

CHAPTER - V

DISCUSSION

Emotional Intelligence has now been recognized as playing an important role in many areas of life, including work. In the corporate world, they say, IQ gets you hired but EQ gets you promoted. In many work places, talented, productive people are being thwarted or sabotaged by gaps in emotional intelligence in themselves, their bosses and the others around them. EQ can enable employees to resolve part issues and both external as well as internal conflicts, help them have emotional power and accomplish their goals at all levels – physical, mental, emotional and spiritual- and in turn, they improve psychological abilities such as memory, clarity of thinking and decision making. It is believed that EQ is the most important determinant of the extent of professional and personal success in life. It is precisely for this reason that this study was undertaken.

The other dimension of the study – Integrity – was also seen as making an important contribution in an individual's success in his work life. In today's fast changing and transforming times, many have come to believe that all that one needs for success are talent, energy and personality. However, it is believed that only from the depths of integrity are we humans empowered to reach upwards with our finest creative talents. Living and working with Integrity requires that each of us be willing to explore our feelings and perspectives and

those of others, to make the considerable effort to determine what is right in every given work circumstance. In order to understand the contributions of Emotional Intelligence and Integrity in the success of an individual in his work, several null- hypotheses were taken into consideration for verification

One of the major objectives of the study was to construct tools to measure Emotional Intelligence (EQi) and Integrity (Ity). This was the main focus of the study. The research has succeeded in constructing tools, which are highly reliable and valid for any population viz., students, professionals, housewives and managers in industries. The Cronbach test of reliability was run for the EQi test on students, professionals and housewives and yielded fairly high values of .94 and the validity score as calculated by Guilford's method was .97. The Cronbach reliability of the EQi test on managers was .93 and validity, similarly tested was .96. For the Integrity test, the Cronbach test of reliability yielded .84 and the Guilford's validity yielded .92 for a population of students, housewives and professionals. While for managers, the Cronbach (α) reliability was .85 and the validity was .92.

In the following pages, statistical results have been elaborated and discussed. For this purpose, the results related to Correlational findings are taken up for discussion.

According to our main null- hypothesis (no.-3), no significant relationship between emotional intelligence and integrity was assumed. This null-hypothesis has been rejected, as there were significant correlations between EQi and Integrity. Realistic orientation dimension of EQi significantly correlated with integrity dimensions of being honest with oneself (.26), accepting full responsibility (.39), avoiding hidden agenda (.22) and having the courage to lead oneself or one's team or enterprise with honour (.30). This indicated that more realistically oriented a person, better is his/her ability to be honest with oneself. They will also be willing to accept responsibility for their work, will avoid hidden agenda that may hamper his/her relationships with others and will lead courageously oneself and one's team or enterprise with honour.

Self-assertion dimension of EQi correlated significantly with integrity dimensions being honest with oneself (.56), accepting full responsibility (.44), keeping promises (.22), avoiding hidden agenda (.25) and having the courage to lead oneself or one's team or enterprise with honour (.47). This indicated that those with greater self assertion skills will be willing to stand up for their rights and hence will be honest with oneself, accept responsibility for all actions, keep promises, be open about one's intentions and avoid hidden agenda and lead courageously oneself and one's team or enterprise with honour.

Impulse control dimension of EQi correlated significantly with integrity dimensions doing honest with oneself (.46), accepting full responsibility (.50), keeping promises (.45) and having the courage to lead oneself or one's team or enterprise with honour (.28). It can be concluded that a person with good impulse control, will be more honest with oneself, will accept responsibility for all actions, keep promises and lead courageously oneself and one's team or enterprise with honour.

Empathy dimension of EQi correlated significantly with integrity dimensions being honest with oneself (.23), accepting full responsibility (.21), keeping promises (.32) and having the courage to lead oneself or one's team or enterprise with honour (.25). This indicates that those with good empathy skills will be more understanding towards others and hence will also be honest to oneself and to others, will accept responsibility for any action, will be good at keeping promises and will lead courageously themselves or their team or enterprise with honour.

Communication and cooperation dimension of EQi correlated significantly with integrity dimensions being honest with oneself (.40), accepting full responsibility (.60), avoiding hidden agenda (.32) and having the courage to lead oneself or one's team or enterprise with honour (.47). This result indicates that those with greater communication and cooperation skills, will be honest to themselves, will openly accept responsibility for their actions, avoid hidden

agenda i.e. they will be clear about their intentions and they will lead courageously themselves or their team or enterprise with honour.

Optimism dimension of EQi correlated significantly with integrity dimensions accepting full responsibility (.64), keeping promises (.25), avoiding hidden agenda (.33) and having the courage to lead oneself or one's team or enterprise with honour (.48). It can be concluded that a person with an optimistic outlook will be ready to accept responsibility for their actions, keep promises, avoid hidden agenda and lead courageously oneself or one's team or enterprise with honour.

Self-awareness dimension of EQi correlated significantly with integrity dimensions being honest with oneself (.41), accepting full responsibility (.50), keeping promises (.30), avoiding hidden agenda (.30) and having the courage to lead oneself or one's team or enterprise with honour (.34). This implies that a more self aware person will be honest with oneself, accept responsibility for one's actions, keep promises, avoid hidden agenda that may hamper relationships and lead courageously one's team or enterprise with honour.

Innovative /creative instincts dimension of EQi correlated significantly with integrity dimensions being honest with oneself (.49), accepting full responsibility (.75), keeping promises (.34), avoiding hidden agenda (.22) and having the courage to lead oneself or one's team or enterprise with honour

(.55). This result indicates that an innovatively and creatively involved person, will have greater ability to be honest with oneself, willingly accept responsibility for all actions, keep promises avoid hidden agenda and lead courageously one's team or enterprise with honour.

Risk taking dimension of EQi correlated significantly with integrity dimensions being honest with oneself (.50), accepting full responsibility (.54), keeping promises (.40) and having the courage to lead oneself or one's team or enterprise with honour (.43). This indicates that a risk taker, will be honest to himself/ herself, will be willing to accept responsibility for all his/her actions, will keep promises and will lead his team or enterprise courageously and with honour.

Analytical dimension of EQi correlated significantly with integrity dimensions being honest with oneself (.35), accepting full responsibility (.55), keeping promises (.34) and having the courage to lead oneself or one's team or enterprise with honour (.44). This implies that those with greater analytical skills, will be honest with oneself, accept responsibility, keep promises and lead courageously oneself or one's team or enterprise with honour.

Social self / effective relationships dimensions of EQi correlated significantly with integrity dimensions accepting full responsibility (.50), keeping promises (.27), avoiding hidden agenda (.21) and having the courage to lead oneself or

one's team or enterprise with honour (.50). This result implies that people with good social relationships, will accept responsibility for their actions, will keep their promise, will avoid hidden agenda and be open about their intentions and will be good at leading their team or enterprise with honour and great courage.

Enterprising / initiative taking dimension of EQi concluded significantly with integrity dimensions being honest with oneself (.23), accepting full responsibility (.37), keeping promises (.30) and having the courage to lead oneself or one's team or enterprise with honour (.37). This indicated that those who are enterprising / initiative taking will be more honest with themselves, will accept responsibility for all their actions, will keep promises and lead courageously oneself or one's team or enterprise with honour.

Artistic dimension of EQi correlated significantly with integrity dimensions being honest with oneself (.31), accepting full responsibility (.42), keeping promises (.25) and having the courage to lead oneself or one's team or enterprise with honour (.45). This result implies that an artistic person will be more honest with himself/ herself, will take full responsibility for all his/ her actions, keep promises and lead courageously oneself or one's team or enterprise with honour.

Well-adjusted dimension of EQi correlated significantly with integrity dimensions accepting full responsibility (.28) and avoiding hidden agenda (.30).

This indicates that a person with optimum level of adjustment will be better able to accept responsibility and be open about their intentions and avoid hidden agenda. In short, those with higher levels of emotional intelligence will also have higher levels of integrity.

According to null-hypothesis (no.-4), there will be no significant difference between successful and not so successful executives on their EQi and integrity levels. This hypothesis has been proved, as there was no significant difference between successful and not so successful executives.

Although no assumptions were made, for validity testing we compared the successful and not so successful executives, mainly to try and (1) differentiate between different populations viz (i) successful and (ii) not so successful executives and (2) between executives belonging to different organizations.

Not many significant differences were found between low success and high success executives, but there still were some significant differences in some EQi dimensions. There was a significant difference ($t=1.920$) in the mean values on the dimension impulse control, analytical ability ($t=2.674$) and social self / effective relationships ($t=2.660$). The means on the dimensions impulse control, analytical and social self/ effective relationships for low success and high success were 30.93 and 28.75; 25.07 and 22.96; 29.79 and 22.96; 29.79 and 27.79 respectively. This indicated that people with low success had better

impulse control, were more analytical and had good social relationships as compared to those with high success levels.

Similarly, there were not significant differences between integrity dimensions and low and high successful executives. There was only one significant difference ($t=2.023$) on the dimension of keeping promises. The means of low success and high success executives were 6.50 and 7.32, respectively. This indicated that executives with high success were better at keeping promises as compared to those with low success.

There were significant differences between O1 and O2 on some dimensions of EQi in O1 and O2. They were impulse control ($t=3.102$), analytical ($t=2.999$) and artistic ($t=3.515$). The means of O1 and O2 of these 3 dimensions were 28.50 and 31.36; 22.91 and 28.22; 17.47 and 15.24. This indicated that for impulse control and analytical dimensions, managers of O2 were better than those in O1, while for the artistic dimension, managers in O1 were better than those in O2. This also reaffirms the fact that since O1 was an advertising agency involved in creative arts, managers there were more artistic as compared to those in O2. No significant difference was found on any dimensions of integrity between scores of managers of O1 and O2.

In O1, significant difference ($t=2.916$) was found between low and high successful executives on the impulse control dimension and on the dimension

of empathy ($t=2.064$). Their means were 30.00 and 25.92; 16.00 and 14.00 respectively. This indicated that those with low success had better impulse control and empathy skills. No significant difference was found on any dimension of the integrity test.

In O2, no significant difference was found between low and high successful executives on the dimensions of the EQi- test, so was the case in the integrity test. Similarly in O3 no significant difference was found between low and high successful executives on the EQi and integrity tests.

There were significant differences in some of the means obtained for 14 EQi dimensions in O1 and O3. They were realistic orientation ($t=3.508$), means 22.46 and 24.62; impulse control ($t=3.613$), means 28.50 and 32.17; communication and cooperation ($t=4.574$), means 31.48 and 35.24; optimism ($t=4.103$), means 29.20 and 33.66; self awareness ($t=3.473$), means 25.93 and 28.86; innovative / creative instincts ($t=4.20$) means 23.41 and 25.90; social self / effective relationships ($t=2.252$), means 28.22 and 29.83. The means indicate that managers in O3 were better than those in O1 on realistic orientation, impulse control, communication and cooperation, optimism, self awareness, innovative / creative instincts, analytical and social self / effective relationships. The EQi total score for managers was significantly different from those in O3. Their means 339.31 and 367.28 indicated that manager of O1 had a better EQi level as compared to those in O3. On the integrity test, one

dimension of accepting full responsibility was significantly different ($t=3.110$) between O1 and O3. Their means were 24.70 and 26.75, respectively. This indicated that managers in O1 had better ability to accept responsibility than those in O2.

There were significant difference in cases of 4 of the 14 EQi dimensions between the managers of O2 and O3. They were communication and cooperation ($t=3.108$), means 32.73 and 35.24; optimism ($t=3.511$), means 30.61 and 33.66; innovative / creative instincts ($t=3.241$), means 23.58 and 25.90 and artistic (2.607), means 15.24 and 16.76. This indicated that managers of O1 were better on communication and cooperation, optimism, innovative / creative instincts and artistic dimensions. With regard to artistic dimension, it reaffirms the fact that since O2 was a research organization, which was involved, in creative work, they were more artistically inclined. There was a significant difference ($t=2.294$) in EQi skills between the managers of O2 and O3. Their means being 350.39 and 367.28, respectively. This indicated that managers of O2 had better EQi skills as compared to managers of O3.

In O1, significant (r) correlations (.44) were found between the EQi dimension of realistic orientation and integrity dimension of being honest with oneself, this indicated that higher the realistic orientation better the ability to be honest. Self assertion dimension of EQi correlated significantly with integrity dimensions of being honest with oneself (.57), accepting full responsibility

(.32), having the courage to lead oneself or one's team or enterprise with honor (.55) and the integrity test total (.55). This indicated that those with higher self assertion skills will be able to accept responsibility better and will lead their team or enterprise courageously and with honour and greater will be their level of overall integrity. Impulse control dimension of EQi correlated significantly with integrity dimensions of being honest with oneself (.41), accepting full responsibility (.32) and integrity total (.34). This result indicates that greater the impulse control skills, better the ability to be honest with oneself, ability to accept responsibility and greater the level of overall integrity.

Empathy dimension of EQi significantly correlated with the integrity dimension of having the courage to lead oneself or one's team or enterprise with honor (.30). This indicated that those with better empathy skills would have the ability to lead their team or enterprise courageously and with honour. Communication and cooperation dimension of EQi correlated significantly with integrity dimensions of being honest with oneself (.33), accepting full responsibility (.56), having the courage to lead oneself or one's team or enterprise with honor (.57) and integrity total (.56). This result implied that those with better communication and cooperation skills would be more honest with themselves, will accept responsibility for all their actions, will lead courageously their team or enterprise with honour and greater will be their overall integrity level.

Optimism dimension of EQi correlated significantly with integrity dimensions of being honest with oneself (.60), accepting full responsibility (.59), avoiding hidden agenda (.35), having the courage to lead oneself or one's team or enterprise with honor (.42) and integrity total (.60). This indicated that those with an optimistic outlook will have the ability to be honest with themselves, will accept responsibility for all their actions, will be clear about their intentions and avoid hidden agenda and will lead their team or enterprise courageously and with honour and greater will be their overall level of integrity. Self-awareness dimension of EQi correlated significantly with integrity dimensions of being honest with oneself (.35), accepting full responsibility (.45) and integrity total (.42). This result indicates that higher the level of self- awareness, better the ability to be honest with oneself, accept responsibility and greater the overall integrity level.

Innovative/creative instincts dimension of EQi correlated significantly with integrity dimensions of being honest with oneself (.37), accepting full responsibility (.63), having the courage to lead oneself or one's team or enterprise with honor (.50) and integrity total (.59). This indicated that the innovatively and creatively inclined people-like those in the present organization O1- have the ability to be honest with themselves, will accept responsibility for all their actions, lead courageously oneself or one's team or enterprise with honour and greater will be their overall integrity level. Risk taking dimension of EQi correlated significantly with integrity dimension of

accepting full responsibility (.47), having the courage to lead oneself or one's team or enterprise with honor (.31) and integrity total (.38). This indicated that those with higher risk taking ability will be ready to accept responsibility for all their actions, will be ready to lead courageously oneself or one's team or enterprise with honour and greater will be their overall integrity level.

Analytical dimension of EQi correlated significantly with integrity dimensions of being honest with oneself (.34), accepting full responsibility (.46), keeping promises (.39), having the courage to lead oneself or one's team or enterprise with honor (.39) and integrity total (.40). This indicated that higher the analytical skills better the ability to be honest with oneself, accept responsibility, keep promises, lead courageously oneself or one's team or enterprise with honour and greater the overall integrity level.

Social self/effective relationships dimension of EQi correlated significantly with integrity dimensions of being honest with oneself (.33), accepting full responsibility (.38), having the courage to lead oneself or one's team or enterprise with honor (.41) and integrity total (.40). This indicated that those with greater social skills will be honest with themselves, will accept responsibility for all their actions, will lead courageously oneself or one's team or enterprise with honour and greater will be their overall integrity level.

Enterprising/initiative taker dimension of EQi correlated significantly with integrity dimensions of accepting full responsibility (.40), avoiding hidden agenda (.30), having the courage to lead oneself or one's team or enterprise with honor (.50) and integrity total (.42). This implied that more the enterprising skills better the ability to accept responsibility for all their actions, avoid hidden agenda and be open about their intentions, lead courageously oneself or one's team or enterprise with honour and greater the overall integrity level. Artistic dimension of EQi correlated significantly with integrity dimensions of accepting full responsibility (.44), having the courage to lead oneself or one's team or enterprise with honor (.57) and integrity total (.49). This indicated that greater the artistic skills better the ability to accept responsibility for their actions, lead courageously oneself or one's team or enterprise with honour and greater the overall integrity level. Well-adjusted dimension of EQi correlated significantly with integrity dimension of accepting full responsibility (.31), this indicated that greater the adjustment level better the ability to accept responsibility for all their actions. The EQi total correlated significantly with integrity dimensions being honest with oneself (.58), accepting full responsibility (.69), keeping promises (.33), having the courage to lead oneself or one's team or enterprise with honor (.55) and integrity total (.69). This indicated that those with high EQi skills will be honest with oneself, will readily accept responsibility for their actions, will always keep promises, lead courageously oneself or one's team or enterprise with honour and will

have an overall high level of integrity. In short, higher the EQi level, higher will be the integrity level.

In O2, realistic orientation dimension of EQi correlated significantly with integrity dimensions of accepting full responsibility (.38), keeping promises (.39), avoiding hidden agenda (.39), and integrity total (.40). This indicated that greater the more realistically oriented a person, better the ability to accept responsibility, keep promises, be open about their intentions and avoid hidden agenda and greater the overall integrity level. Self-assertion dimension of EQi correlated significantly with integrity dimensions of being honest with oneself (.50), accepting full responsibility (.47) and integrity total (.51). This result indicated that greater the self assertion skills, better the ability to be honest with oneself, accept responsibility and greater the overall integrity level. Impulse control dimension of EQi correlated significantly with integrity dimensions accepting full responsibility (.46), keeping promises (.38), having the courage to lead oneself or one's team or enterprise with honor (.44) and integrity total (.51). Those with good impulse control skills will accept responsibility for their actions, keep promises, lead courageously oneself or one's team or enterprise with honour and greater their overall integrity level.

Communication and cooperation dimension of EQi correlated significantly with integrity dimensions of being honest with oneself (.40), accepting full responsibility (.46), avoiding hidden agenda (.39) and integrity total (.45). This

indicated that greater the communication and cooperation skills better the ability to be honest with oneself, accept responsibility for one's actions, be open about one's intentions and avoid hidden agenda and greater the overall integrity level. Optimistic dimension of EQi correlated significantly with integrity dimensions of being honest oneself (.53), accepting full responsibility (.55), having the courage to lead oneself or one's team or enterprise with honor (.51) and integrity total (.45). This result implied that more optimistic the outlook, better the ability to be honest with oneself, accept responsibility, lead courageously oneself or one's team or enterprise with honour and greater the overall integrity level. Innovative/creative instincts dimension of EQi correlated significantly with integrity dimensions of being honest with oneself (.54), accepting full responsibility (.75), keeping promises (.49), having the courage to lead oneself or one's team or enterprise with honor (.51) and integrity total (.66). This indicated that the innovative/ creative people have better ability to be honest with oneself, accept responsibility, keep promises, lead courageously oneself or one's team or enterprise with honour and greater their overall integrity level.

Risk taking dimension of EQi correlated significantly with integrity dimensions of being honest with oneself (.49), accepting full responsibility (.58), keeping promises (.46), having the courage to lead oneself or one's team or enterprise with honor (.36) and integrity total (.53). This indicated that more risk taking a person, better the ability to be honest with oneself, accept responsibility for

one's actions, keep promises, lead courageously oneself or one's team or enterprise with honour and greater the overall integrity level. Analytical dimension correlated significantly with integrity dimensions of accepting full responsibility (.39), avoiding hidden agenda, having the courage to lead oneself or one's team or enterprise with honor (.37) and integrity total (.41). This implied that greater the analytical skills better the ability to readily accept responsibility, avoid hidden agenda, lead courageously oneself or one's team or enterprise with honour and greater the overall integrity level.

Social self/effective relationships correlated significantly with integrity dimensions accepting full responsibility (.50), having the courage to lead oneself or one's team or enterprise with honor (.45) and integrity total (.47). This indicated that those with greater social skills will have better ability to accept responsibility for their actions, will lead courageously themselves and their team or enterprise with honour and greater their overall integrity level.

Artistic dimension of EQi correlated significantly with integrity dimensions of being honest with oneself (.46), accepting full responsibility (.46), keeping promises (.46), avoiding hidden agenda (-.38) and integrity total (.37). This result shows that those with greater artistic skills will be honest with themselves, accept responsibility, keep promises, lead themselves and their team or enterprise courageously and with honour and greater their overall integrity level. In the case of artistic dimension of EQi and the integrity dimension of avoiding hidden agenda, the negative result showed that greater

the artistic skills lower the ability to avoid hidden agenda i.e., those who are artistically inclined will not be open about their intentions. Well-adjusted dimension of EQi correlated significantly with integrity dimension of avoiding hidden agenda (.42). This indicated that a well adjusted person will have better ability to avoid hidden agenda i.e. he/she will be open about his/her intentions. The EQi total correlated significantly with integrity dimensions of being honest with oneself (.50), accepting full responsibility (.67), keeping promises (.49), having courage to lead oneself or one's team or enterprise with honor (.52) and integrity total (.68). This result indicated that those with higher EQi skills will be honest with oneself, accept responsibility for all their actions, will keep promises, will lead their team or enterprise with honour and courageously and greater will be their overall integrity level. In other words, those with high EQi skills will have high overall integrity level.

In O3, Realistic orientation dimension of EQi correlated significantly with integrity dimensions of accepting full responsibility (.54), avoiding hidden agenda (.37), having the courage to lead oneself or one's team or enterprise with honor (.53) and integrity total (.49). This indicated that greater the realistic orientation skills better the ability to accept responsibility for one's actions, avoid hidden agenda, lead courageously oneself or one's team or enterprise with honour and greater the overall integrity level. Self assertion dimension of EQi correlated significantly with integrity dimensions of being honest with oneself (.61), accepting full responsibility (.48), having the courage to lead

oneself or one's team or enterprise with honor (.52) and integrity total (.61). This implied that those with high self assertion skills will be honest with themselves, will accept responsibility for their actions, will lead courageously themselves and their team or enterprise with honour and greater their overall integrity level. Impulse control dimension of EQi correlated significantly with integrity dimensions of being honest with oneself (.72), accepting full responsibility (.66), keeping promises (.65), having the courage to lead oneself or one's team or enterprise with honor (.62) and integrity total (.75) this indicated that greater the impulse control skills better the ability to be honest with oneself, accept responsibility, keep promises, lead courageously oneself or one's team or enterprise with honour and greater the integrity level.

Empathy dimension of EQi correlated significantly with integrity dimensions of being honest with oneself (.44), accepting full responsibility (.39), keeping promises (.45), avoiding hidden agenda (.42), having the courage to lead oneself or one's team or enterprise with honor (.40) and integrity total (.55). This indicated that those with better empathy skills will be honest with themselves, will accept responsibility for their actions, keep promises, be open about their intentions and avoid hidden agenda, lead courageously oneself or one's team or enterprise with honour and will have greater overall integrity level. Communication and cooperation dimension of EQi correlated significantly with integrity dimensions of being honest with oneself (.54), accepting full responsibility (.65), having the courage to lead oneself or one's

team or enterprise with honor (.62). This implied that greater the communication and cooperation skills greater the ability to be honest with oneself, accept responsibility for all their actions, lead courageously oneself or one's team or enterprise with honour and greater their overall integrity level.

Optimism dimension of EQi correlated significantly with integrity dimensions of being honest with oneself (.77), accepting full responsibility (.70), keeping promises (.66), having the courage to lead oneself or one's team or enterprise with honor (.67) and integrity total (.82). This indicated that those with an optimistic outlook will be honest with themselves, will accept responsibility for their actions, will keep promises, will lead courageously themselves and their team or enterprise with honour and greater will be their overall integrity level.

Self awareness dimension of EQi correlated significantly with integrity dimensions of being honest with oneself (.64), accepting full responsibility (.70), keeping promises (.63), avoiding hidden agenda (.41), having the courage to lead oneself or one's team or enterprise with honor (.69) and integrity total (.80). This result indicated that greater the level of self awareness better the ability to be honest with oneself, accept responsibility, keep promises, avoid hidden agenda and be open about their intentions, lead courageously oneself or one's team or enterprise with honour and greater their overall integrity level.

Innovative/creative instincts dimensions of EQi correlated significantly with integrity dimensions of being honest with oneself (.65), accepting full

responsibility (.86), keeping promises (.64), having the courage to lead oneself or one's team or enterprise with honor (.72) and integrity total (.84). This shows that those with greater innovative/ creative instincts will be honest with themselves, will accept responsibility for their actions, will keep promises, will lead their team or enterprise courageously and with honour and will have greater overall integrity level. Risk taking dimension of EQi correlated significantly with integrity dimensions of being honest with oneself (.71), accepting full responsibility (.62), keeping promises (.74), having the courage to lead oneself or one's team or enterprise with honor (.64) and integrity total (.75). This result indicated that greater the risk taking skills better the ability to be honest with oneself, accept full responsibility for their actions, keep promises, lead courageously oneself and one's team or enterprise with honour and greater their overall integrity level.

Analytical dimension of EQi correlated significantly being honest with integrity dimensions of oneself (.59), accepting full responsibility (.77), keeping promises (.57), having the courage to lead oneself or one's team or enterprise with honor (.74) and integrity total (.81). This indicated that those with greater analytical skills will be honest with themselves, will accept responsibility, will keep promises, will lead courageously themselves and their team or enterprise with honour and greater will be their overall integrity level. Social self/effective relationships dimension of EQi correlated significantly with integrity dimensions of being honest with oneself (.54), accepting full responsibility

(.50), keeping promises (.62), having the courage to lead oneself or one's team or enterprise with honor (.56) and integrity total (.68). This implied that those with greater social skills will be honest with themselves, will accept responsibility for their actions, will keep promises, will lead courageously themselves or their team or enterprise with honour and greater will be their overall integrity level.

Enterprising/initiative taker dimension of EQi correlated significantly with integrity dimensions of being honest with oneself (.50), accepting full responsibility (.70), keeping promises (.60), having the courage to lead oneself or one's team or enterprise with honor (.61) and integrity total (.71). This result indicated that those with greater enterprising skills would be honest with themselves, accept responsibility, keep promises, lead courageously themselves or their team or enterprise with honour and greater will be their overall integrity level.

Artistic dimension of EQi correlated significantly with integrity dimensions of accepting full responsibility (.50), keeping promises (.41), having the courage to lead oneself or one's team or enterprise with honor (.38) and integrity total (.47). This indicated that greater the artistic skills better the ability to accept responsibility, keep promises, lead courageously oneself or one's team or enterprise with honour and greater the overall integrity level. Well-adjusted dimension of EQi correlated significantly with integrity dimensions of avoiding

hidden agenda (.44). This indicated that more well adjusted a person the more he/she will avoid hidden agenda and be open about their intentions. The EQi total correlated significantly with integrity dimensions of being honest with oneself (.75), accepting full responsibility (.82), keeping promises (.69), having the courage to lead oneself or one's team or enterprise with honor (.80) and integrity total (.92). This shows that those with higher EQi skills will have the ability to be honest with themselves, will accept responsibility, keep promises, lead courageously themselves and their team or enterprise with honour and greater will be their overall integrity level. Thus higher the EQi level, higher will be the integrity level.

Significant correlations were found between O2 and O3 organizations on several EQi and integrity dimensions. There were significant correlations between EQi dimension realistic orientation and integrity dimensions of accepting full responsibility (.48), avoiding hidden agenda (.40), having the courage to lead oneself or one's team or enterprise with honour (.44) and integrity total (.47). This implied that more realistically oriented a person better the ability to accept responsibility, avoid hidden agenda, lead courageously oneself or one's team or enterprise with honour and greater the overall integrity level. Self assertion dimension of EQi correlated significantly with integrity dimensions of being honest with oneself (.56), accepting full responsibility (.51), keeping promises (.26), avoiding hidden agenda (.27), having the courage to lead oneself or one's team or enterprise with honour (.44) and integrity total

(.58). This result indicated that those with greater self assertion skills will be honest with themselves, will accept responsibility for their actions, will keep promises, will lead their team or enterprise courageously and with honour and greater will be their overall integrity level. Impulse control dimension of EQi correlated significantly with integrity dimensions of being honest with oneself (.55), accepting full responsibility (.55), keeping promises (.49) having the courage to lead oneself or one's team or enterprise with honour (.55) and integrity total (.65). This indicated that those with good impulse control skills will readily accept responsibility for their actions, keep promises, lead courageously oneself or one's team or enterprise with honour and greater will be their overall integrity level.

Empathy dimension of EQi correlated significantly with integrity dimensions of being honest with oneself (.31), keeping promises (.38) and integrity total (.35). This indicated that greater the empathy skills better the ability to be honest with oneself, keep promises, and greater the overall integrity level. Communication and cooperation dimension of EQi correlated significantly with integrity dimensions of being honest with oneself (.47), accepting full responsibility (.59), avoiding hidden agenda (.37), having the courage to lead oneself or one's team or enterprise with honour (.48) and integrity total (.60). This indicated that those with greater communication and cooperation skills will be honest with themselves, will accept responsibility for their actions, will be open about their intentions and avoid hidden agenda, will lead courageously themselves and

their team or enterprise with honour and will have greater overall integrity level.

Optimism dimension of EQi correlated significantly with integrity dimensions of being honest with oneself (.67), keeping promises (.37), avoiding hidden agenda (.28), having the courage to lead oneself or one's team or enterprise with honour (.62) and integrity total (.73). This indicated that greater the optimistic level better the ability to be honest with oneself, keep promises, avoid hidden agenda, lead courageously oneself or one's team or enterprise with honour and greater the overall integrity level. Self awareness dimension of EQi correlated significantly with integrity dimensions of being honest with oneself (.47), accepting full responsibility (.50), keeping promises (.36), avoiding hidden agenda (.33), having the courage to lead oneself or one's team or enterprise with honour (.52) and integrity total (.60). This result indicated that greater those with better self awareness will be honest with themselves, will accept responsibility for their actions, will keep promises, will be open about their intentions and avoid hidden agenda, will lead courageously themselves or their team or enterprise with honour and greater will be their overall integrity level.– - -

Innovative /creative instincts dimension of EQi correlated significantly with integrity dimensions of being honest with oneself (.57), accepting full responsibility (.82), keeping promises (.45), having the courage to lead oneself or one's team or enterprise with honour (.62) and integrity total (.75). This implied that greater the innovative/ creative instincts better the ability to be

honest with oneself, accept responsibility, keep promises, lead courageously oneself or one's team or enterprise with honour and greater the overall integrity level. Risk taking dimension of EQi correlated significantly with integrity dimensions of being honest with oneself (.61), accepting full responsibility (.59), keeping promises (.58), having the courage to lead oneself or one's team or enterprise with honour (.52) and integrity total (.65). This implied that those with greater risk taking skills will be honest with themselves, will accept responsibility, keep promises, will lead their themselves or their team or enterprise courageously and with honour and greater will be their overall integrity level.

Analytical dimension of EQi correlated significantly with integrity dimensions of being honest with oneself (.34), accepting full responsibility (.60), keeping promises (.39), avoiding hidden agenda (.36), having the courage to lead oneself or one's team or enterprise with honour (.65). This indicated that greater the analytical skills better the ability to be honest with oneself, accept responsibility, keep promises, avoiding hidden agenda and lead courageously oneself or one's team or enterprise with honour. Social-self/ effective relationships dimension of EQi correlated significantly with integrity dimensions of being honest with oneself (.40), keeping promises (.36), having the courage to lead oneself or one's team or enterprise with honour (.53) and integrity total (.58). This result indicated that those with greater social skills will be honest with themselves, will keep promises, will lead courageously

themselves and their team or enterprise with honour and greater will be their overall integrity level.

Enterprising/ initiative taker dimension of EQi correlated significantly with integrity dimensions of being honest with oneself (.28), accepting full responsibility (.37), keeping promises (.36), having the courage to lead oneself or one's team or enterprise with honour (.33) and integrity total (.39). This indicated that greater the enterprising skills better the ability to be honest with oneself, accept responsibility, keep promises, lead courageously oneself or one's team or enterprise with honour and greater their overall integrity level.

Artistic dimension EQi correlated significantly with integrity dimensions of being honest with oneself (.41), accepting full responsibility (.53), keeping promises (.36), having the courage to lead oneself or one's team or enterprise with honour (.36) and integrity total (.46). This implied that those with greater artistic skills will be more honest with themselves, will accept responsibility for their actions, will try and keep promises, will lead themselves and their team or enterprise with honour and with courage and greater will be their overall

integrity level.. Well adjusted dimension of EQi correlated significantly with integrity dimensions of avoiding hidden agenda (.43), having the courage to lead oneself or one's team or enterprise with honour (.26) and integrity total (.27). This indicated that greater the adjustment level better the ability to avoid hidden agenda and be open about their intentions and better the ability to lead courageously oneself or one's team or enterprise with honour. Their overall

integrity level will also be high. The EQi total correlated significantly with all the 5 integrity dimensions viz., being honest with oneself (.63), accepting full responsibility (.76), keeping promises (.52), avoiding hidden agenda (.34), having the courage to lead oneself or one's team or enterprise with honour (.70) and integrity total (.82). This indicated that greater the EQi skills better the ability to be honest with oneself, accept responsibility, keep promises, avoid hidden agenda, lead courageously oneself or one's team or enterprise with honour and greater the overall integrity level. In other words, higher the EQi skills, higher will be the level of integrity.

Significant correlations were found between O2 and O3 on EQi dimensions communication and cooperation (-.27), risk taking (.25), artistic (.31), well adjusted (-.28) and success index. This indicated that lower the level of success better the communication and cooperation skills. Lower the level of success better the ability to take risks and better the artistic skills. Those with lower levels of success have better adjustment level as compared to those with higher levels of success.

Significant correlation was found between O2 and O3 on integrity dimension keeping promises (.27) and success index. This indicated that higher the level of success higher the ability to keep promises.

The null- hypothesis (no. 1), envisaged no significant relationship between Emotional Intelligence and Executive success. Which means Emotional

Intelligence will have no contribution in executive success. This null-hypothesis has been sustained as there was found to be no significant relationships between emotional intelligence and executive success, in any of the three organizations, where data were collected.

However, negative significant relationship was found between 6 of the 14 EQi dimensions and success indices for a sample of 108 middle and top-level managers. There was a negative significant correlation ($- .32$) between realistic orientation and success index or vice versa. This indicated that lower the level of success, higher the level of realistic orientation. Negative significant correlation ($-.26$) was also found between impulse control dimension and success index indicating that lower the success, greater the impulse control skills. Negative significant correlation ($-.23$) was again obtained between the dimension of communication and cooperation and success index. This indicated that those who had a lower level of success were higher on communication and cooperation. Negative significant correlation ($-.23$) was also found between the dimension optimism and success index. This indicated that those with a lower

success level were high on optimism. Negative significant correlation ($-.28$) was again found between risk taking and success index indicating that those with a lower success level were more risk taking.

Negative significant correlation ($-.26$) has also been obtained between the analytical dimension and success index. This indicated that those with a lower level of success had good analytical skills.

There was an overall negative significant correlation (-.21) between emotional intelligence and success index, which reaffirms that those with lower success had a high emotional intelligence level. The possibility of arriving at such results could be that 2 of the organizations viz., O1 and O2 were a creatively inclined organization. O1 was an advertising agency, which was involved, in creative arts while O2 was a research organization, also involved in some kind of creative work. Their job requirement was so creative that it demanded a lot of secluded thinking and reflection on their job leaving little time for interaction within or outside their organizations. They hardly had opportunity to socialize and develop emotional/social skills. It can, hence, be concluded that the type of the organization matters a lot when it comes to testing emotional intelligence in organizations.

According to the second null- hypothesis, there would be no significant relationship between integrity and Executive success. Which means Integrity does not contribute in executive success. This null- hypothesis was also retained, as there was no significant relationship between integrity and executive success index. The trend showed non-significant negative correlations. This implied the same as that in emotional intelligence i.e., those with lower levels of success had better integrity as compared to those with high success. However, they can at best be treated as a trend rather than as concrete evidence because none of the correlation value was significant.