

CHAPTER - VI

SUMMARY AND CONCLUSIONS

This section is a summary of the entire study. It focuses on the introduction of the 2 variables viz., Emotional Intelligence and Integrity; the methodology, major findings, limitations and future relevance of the study and suggestions.

Emotional Intelligence (EQ) has been defined by Peter Salovey and John Mayer (1990) as the "ability to perceive emotions so as to assist thought, to understand emotions and emotional meanings and to reflectively regulate emotions in ways that promote emotional and intellectual growth". According to Daniel Goleman (1995), emotional intelligence refers to "the capacity for recognising our own feelings and those of others, for motivating ourselves and for managing emotions well in ourselves and in our relationships." In other words what matters most is not just using your head but also your heart. It's a set of skills that enables us to make our way in a complex world. That elusive common sense and sensitivity is what is known as emotional intelligence which is so essential to effective daily functioning.

Integrity is the individual and collective process of repeated alignment of moral awareness, judgment, character and conduct that demonstrates balanced judgment and promotes sustained moral development. Individuals with integrity demonstrate balanced moral judgment in resolving issues; routinely

align their psychological process of awareness, judgment, character and conduct (they practice what they preach) in behaving responsibly and sustain their development of moral reasoning from narrow self- interest to universal principled regard for others.

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

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

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.

Sample for Test Construction

The data for tool construction was collected in two phases. In the first phase the sample included 107 Postgraduate (Masters), M.Phil and Ph. D. students belonging to various faculties of The M.S. University of Baroda. In the next phase, for testing the reliability of the test, a mixed group of 109 respondents including Postgraduate, M. Phil and Ph.D. students as well as professionals, housewives and teachers were considered.

TOOLS

Two tests were developed for this study. They are:

Emotional Intelligence-test (EQi-T)

The Emotional Intelligence test (EQi-T) constructed by the researcher for the study has 90 items spread over 14 dimensions. These 14 dimensions are

realistic orientation (RO), self-assertion (SA), impulse control (IC), empathy (E), communication and cooperation (CC), optimism (O), self-awareness (SAW), innovative/ creative instincts (I/CI), risk taking (RT), analytical (A), social self/ effective relationships (SS/ER), enterprising/ initiative taker(E/IT), artistic (AT) and well adjusted (WA). All the psychometric steps of tool construction were undertaken. This tool has a Cronbach (α) reliability of .94, which is very high, and its Guilford validity is .97, which is also high. It also shows very high Cronbach (α) reliability of .93 on a sample of managers and high validity of .96 on the same sample.

Integrity- test (Ity-Test)

The Integrity test (Ity-T) was constructed by the researcher for the study. It had 24 items spread across 5 dimensions. All the psychometric steps of tool construction and standardization were done. The 5 dimensions are being honest with oneself (BHO), accepting full responsibility (AFR), keeping promises (KP), avoiding hidden agenda (AHA), having the courage to lead oneself or one's team or enterprise with honour (HCTL). This tool has a Cronbach (α) reliability of .84 and Guilford's validity (.92). The reliability and validity of the test on a sample of managers is .85 and .92 respectively.

Procedure of Tool Construction

In order to construct and standardize the above-mentioned tools, various standard psychometric steps were undertaken. Initially, a total of 168 items of EQ spread of over 15 dimensions and 49 items of Integrity spread over 5

dimensions were pooled together after referring various resource materials like books, journals and theses. The researcher, keeping in mind the requirement of the study also constructed some items. These items were evaluated by 7 experts from academia and industries for i) clarity of language and ii) appropriateness (relevance) of the items with respect to each dimension. On the basis of this evaluation, 122 items belonging to 14 dimensions of EQ and 31 items belonging to 5 dimensions of integrity were retained. Both the tests were given to the respondents as a single test i.e., items 1 to 122 belonged to EQ and 122 to 153 belonged to Integrity. These 153 items were then administered on 107 Post-graduate (Masters), M.Phil and Ph.D students of various departments of the M. S. University of Baroda. Item analyses were run on this data. On the basis of correlation between the item total and dimension total, 32 items were dropped from the EQ test and 7 items were dropped from the integrity test. A list of 114 items (90 of EQ and 24 of integrity) and 19 dimensions (14 of EQ and 5 of integrity) remained, which was further used for the reliability of both the tools on a sample of 109 Postgraduate, M.Phil and Ph.D. students as well as professionals, housewives and teachers.

SAMPLE FOR THE MAIN STUDY

The sample for final data collection consisted of 108 middle and top level managers of 3 organizations of which one was an advertising agency (n=46), one a research organization (n=33) and one a manufacturing organization (29).

STATISTICAL ANALYSIS

Statistical tests like Pearson's Product Moment correlations and t- tests were used for analyzing the data.

MAJOR FINDINGS

The major focus of the study was to construct standardized tools to measure Emotional Intelligence and Integrity. The study was successful in constructing two highly reliable and valid tools.

One of the four null hypotheses was rejected i.e. significant relationships were found between emotional intelligence and integrity. The results showed that higher the emotional intelligence level, higher is the level of integrity. Three of the four null hypotheses were accepted i.e., no significant relationships were found between emotional intelligence and executive success, no significant relationships were found between integrity and executive success and no significant differences were found between successful and not so successful executives on in terms of emotional intelligence and integrity levels.

IMPORTANCE OF THE STUDY

There is a dearth of standard tools to measure emotional intelligence and integrity in the Indian conditions. The researcher constructed these two highly reliable and valid tools to measure emotional intelligence and integrity, in order to fill the gap..

Emotional intelligence (EQi) in particular has reference in literature of a number of anecdotal evidence of having contributed in the success of an individual. However, every few empirical researches were found in literature search. This study tried to find possible relationships if any between emotional intelligence and success on the one hand and integrity and success on the other. That is, this was again a modest attempt to fill the gap in the area of research. .

LIMITATIONS OF THE STUDY

In order to find possible relationships between emotional intelligence and executive success and integrity and success, the researcher had to face a lot of obstacles in data collection. The sample included middle and top-level managers working in organizations who by nature of their work very busy executives. Success was defined in terms of salary, position and age and the organizations were not willing to share this information as they considered this confidential. Hence, the research had to be restricted to a sample size of 108 middle and top level managers from three organization only. Had the number of respondents increased there probably could have been different results in terms of more significant relationship of success with EQi and Integrity. .

FUTURE RELEVANCE OF THE STUDY

This research is certainly a step in the right direction when it comes to the role of Emotional Intelligence and Integrity as ingredients of success in executive positions. This study can be replicated on a larger sample as also in different

cultures. It will be of great interest to researchers to see the relevance of this study cross- culturally, cross nationally and cross organizationally.

SUGGESTIONS

The tools viz., Emotional Intelligence –Test (EQi-T) and the Integrity test (Ity-T) constructed as part of this research can be applied in social contexts especially among youth and also among different strata of society to help understand their problems. A children’s version of these two tests can also be made on the same lines. It can also be used to help identify various problems among people and can be useful in giving counseling in specific areas on the basis of this identification. Further, research in Emotional Intelligence and Integrity can also be done by relating it to other personality variables.