to help people in need. 31. I avoid hurting others' feelings.

Table 5.3, shows that the item 21 significantly correlated with item 23(.24), 28(.35), 29(.26), 31(.26) and the dimension total (.67). Item 23 significantly correlated with items 28(.25) and the dimension total (.62). Item 28 significantly correlated with items 29(.39), item 31(.29) and the dimension total (.69). Item 29 significantly correlated with item 31 (.31) and the dimension total (.61). Item 31 significantly correlated with the dimension total (.58).

The following table (5.4) shows the inter correlation matrix of Communication and cooperation dimension.

Table 5.4: Inter item correlation (*rs*) matrix of Communication and Cooperation dimension.

Item Nos.	34	35	36	37	39	40	42	48	DIM5 Total
33	.33**	.35**	.37**	.52**	.26**	.17	.42	.24*	.71**
34	-	.23**	.31**	.30**	.31**	-.01	.33	.22*	.56**
35	-	-	.56**	.37**	.29**	.17	.19	.32**	.62**
36	-	-	-	.27**	.18	.14	.12	.31**	.59**
37	-	-	-	-	.25**	.24*	.50	.20*	.71**
39	-	-	-	-	-	.36**	.15	.14	.54**
40	-	-	-	-	-	-	.01	.12	.43**
42	-	-	-	-	-	-	-	.13	.61**
48	-	-	-	-	-	-	-	-	.50**

* < .05 level **< .01 level

The items are 33. I communicate my views clearly to my peers, superiors and subordinates. 34. I can be flexible when it comes to team development. 35. I explain things in simple, unambiguous language. 36. People can very well understand what I communicate. 37. I voice my views openly. 39. I will

support a joint effort for problem solving. 40. I believe that open and clear communication is a function of emotional maturity. 42. I communicate fearlessly. 48. I listen to people carefully.

In Table 5.4, item 33 significantly correlated with items 34(.33), 35(.35), 36(.37), 37(.52), 39(.26), 42(.42), 48(.28) and the dimension total (.71). Item 34 correlated significantly with items 35(.23), 36(.31), 37(.30), 39(.31), 42(.33), 48(.22) and dimension total (.56). Item 35 correlated significantly with items 36(.56), 37(.37), 39(.29), 48(.32) and dimension total (.63). Item 36 significantly correlated with item 37(.27), 48(.31) and dimension total (.59). Item 37 significantly correlated with item 39(.25), 40(.24), 42(.50), 48(.20) and dimension total (.71). Item 39 significantly correlated with items 4(.36) and dimension total (.54). Items 40, 42, and 48 significantly correlated with dimension total .43, .61 and .50 respectively.

The following table (5.5) shows the inter item correlation matrix of Optimism dimension.

Table 5.5: Inter item correlation (rs) matrix of Optimism dimension

Item Nos.	41	43	44	45	46	47	49	DIM6 Total
38	.18	.02	.11	.19	.17	.13	.19	.40**
41	-	.28**	.32**	.34**	.39**	.27**	.40**	.67**
43	-	-	.39**	.38**	.45**	.43**	.22**	.64**
44	-	-	-	.47**	.32**	.30**	.27**	.64**
45	-	-	-	-	.32**	.37**	.03	.62**
46	-	-	-	-	-	.50**	.35**	.71**
47	-	-	-	-	-	-	.23*	.66**
49	-	-	-	-	-	-	-	.55**

* < .05 level **< .01 level

The items are 38. I believe that “hope should never die”. 41. Even in the worst situation, I remain a positive thinker. 43. I’m sure of myself whenever I have to take an initiative. 44. I go by my convictions even if I’m discouraged by people around me. 45. People have found it difficult to discourage me. 46. I’m confident of handling upsetting situations. 47. Criticisms don’t deter me. 49. I see an opportunity in every calamity.

In table 5.5, item 38 significantly correlated with the dimension total .40. Item 41 significantly correlated with items 43(.28), 44(.32), 45(.34), 46(.39), 47(.27), 49(.40) and dimension total (.67). Item 43 correlated significantly with items 44(.39), 45(.38), 46(.45), 47(.43), 49(.22) and dimension total (.64). Item 44 significantly correlated with items 45(.47), 46(.32), 47(.30), 49(.27) and dimension total (.65). Item 45 correlated significantly with items 46(.32), 47(.37) and dimension total (.62). Item 46 correlated significantly with items 47(.50), 49(.35) and dimension total (.71). Item 47 correlated significantly with item 49(.23) and dimension total (.66). Item 49 correlated significantly with dimension total (.55).

The following table (5.6) shows the inter item correlation matrix of Self awareness dimension

Table 5.6: Inter item correlation (*rs*) matrix of Self-Awareness dimension

Item Nos.	52	53	55	56	57	59	DIM7 Total
50	.56**	.35**	.36**	.32**	.22**	.24*	.65**
52	-	.46**	.48**	.32**	.30**	.28**	.74**
53	-	-	.48**	.35**	.22*	.33**	.72**
55	-	-	-	.47**	.30**	.31**	.73**
56	-	-	-	-	.12	.31**	.65**
57	-	-	-	-	-	.23*	.50**
59	-	-	-	-	-	-	.58**

* < .05 level **< .01 level

The items are 50. I'm aware of my needs. 52. I'm sure of what I want. 53. When I'm upset, I'm fully aware of the reason for it. 55. I know my strengths and weakness. 56. I'm aware of not just my conscious desire but also my unconscious desire. 57. I have a realistic view of my abilities. 59. I'm conscious of what's happening to me even when I'm upset.

In table 5.6, item 50 significantly correlated with items 52(.56), 53(.35), 55(.36), 56(.32), 57(.22), 59(.24) and dimension total (.65). Item 52 significantly correlated with items 53(.46), 55(.48), 56(.32), 57(.30), 59(.28) and dimension total (.74). Item 53 correlated significantly with items 55(.48), 56(.35), 57(.22), 59(.33) and dimension total (.72). Item 55 correlated significantly with items 56(.47), 57(.30), 59(.31) and dimension total (.65). Item 56 significantly correlated with item 59(.31) and dimension total (.65). Item 57 significantly correlated with item 59(.33) and dimension total (.50). Item 59 correlated significantly with dimension total (.58).

The following table (5.7) shows the inter item correlation matrix of Innovative/creative instincts dimension.

Table 5.7: Inter-correlation (*rs*) matrix of Innovative/ Creative instincts dimension

Item Nos.	.54	60	61	62	63	65	DIM8 Total
51	.13	.31**	.42**	.38**	.1	.20*	.42**
54	-	.22*	.06	.20*	.07	.17	.30**
60	-	-	.08	.20*	.02	.23*	.31**
61	-	-	-	.59**	.14	.23*	.45*
62	-	-	-	-	.19	.35**	.54**
63	-	-	-	-	-	.11	.85**
65	-	-	-	-	-	-	.40**

* < .05 level **< .01 level

The items are 51. I'm fond of generating new ideas. 54. Most of my ideas and suggestions are accepted by people around me. 60. I go for realistic ideas. 61. New ideas and solutions seem exciting to me. 62. I have the ability to define a concept in a new way. 63. I believe that "variety is the spice of life". 65. When faced with a problem, I try new ways of problem solving.

In table 5.7, item 51 significantly correlated with items 60(.31), 61(.42), 62(.38), 65(.20) and dimension total (.42). Item 54 significantly correlated with items 60(.22), 62(.20) and the dimension total (.30). Item 60 correlated significantly with items 62(.20), 65(.23) and dimension total (.31). Item 61 correlated significantly with items 62(.59), 65(.23) and dimension total (.45). Item 62 correlated significantly with items 65(.35) and dimension total (.54). Items 63 and 65 correlated significantly with dimension total (.85), (.40) respectively.

The following table (5.8) shows the inter item correlation matrix of Risk taking dimension

Table 5.8: Inter item correlation (rs) matrix of Risk Taking dimension

Item Nos.	64	66	67	68	69	71	DIM9 Total
58	.30**	.42**	.56**	.38**	.34**	-.06	.69**
64	-	.34**	.33**	.26**	.30**	.14	.61**
66	-	-	.66**	.41**	.40**	.01	.75**
67	-	-	-	.60**	.43**	-.01	.82**
68	-	-	-	-	.49**	-.09	.68**
69	-	-	-	-	-	.13	.66**
71	-	-	-	-	-	-	.22*

* < .05 level **< .01 level

The items are 58. I would prefer to continue taking risky steps even if I failed in such actions previously. 64. I'm adventurous. 66. I'm not worried about the consequences of doing something new. 67. I take a chance with new ideas even if there is a risk of it failing. 68. I take it in my stride even if the consequence of starting something new is harmful to me. 69. I believe that even if an idea is new, one should take a chance. 71. I prefer to be cautious in doubtful situation.

In table 5.8, item 58 significantly correlated with items 64(.30), 66(.42), 67(.56), 68(.38), 69(.34) and dimension total (.69). Item 64 significantly correlated with items 66(.36), 67(.33), 68(.26), 69(.30) and dimension total (.61). Item 66 significantly correlated with items 67(.66), 68(.41), 69(.40) and dimension total (.76). Item 67 significantly correlated with items 68(.60), 69(.43) and dimension total (.82). Item 68 significantly correlated with item 69(.49) and dimension total .68. Item 69 correlated significantly with dimension total (.66). Item 71 correlated significantly with dimension total (.22).

The following table (5.9) shows the inter item correlation matrix of Analytical dimension.

Table 5.9: Inter item correlation (rs) matrix of Analytical dimension

Item Nos.	72	74	75	76	77	89	DIM10 Total
70	.56**	.48**	.42**	.12	.36**	.25**	.71**
72	-	.43**	.30**	.14	.29**	.20**	.66**
74	-	-	.29**	.32**	.47**	.27**	.74**
75	-	-	-	.29**	.39**	.34**	.66**
76	-	-	-	-	.41**	.13	.52**
77	-	-	-	-	-	.28**	.70**
89	-	-	-	-	-	-	.53**

* < .05 level **< .01 level

The items are 70. A lot of thinking goes into my work. 72. I'm analytical in my approach. 74. I don't give up easily, I probe and probe and probe till I get into the root of an issue. 75. I have a clear understanding of what I want. 76. I believe that it is very important to get to the root of every problem. 77. I look at all possibilities before deciding. 89. I prefer organized work.

In table 5.9, item 70 significantly correlated with items 72(.56), 74(.48), 75(.42), 77(.36), 89(.25) and dimension total (.71). Item 72 significantly correlated with items 74(.43), 75(.31), 77(.29), 89(.20) and dimension total (.66). Item 74 correlated significantly with items 75(.29), 76(.32), 77(.47), 89(.27) and dimension total (.74). Item 75 correlated significantly with items 76(.29), 77(.39), 89(.34) and dimension total (.66). Item 76 correlated significantly with items 77(.41) and dimension total (.52). Item 77 correlated

significantly with item 89(.28) and dimension total (.70). Item 89 correlated significantly with the dimension total (.53).

The following table (5.10) shows the inter item correlation matrix of Social self/effective relationships dimension.

Table 5.10: Inter item correlation (*rs*) matrix of Social Self/Effective Relationships dimension

Item Nos.	79	80	82	83	84	85	87	88	94	DIM11 Total
78	.21*	.12	.21*	-.03	-.05	.15	.09	.18	.03	.39**
79	-	.39**	.24*	.08	.27**	.16	.37**	.29**	.05	.67**
80	-	-	.25**	-.01	.19*	.14	.31**	.26**	-.17	.55**
82	-	-	-	-.12	-.13	.20*	.29**	.30**	.07	.42**
83	-	-	-	-	.18	-.36**	-.16	-.09	.43**	.32**
84	-	-	-	-	-	.10	.11	-.05	-.04	.52**
85	-	-	-	-	-	-	.17	.28**	-.28**	.27**
87	-	-	-	-	-	-	-	.24*	-.02	.47**
88	-	-	-	-	-	-	-	-	-	.41**
94	-	-	-	-	-	-	-	-	-	.28

* $p < .05$ level ** $p < .01$ level

The items are 78. I accept justified criticism even from those who are against me. 79. I'm friendly with people. 80. I can forget and forgive to maintain relationships. 82. I prefer activities that involve helping and developing others. 83. It bothers me that there are people who dislike me. 84. There are very few people who understand me. 85. I convey a sense of respect for people around me. 87. I try to learn from others. 88. Personal relationships mean a lot to me. 94. I'm more concerned with what others think of me.

In table 5.10, item 78 significantly correlated with items 79(.21), 82(.21) and dimension total (.39). Item 79 correlated significantly with items 80(.39), 82(.24), 84(.27), 87(.37), 88(.29) and dimension total (.67). Item 80 correlated

significantly with items 82(.25), 84(.19), 87(.31), 88(.26) and dimension total (.55). Item 82 significantly correlated with items 85(.20), 87(.29), 88(.30) and dimension total (.42). Item 83 correlated significantly with items 85(-.36), 94(.43) and dimension total (.32). Item 84 correlated significantly with the dimension total (.52). Item 85 correlated significantly with items 88(.28), 94(-.28) and dimension total (.27). Item 87 correlated significantly with item 88(.24) and dimension total (.47). Items 88 and 94 correlated significantly with the dimension total (.41), (.28) respectively.

The following table (5.11) show the inter item correlation matrix of conventional dimension.

Table 5.11: Inter item correlation (*rs*) matrix of Conventional dimension

Item Nos.	90	91	92	96	DIM12 Total
73	.20*	.1	.26**	.35**	.60**
90	-	.13	.32**	.17	.61**
91	-	-	.12	.19	.50**
92	-	-	-	.32**	.65**
96	-	-	-	-	.66**

* < .05 level **< .01 level

The items are 73. I prefer rule-bound, orderly and unambiguous activities. 90. I believe in strict maintenance of traditions. 91. I would not like to experiment with life. 92. We maintain strong family values. 96. I prefer an acceptable pattern of living.

In table 5.11, item 73 correlated significantly with items 90(.20), 92(.26), 96(.35) and dimension total (.60). Item 90 correlated significantly with item 92(.32) and dimension total (.61). Item 91 correlated significantly with

dimension total (.50). Item 92 correlated significantly with item 96(.32) and dimension total (.65). Item 96 correlated significantly with dimension total (.66).

The following table (5.12) shows the inter item correlation matrix of Enterprising/Initiative taker dimension.

Table 5.12: Inter item correlation (rs) matrix of Enterprising/Initiative taker dimension

Item Nos.	95	97	98	101	105	DIM13 Total
93	.16	.29**	.31**	.16	.07	.60**
95	-	.26**	.05	.12	.21*	.54**
97	-	-	.25**	.21*	.09	.60**
98	-	-	-	.31**	.15	.57**
101	-	-	-	-	.39**	.61**
105	-	-	-	-	-	.52**

* < .05 level **< .01 level

The items are 93. I often venture out into unknown areas on my own. 95. I'm enthusiastic about most things. 97. It gives me a thrill to do new things. 98. One should never hesitate to diversify as and when required. 101. People who are ready to take the plunge should be appreciated. 105. Initiative takers are highly motivated individuals.

In table 5.12, item 93 significantly correlated with items 97(.29), 98(.31) and dimension total (.60). Item 95 correlated significantly with items 97(.27), 105(.21) and dimension total (.54). Item 97 correlated significantly with items 98(.25), 101(.21) and dimension total (.60). Item 98 correlated significantly with items 101(.31) and dimension total (.57). Item 101 correlated significantly

with items 105(.39) and dimension total (.61). Item 105 correlated significantly with dimension total (.52).

The following table (5.13) shows the inter item correlation matrix of Artistic dimension.

Table 5.13: Inter item correlation (*rs*) matrix of Artistic dimension

Item Nos.	99	100	102	103	104	106	108	109	116	DIM14 Total
86	.23*	.20*	.20*	.19*	.22*	-.19*	.29**	.54**	.28**	.58**
99	-	.17	.41**	.16	-.05	.04	.11	.02	.08	.39**
100	-	-	.24*	.19*	.14	.04	.22	.15	.14	.50**
102	-	-	-	.29**	.04	-.08	.08	.12	.17	.48**
103	-	-	-	-	.52**	.10	.28**	.23*	.39**	.67**
104	-	-	-	-	-	.07	.37**	.29**	.40**	.61**
106	-	-	-	-	-	-	-.16	-.22*	-.01	.09
108	-	-	-	-	-	-	-	.45**	.29**	.59**
109	-	-	-	-	-	-	-	-	.19	.55**
116	-	-	-	-	-	-	-	-	-	.57**

* < .05 level **< .01 level

The items are 86. I'm highly emotional. 99. I prefer activities that allow creative expression. 100. I'm so engrossed with my artistic pursuits that I hardly bother about the way I look. 102. I express my emotions through my creativity. 103. I indulge in wild imaginations. 104. I often get impulsive. 106. One should be orderly in life. 108. Beauty excites me. 109. I'm often sentimental about life. 116. I tend to be impractical at times.

In table 5.13, item 86 correlated significantly with items 99(.23), 100(.20), 102(.20), 103(.19), 104(.22), 106(-.19), 108(.29), 109(.54), 116(.28) and dimension total (.58). Item 99 correlated significantly with items 102(.41) and

dimension total (.39). Item 100 correlated significantly with items 102(.24), 103(.19), 108(.22) and dimension total (.50). Item 102 correlated significantly with items 103(.29) and dimension total (.48). Item 103 correlated significantly with items 104(.52), 108(.28), 109(.23), 116(.39) and dimension total (.67). Item 104 significantly correlated with item 108(.37), 109(.29), 116(.40) and dimension total (.61). Item 106 correlated significantly with item 109(-.22). Item 108 correlated significantly with items 109(.45), 116(.29) and dimension total (.59). Item 109 and 116 correlated significantly with dimension total (.55), (.57) respectively.

The following table (5.14) shows the inter item correlation matrix of Well-adjusted dimension.

Table 5.14: Inter item correlation (rs) matrix of Well-adjusted dimension

Item Nos.	107	110	111	112	113	114	115	117	118	119	120	121	122	DIM 15 Total
81	.15	.39**	.15	.161	.06	.21*	.26**	.19	.38**	.31**	.30**	.25**	.14	.55**
107	-	.31**	-.02	.21*	.24*	.35**	.03	.15	.15	.10	-.05	-.01	-.02	.38**
110	-	-	-.05	.15	.27**	.14	.32**	.25**	.29**	.41**	.23**	.13	-.01	.56**
111	-	-	-	.12	.07	-.01	.22*	.17	.06	.05	-.15	.06	-.15	.19*
112	-	-	-	-	.20	.26	.24	.28	.40	.30	.20	.29	.01	.51
113	-	-	-	-	-	.18	.22*	.23*	.25**	.19	.04	.25**	-.16	.42**
114	-	-	-	-	-	-	.39**	.39**	.53**	.29**	.28**	.36**	.31**	.63**
115	-	-	-	-	-	-	-	.29**	.31**	.34**	.24**	.35**	.21*	.61**
117	-	-	-	-	-	-	-	-	.47**	.34**	.16	.24*	.07	.57**
118	-	-	-	-	-	-	-	-	-	.42**	.44**	.50**	.30**	.75**
119	-	-	-	-	-	-	-	-	-	-	.39**	.37**	.13	.63**
120	-	-	-	-	-	-	-	-	-	-	-	.64**	.15	.54**
121	-	-	-	-	-	-	-	-	-	-	-	-	.20	.64**
122	-	-	-	-	-	-	-	-	-	-	-	-	-	.29**

* < .05 level **< .01 level

The items are 81. I feel lonely even when I'm with people. 107. I'm moved to tears easily. 110. I suffer frequently from headaches. 111. I enjoy social gatherings. 112. I have difficulty in making appropriate remarks in group conversations. 113. I get angry easily. 114. I feel hurt at the slightest hint of it. 115. I have sleepless nights. 117. I frequently feel tired and exhausted at the end of the day. 118. Very often, I have difficulty thinking clearly. 119. I suffer spells of dizziness. 120. I have experienced lack of real love and affection at home. 120. I have experienced lack of real love and affection at home. 121. I often feel like running away from home. 122. I feel conscious about the way I look.

In table 5.14, item 81 significantly correlated with 110(.39), 114(.21), 115(.26), 118(.38), 119(.31), 120(.30), 121(.25) and dimension total (.55). Item 107 significantly correlated with items 110(.31), 112(.21), 113(.24), 114(.35) and dimension total (.38). Item 110 significantly correlated with items 113(.27), 115(.32), 117(.25), 118(.29), 119(.41), 120(.23) and dimension total (.56). Item 111 correlated significantly with items 115(.22) and dimension total (.19). Item 113 correlated significantly with items 115(.22), 117(.23), 118(.25), 121(.25) and dimension total (.42). Item 114 correlated significantly with items 115(.39), 117(.39), 118(.53), 119(.29), 120(.28), 121(.36), 122(.31) and dimension total (.63). Item 115 correlated significantly with items 117(.29), 118(.31), 119(.34), 120(.24), 121(.35), 122(.21) and dimension total (.61). Item 117 correlated significantly with items 118(.47), 119 (.34), 121(.24) and dimension total (.57). Item 118 correlated significantly with items 119(.42),

120(.44), 121(.50), 122(.30) and dimension total (.75). Item 119 correlated significantly with items 120(.39), 121(.37), 122(.23) and dimension total (.63). Item 120 correlated significantly with item 121(.64) and dimension total (.54). Items 121 and 122 correlated significantly with the dimension total (.64), (.29) respectively.

The following table (6) shows the number of items in each dimension after item analysis i.e., after elimination of 32 items.

Table 6: Number of items in each dimension of the EQi-Test after item analysis.

Sr. No.	Dimensions	No. of items
1	Realistic Orientation	6
2	Self assertion	8
3	Impulse control	8
4	Empathy	4
5	Communication and cooperation	8
6	Optimism	8
7	Self Awareness	7
8	Innovative/Creative instincts	6
9	Risk taking	6
10	Analytical	6
11	Social self/effective relationships	7
12	Enterprising/initiative taker	5
13	Artistic	5
14	Well Adjusted	6
	Total	90

This 90 item-test was further used to test the reliability and validity of the test.

Reliability

The reliability of the 90 item-test was calculated.

Sample

The reliability was found with the help of data collected from a mixed sample of 109 post-Graduate (Masters), M. Phil. And Ph.D. students of the M. S. University of Baroda and from the general population like professionals and housewives. Incidental sampling was done to select the respondents i.e., those who were readily available and were voluntarily ready to take the test. The table (7) given below shows the classification of respondents in terms of background and gender who volunteered for testing the reliability

Table 7: Details of the sample for testing reliability of the EQi-Test

Sr. No.	Areas of Study	No. of Boys	No. of Girls	Total
1	Faculty of Education & Psychology	9	13	22
2	Faculty of Management	4	-	4
3	Faculty of Home Science	-	10	10
4	Faculty of Science	6	2	8
5	Professionals	15	15	30
6	Housewives	-	15	15
7	Teachers	-	8	8
8	Faculty of Fine Arts	5	2	7
9	Faculty of Medicine	2	3	5
	Total	41	68	109

Procedure

The data from the Post- Graduate (Masters) students were collected in classroom situations. The M.Phil and PhD students, Professionals, Teachers and Housewives were personally contacted by the researcher and were

requested to take the test. On the basis of the instructions given in the test, the respondents were asked to answer on a five-point scale. The options given on the five-point scale were 'Always true' (5) 'True' (4) 'To some extent true' (3) 'Not true' (2) 'Not at all true' (1)

Scoring

The scoring system of the test was devised on the basis of Likert's summated rating method. The test uses a 5-point scale ranging from 'Always true (5) to Not at all true (1). The respondents were instructed to tick any one of the 5 options. In case of negative items, reverse scoring was done i.e., 'Always true (1) and Not at all true (5). The EQi score was calculated by totaling up the responses of all the items in each dimension as well as for the whole test. The total scores were then categorized into low, below average, average, above average and high. These categories were derived with the help of a stanine scale. The term 'Stanine' is a contraction of 'Standard Nine' and it has scores expressed in digits ranging from 1 to 9. The mean of these scores is 5 and the standard deviation is 1.96 or approximately 2. When raw scores are transformed into stanine scores, they automatically take a shape approximating the normal curve. Raw scores can be transformed into the stanine scale by arranging them in order of size and then giving the percentage of each stanine score points according to the normal distribution curve. The first stanine covers 4%, second stanine covers 7%, third stanine covers 12%, fourth stanine covers 17%, seventh 12%, eighth 7% and ninth 4% of the total cases (Singh, A.K., 1986).

Reliability coefficients

The collected data were subjected to Cronbach alpha (α) test to estimate reliability value. The Cronbach alpha (α) reliability of the EQi- test was .94, which is very high. The details of the dimension wise reliability are given in the next chapter i.e., Results.

Validity

Guilford's validity formula was applied to find the validity of the test. According to Guilford (1954), square root of the reliability coefficient can be taken as validity of the test. The Guilford's validity of the test was found to be .97, which is very high. The details of the dimension wise validity index are given in the next chapter i.e., Results.

The table (8) given below shows the item numbers belonging to the 14 respective EQi dimensions.

Table 8: The item numbers of 14 EQi dimensions

No	Dimensions	Item Numbers
1	Realistic Orientation Example item: I'm aware of what's happening around me.	1, 2, 5, 6(N), 7, 12
2	Self assertion Example item: I don't allow people to take me for granted.	3, 4, 8, 9, 10, 11, 13, 14.
3	Impulse control Example item: Even if I dislike something, I don't get abusive.	15, 16, 17, 19, 20, 21, 24, 26
4	Empathy Example item: I care for the feelings of even those who are mere acquaintances	18, 22, 23, 25

No	Dimensions	Item Numbers
5	Communication & cooperation Example item: I believe that open and clear communication is a function of emotional maturity	27, 28, 29, 30, 32, 33, 35, 41
6	Optimism Example item: I see an opportunity in every calamity.	31, 34, 36, 37, 38, 39, 40, 42
7	Self awareness Example item: I know my strengths and weaknesses	43, 45, 46, 48, 49, 50, 52
8	Innovative/creative instincts Example item: New ideas and solutions seem exciting to me.	44, 47, 53, 54, 55, 57
9	Risk taking Example item: I take a chance with new ideas even if there is a risk of it failing.	51, 56, 58, 59, 60, 61
10	Analytical Example item: I look at all possibilities before deciding	62, 63, 64, 65, 66, 75
11	Social self/effective relationship Example item: I convey a sense of respect for people around me.	67, 68, 69, 71, 72, 73, 74.
12	Enterprising/initiative taker Example item: It gives me a thrill to do new things.	76, 77, 78, 81
13	Artistic Example item: I prefer activities that allow creative expression.	79, 80, 82, 83, 84.
14	Well adjusted Example item: I enjoy social gatherings.	70 (N), 86, 87 (N), 88(N), 89 (N), 90 (N).

Integrity test (Ity-T)

The integrity test was constructed and standardized using various psychometric steps. Similar to those followed in construction of the EQi test.

Item Construction and Selection

Items were selected after referring books, journals, articles and dissertation, etc. that were relevant to the concept. The researcher constructed some items as well. First broad areas/ factors (dimensions) of integrity were identified and defined. Altogether 5 factors were identified. Then lists of 49 items spread over 5 dimensions identified and constructed were pooled together.

The following table (9) shows the number of items in each dimension.

Table 9: The number of items under 5 Integrity dimensions

Sr. No.	Dimensions	No. of items
1	Being honest to oneself	11
2	Accepting full responsibility	9
3	Keeping promises	8
4	Avoiding hidden agenda	10
5	Having the courage to lead oneself and one's team or enterprise with honor	11
	Total	49

This list of 49 items belonging to 5 dimensions were evaluated by 7 experts from academia and industries for i) clarity of language and ii) appropriateness (relevance) of the item with respect to each dimension. They were requested to edit, select or reject items on the basis of the above criteria.

Definition of Integrity dimensions

1. **Being honest with oneself (BHO)** – Knowing what one wants and doing what one believes in despite conflicting situations demanding the opposite of what one actually believes in.

2. **Accepting full responsibility (AFR)** – Not running away from owning responsibility for one's actions. Accepting positions of responsibility and willingness to take additional responsibilities.
3. **Keeping promises (KP)** – Quality to stick to one's word irrespective of its consequences.
4. **Avoiding hidden agenda (AHA)** – Avoiding those agenda which may hamper one's interpersonal relationship and being open about one's intentions.
5. **Having the courage to lead oneself and one's team or enterprise with honor (HCTL)** – Leading fearlessly without worrying about obstacles and consequences and without stooping to a less honorable level. Having the courage to take the leadership role and take initiative at the time of need with honor and dignity.

Sample (for item analysis)

The sample that undertook the EQi test was also administered the list of 49 items of the Integrity test i.e., 107 Post-graduate (Masters), M.Phil. and Ph.D. students of various departments of the M. S. University of Baroda. The sample details are given in the following table (10).

Table 10: Sample details for item analysis of the Integrity-Test.

Sr. No.	Various Faculties of the M. S. University of Baroda	No. of Boys	No. of Girls	Total
1	Faculty of Arts	27	22	49
2	Faculty of Education & Psychology	6	14	20
3	Faculty of Management	4	-	4
4	Faculty of Medicine	5	4	9
5	Faculty of Home Science	-	5	5
6	Faculty of Science	4	4	8
7	Faculty of Fine Arts	2	3	5
8	Faculty of Commerce	4	3	7
	Total	52	55	107

Item analysis was done by correlating individual item scores to the total scores of a particular dimension. The items, which yielded correlation below 0.01 level of confidence, were dropped. Thus, 25 items out of 49 items were dropped. Finally, a list 24 items belonging to 5 dimensions of Integrity were retained.

The following tables (11 to 11.4) show the dimension wise inter correlation values of 49 items

Table 11: Inter item correlation (*rs*) matrix of Being honest with oneself dimension

Item Nos.	130	136	139	146	150	DIM16 Total
129	.37**	.15	.25**	.29**	.16	.65**
130	-	.13	.16	.11	.08	.55**
136	-	-	.20*	.25**	.18	.55**
139	-	-	-	.39**	.06	.62**
146	-	-	-	-	.06	.61**
150	-	-	-	-	-	.42**

* < .05 level **< .01 level

The items are 129. I do stick to my beliefs even if it may mean lots of personal hardships to me. 130. I stick to my beliefs even if it means hurting somebody. 136. Even when told by my superiors, I cannot do anything against my conscience. 139. I never go against my beliefs. 146. Its hard for me to compromise if its against my beliefs. 150. I speak the truth even if it is difficult for me otherwise.

In table 11, items 129 significantly correlated with items 130(.37), 139(.25), 146(.29) and dimension total (.65). Item 130 correlated significantly with the

dimension total (.55). Item 136 correlated significantly with items 139(.20), 146(.25) and dimension total (.55). Item 139 correlated significantly with item 146(.39) and dimension total (.62). Items 146 and 150 correlated significantly with the dimension total (.61), (.42) respectively.

The following table (11.1) shows the inter item correlation matrix of Accepting full responsibility dimension

Table 11.1: Inter item correlation (*rs*) matrix of Accepting full responsibility dimension

Item Nos.	125	126	127	128	132	DIM17 Total
124	.22*	.03	.27**	.23*	.26**	.56**
125	-	.25**	.22*	.18	.12	.60**
126	-	-	.32**	.22*	.22*	.60**
127	-	-	-	.12	.18	.59**
128	-	-	-	-	.26**	.57**
132	-	-	-	-	-	.59**

* < .05 level **< .01 level

The items are 124. I'm often assigned responsible tasks because people have faith in me. 125. I wouldn't hesitate to take up a challenging task even if I've failed previously. 126. I have full faith in my abilities. 127. People trust me because I can make things happen. 128. One should never run away from owning responsibility, however tough it may be. 132. I accept my mistake and take full responsibility for committing it.

In table 11.1, item 124 correlated significantly with items 125(.22), 127(.27), 128(.23), 132(.26) and dimension total (.56). Item 125 correlated significantly with items 126(.25), 127(.22), and dimension total (.56). Item 126 correlated

significantly with items 127(.32), 128(.22), 132(.22) and dimension total (.60). Item 127 significantly correlated with the dimension total (.59). Item 128 correlated significantly with item 132(.26) and dimension total (.57). Item correlated significantly with the dimension total (.59).

The following table (11.2) shows the inter item correlation matrix of Keeping promises dimension

Table 11.2: Inter item correlation (rs) matrix of Keeping promises dimension

Item Nos.	133	134	135	DIM18 Total
123	.030	-.50	-.072	.50**
133		-.18*	.013	.54**
134	-	-	.23*	.48**
135	-	-		.60**

* < .05 level **< .01 level

The items are 123. I try to keep my word even if it may be difficult for me at times. 133. I often go beyond my promise. 134. When I smell trouble, I go back on my words. 135. Sometimes I give false assurances inorder to make somebody feel better.

In table 11.2, item 123 and 133 significantly correlated with dimension total (.50), (.54) respectively. Item 134 correlated significantly with item 135 (.23) and dimension total (.48). Item 135 correlated significantly with dimension total (.60).

The following table (11.3) shows the inter item correlation matrix of Avoiding hidden agenda dimension

Table 11.3: Inter item correlation (*rs*) matrix of Avoiding hidden agenda dimension

Item Nos.	137	138	140	141	144	DIM19 Total
131	.15	-.30**	-.12	.06	.26**	.41**
137	-	.10	-.16	.15	.23*	.56**
138	-	-	-.10	.08	.19*	.42**
140	-	-	-	-.15	-.13	.13
141	-	-	-	-	-.01	.41**
144	-	-	-	-	-	.62**

* < .05 level **< .01 level

The items are 131. Hiding things is bad for interpersonal relationships. 137. I'm open about my intentions. 138. The information that I believe I don't need to share with others, I hide it completely even if it may be important for others to know. 140. I avoid discussing those matters which might hamper my relationship with others. 141. Even if I disagree with someone's views, I'd much rather say it than keep it to myself. 144. I hide information because I fear competition.

In table 11.3, item 144 correlated significantly with item 144(.26) and dimension total (.41). Item 137 correlated significantly with item 144(.23) and dimension total (.56). Item 138 correlated significantly with item 144(.19) and dimension total (.42). Items 141 and 144 correlated significantly with the dimension total (.41), (.62) respectively.

The following table (11.4) shows the inter item correlation matrix of Having the courage to lead oneself or one's team or enterprise with honour dimension

Table 11.4: Inter item correlation (*rs*) matrix of Having the courage to lead oneself or one's team or enterprise with honour dimension

Item Nos.	143	145	147	148	149	151	152	153	DIM20 Total
142	.39**	.20*	.27**	.41**	.22*	.33**	.03	.30**	.62**
143	-	.39**	.48**	.29**	.16	.25*	.18	.19	.67**
145	-	-	.28**	.22*	.11	.07	.12	.19	.54**
147	-	-	-	.42**	.16	.13	.18	-.01	.59**
148	-	-	-	-	.31**	.21*	.14	.15	.61**
149	-	-	-	-	-	.11	.30**	.22*	.47**
151	-	-	-	-	-	-	.01	.31**	.53**
152	-	-	-	-	-	-	-	.16	.40**
153	-	-	-	-	-	-	-	-	.51**

* < .05 level **< .01 level

The items are 142. I try to instill the same commitment in my team with which I work. 143. When I take initiative, I do that without fear or apprehensions. 145. People look up to me for leadership when it comes to acting courageously. 147. I don't care about the obstacles that may come my way while leading. 148. I'm full committed to the cause that I take up. 149. I believe that a feeling of interpersonal trust is essential within a team. 151. I don't play dirty to get-ahead of others. 152. I believe that valour and courage are important in life. 153. I do not stoop to a level which belittles my dignity.

In table 11.4, item 142 significantly correlated with items 143(.39), 145(.20), 147(.27), 148(.41), 149(.22), 151(.33), 153(.30) and dimension total (.62). Item 143 correlated significantly with items 145(.39), 147(.48), 148(.29), 151(.25) and dimension total (.67). Item 145 correlated significantly with items

147(.28), 148(.22) and dimension total (.54). Item 147 correlated significantly with item 148(.42) and dimension total (.59). Item 148 correlated significantly with items 149(.31), 151(.21) and dimension total (.61). Item 149 correlated significantly with items 152(.30), 153(.22) and dimension total (.47). Item 151 correlated significantly with item 153(.31) and dimension total (.53). Items 152 and 153 correlated significantly with dimension total (.40), (.51) respectively.

The following table (12) shows the number of items in each dimension retained after the item analysis.

Table 12: The number of items in each dimension of the Integrity-Test after item analysis.

Sr. No.	Dimensions	No. of Items
1	Being honest with oneself	4
2	Accepting full responsibility	6
3	Keeping promises	2
4	Avoiding hidden agenda	3
5	Having the courage to lead oneself and one's team or enterprise with honor	9
	Total	24

Reliability-sample

The sample that undertook the EQi test was also administered the Integrity test. The sample of 109 consisted of a mixed group of Post-graduate (Masters), M.Phil. and Ph.D. students of the M. S. University of Baroda and those from the general population like professionals and housewives belonging to Vadodara. The details of the sample for reliability are given in table (13).

Table 13: The details of the sample for reliability testing of the Integrity-Test

Sr. No.	Areas of Study	No. of Boys	No. of Girls	Total
1	Faculty of Education & Psychology	9	13	22
2	Faculty of Management	4	-	4
3	Faculty of Home Science	-	10	10
4	Faculty of Science	6	2	8
5	Professional	15	15	30
6	Housewives	-	15	15
7	Teachers	-	8	8
8	Faculty of Fine Arts	5	2	7
9	Faculty of Medicine	2	3	5
	Total	41	68	109

Procedure

In the case of Post-graduate (Masters) students, data were collected in a classroom situation. Some of the M.Phil and Ph.D. students, professionals, teachers and housewives were personally handed over the tests by the researcher. The instructions given on the questionnaire indicated the respondents to tick any one of the five options given on a 5- point Likert type scale ranging from 'Always true' (5) to 'Not at all true' (1).

In brief, the procedure was similar to the earlier one followed for the EQi.

Scoring of the Test

The scoring system is based on the Likert's summated rating method. The test uses a 5-point scale, viz., 'Always true' (5), 'True' (4), 'To some extent true'

(3), 'Not true' (2), 'Not at all true' (1). The respondents were instructed to tick (✓) any one of the five options. There were two items, which are negatively scored. In case of negative items, scoring was done as, 'Always true' (1), 'True' (2), 'To some extent true' (3), 'Not true' (4), 'Not at all true' (5). However, for the scores were positively reversed for the final total scores on any particular dimension. Thus, the integrity score was calculated by totaling up the responses of all the items. These total scores were then categorized into low, below average, average, above average and high, using the stanine scale.

Reliability Coefficients

Data thus collected were subjected to Cronbach alpha (α) coefficient. The Cronbach alpha (α) reliability of the Integrity test (Ity-T) was .84, which is relatively high. The details of the dimension wise reliability are given in the next chapter i.e. Results.

Validity

Guilford's (1954) validity formula (Square root of reliability= Guilford's validity) was applied to find the validity of the Integrity test as well. According to Guilford, square root of the reliability coefficient can be taken as validity of the test. The validity of the entire Integrity test (Ity-T) is .92, which is very high.

The following table (14) shows the item numbers belonging to 5 Integrity dimensions respectively.

Table 14: The item numbers of 5 Integrity dimensions.

No.	Dimensions	Item Numbers
1	Being honest with oneself Example item: Even told by my superiors, I cannot do anything against my conscience.	97, 100, 107, 111
2	Accepting full responsibility Example item: I wouldn't hesitate to take up a challenging task even if I've failed previously.	92, 93, 94, 95, 96, 98.
3	Keeping promises Example item: I often go beyond my promise	91, 99.
4	Avoiding hidden agenda Example item: I'm open about my intentions.	101, 102 (N), 105 (N).
5	Having the courage to lead one's team or enterprise with honor Example item: I'm fully committed to the cause that I take up.	103, 104, 105, 108, 109, 110, 112, 113, 114.

EXPLORING RELATIONSHIPS

In the next step of the study, the researcher tried to explore the relationship between EQi, Integrity (Ity) and Executive Success.

RESEARCH SITE

Data were collected from 3 different organizations. Details of each organization are given below.

SAMPLE

The sample for the main study consisted of middle and top-level managers from three different organizations. The respondents in both the levels were selected on the basis of their availability, although the researcher did try to get in touch with all the respondents. This was especially true because most of

them held responsible positions and were rather busy. Hence, time was a major constraint for them. The researcher also had to face several problems prior to data collection because most of the organizations refused to part with confidential information such as salary, age and position. This information was especially needed because the researcher had operationally defined success in terms of salary, age and position.

One of the main objectives of the study was not to compare various organizations on any of their characteristics but to develop a scale on Emotional Intelligence and Integrity in Indian situations and to find possible relationships and to test a general assumption related to EQi that it helps persons to succeed in their career. The following table (15) shows the sample distribution in 3 organizations covered in the study.

Table 15: the types of organization and the total sample collected

Sr. No.	Types of Organization	Total
1.	Advertising Agency- Private Sector	46
2.	Research Organization- Private Sector (Indian)	33
3.	Manufacturing Organization- Private Sector (Multinational joint collaboration)	29
	Total	108

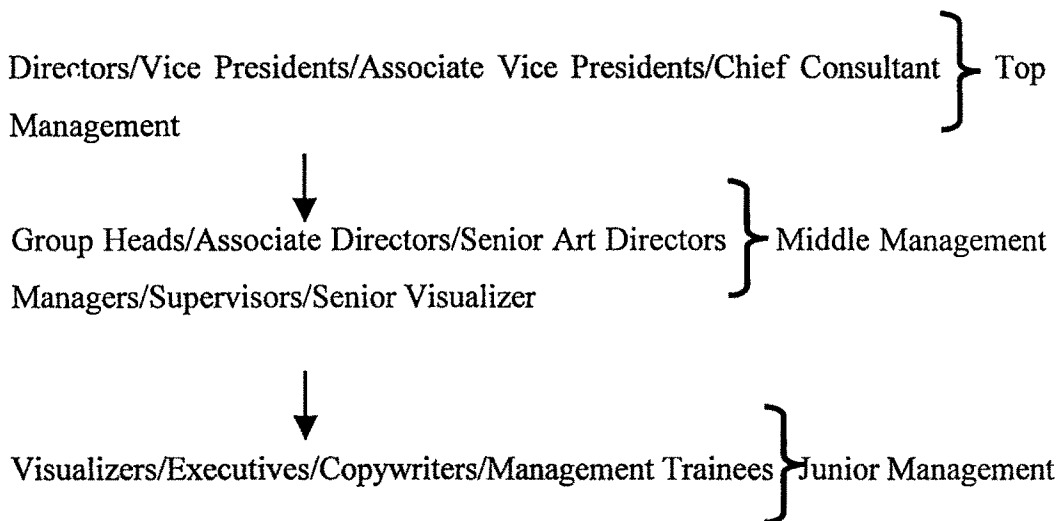
Given below is a brief description about the 3 organizations.

Organization 1 (O1)

O1 is one of India's top advertising agencies, based in Mumbai and part of a worldwide network. It is one of the fastest growing new genres of direct

response agencies that provide result oriented offline and online direct response marketing solutions for brands. Such organizations have good going in the emerging new economy. They deliver one to one communication and technology initiatives through multi faceted communication tools such as direct mail, telemarketing, loyalty programs, online banners, e-zines, e-mail marketing, one-to-one consulting and personalized solutions. Its mission being "to help brands build and sustain measurable relationships with consumers, across touch points, by integrating emerging technologies."

The hierarchical structure of the management cadre of O1 is as follows.

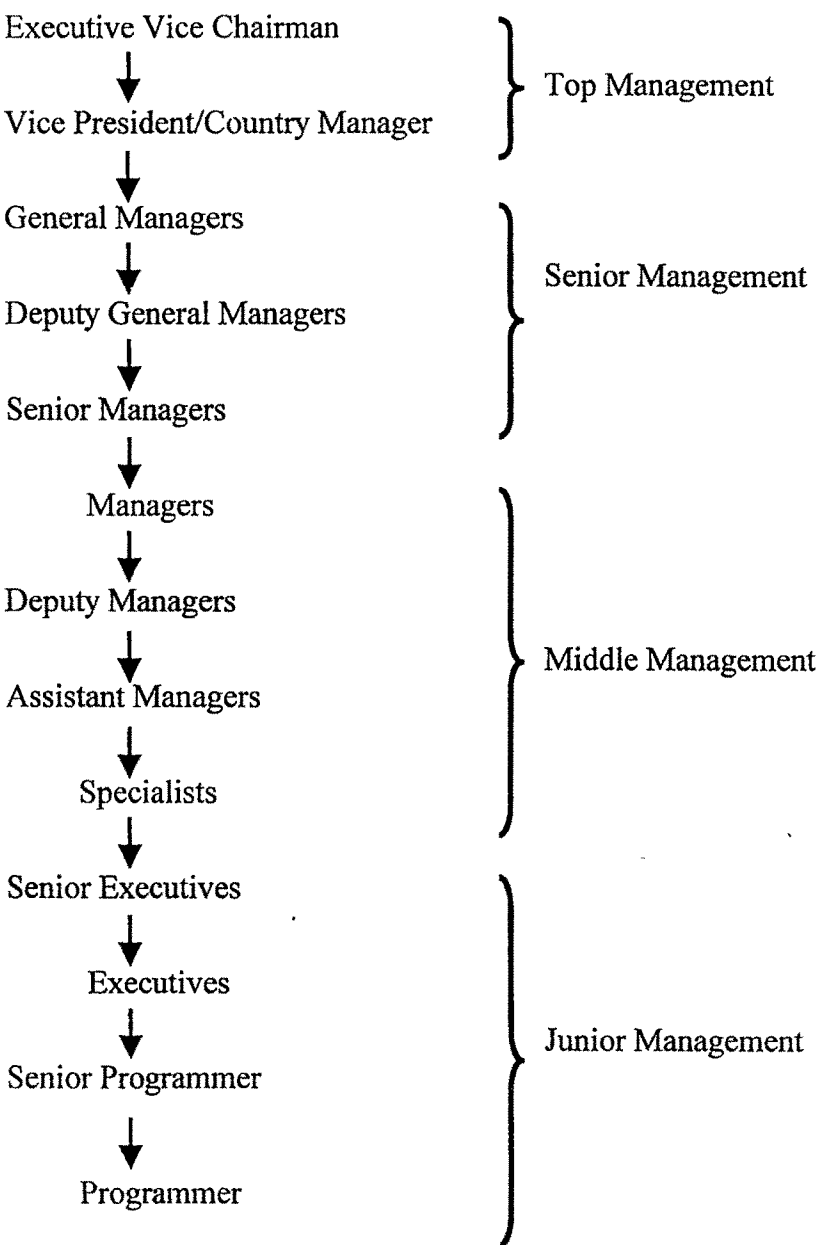


Organization 2 (O2)

O2 is a joint venture company of Denmark in the business of information technology, with operations in India for over 20 years. It has 10 regional offices and more than 50 customer support locations, with Vadodara as the head office. Their efforts are aimed at giving their clients need-based solutions, on a long-term basis. They have provided solutions for areas as diverse as airlines, banking, insurance, telecommunication, ware housing and distribution, production planning and control and even racecourse totalizator systems. Their quality policy says that they are "committed to achieving business excellence

in IT solutions by integrating quality principles and methods in all our actions at every level of our organization. We will anticipate our customer's needs and excel in meeting them. We will continually improve our actions to deliver the most innovative of IT solutions, faster and more cost effective than our competitors."

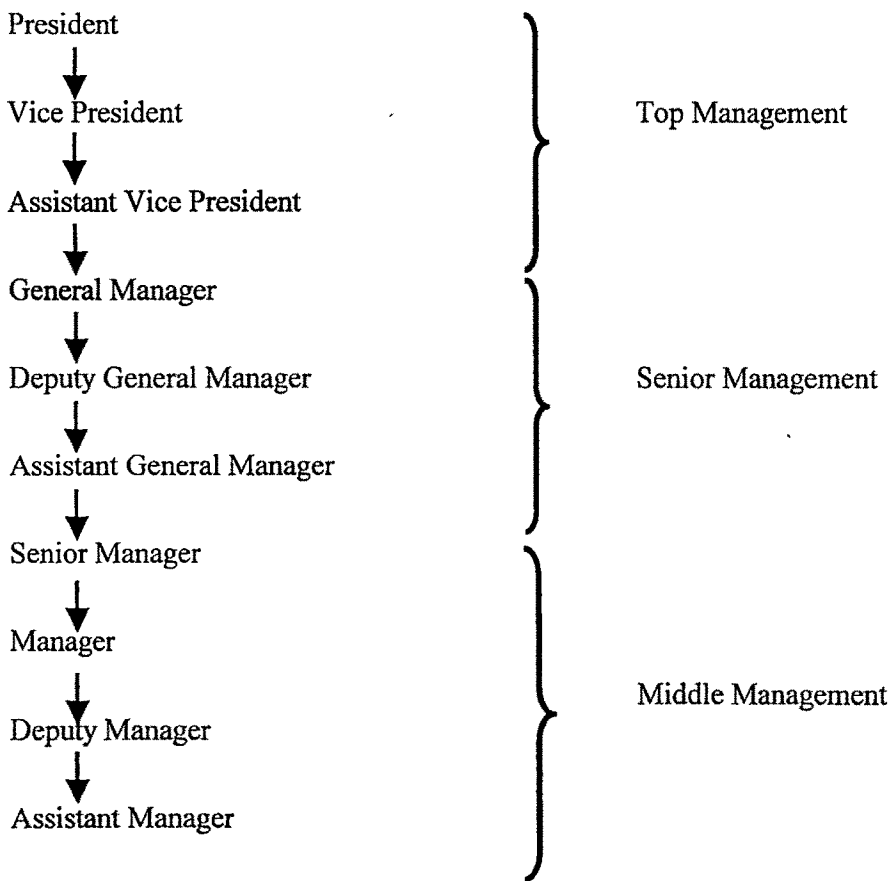
The hierarchical structure of the management cadre of O2 is as follows.

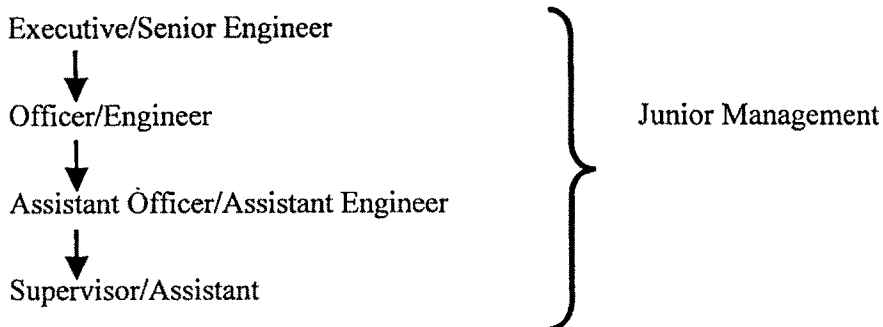


Organization 3 (O3)

O3 is a subsidiary of a German organization dealing with wind turbines. It is a joint venture with an Indian Company. It has been in India for the last four years and has quickly established as the technology leader. Its head office is in Mumbai with a manufacturing facility at Daman. It has total manpower strength of 330 out of which 30 managers and engineers have undergone training in Germany. This company has obtained the ISO-9002 certification for Manufacturing, Installation and Services of wind turbines. With its “gearless” E-30 wind energy converters with variable speed have redefined the “State of the Art.”

Given below is the structure/hierarchy of O3.





PROCEDURE

After the tests took final shape, the data were collected from the above mentioned three organizations, of which one was an advertising agency, the other was a research organization and the third a manufacturing organization. The sample selected belonged to middle and top level management.

The same was selected on the basis of a formula for success, devised by Daftuar (1980). Pange (1983) used the formula as well. The formula was used to segregate the successful and not so successful executives and also to test whether emotional intelligence and integrity contributed in making an executive successful in his/ her career in terms of his earning and position reached. The formula is as follows.

$$\text{Success} = \frac{\text{Salary} \times \text{position}}{\text{Age}} \times 100$$

Salary – Monthly salary

Positions – 3 positions viz., top, middle and low were taken into account.

These levels were given ratings of 3, 2, and 1 respectively.



Age – In years, at the time of data collection i.e.2002

After placing each individual's data in the formula, high and low successful executives were segregated on the basis of percentiles. This was done by taking the 25th and 75th percentile in the 1st and 4th quartile of the total population.

All the three organizations were approached with the help of a contact person.

In the case of O1, the questionnaires were distributed to the respondents through the contact person and were asked to fill it up and return it within a week, at their own convenience. In the case of O2, the HR department handed over the questionnaires to the sample respondents and was asked to return it within a day or two. One batch of respondents were administered the questionnaires in their seminar room in the presence of the researcher.

In the case of O3, the questionnaires were distributed through the research guide himself who got it filled and returned it. The research guide, Prof. C. N. Daftuar happened to be in this organization on a consulting assignment in which the entire group of the middle and some senior management cadres were participating. The organization's management was informed our intention and their permission and cooperation was sought. Having received the permission opportunity was used to collect data on these two tests. The researcher, however, had to do lot of follow-up in order to get back the questionnaires in O1 and O2. In some cases, the questionnaires were misplaced while in some, lack of time or frequent traveling by concerned managers was a common

excuse for not being able to complete the questionnaires. Hence, only those questionnaires, which were complete in all respects, were used for final data analyses.

STATISTICAL ANALYSIS

Pearson's product moment correlations were calculated between the scores of various dimensions of Emotional Intelligence (EQi) and Integrity (Ity) and t-tests were run to calculate possible differences between the three organizations in terms of Emotional Intelligence, Integrity and success.