

**CHAPTER – VI**

**SUMMARY OF FINDINGS, CONCLUSIONS  
AND POLICY IMPLICATIONS**

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### SUMMARY OF FINDINGS, CONCLUSIONS AND POLICY IMPLICATIONS

The present study focuses the emotional intelligence of women executives working at various sectors at Kanniakumari district at three different dimensions. Initially, the background of the executives and their personality traits have been examined since these are one of the important antecedents of emotional intelligence. It is followed by the measurement of the level of emotional intelligence with the help of strategic and experiential emotional intelligence. Finally, the various consequences of EI and its linkage with the strategic and experiential EI has been focused. The specific objectives are confined to (i) to reveal the profile of the executives; (ii) to examine the various dimensional personality inventory among the executives; (iii) to analyze the various antecedents of emotional intelligence among the executives; (iv) to measure the level of emotional intelligence among them and also identifying the important discriminant components of EI among the executives in public and private sector undertakings; (v) to examine the impact of antecedents of EI on the level of EI among the executives; (vi) to study the various consequences of emotional intelligence among the executives; and (vii) to evaluate the impact of components on the two emotional intelligence on various consequences of emotional intelligence.

In order to fulfill the above said research objectives, the present study followed the descriptive research design. The scope of the study was confined to the women executives working in various (industries) sectors under public and private sector in Kanniakumari District. In total 649 women executives are working at service, manufacturing, marketing and other sectors in Kanniakumari District. It includes 298 in public and 351 in private sector. The sample size of the study is determined with the help of  $n = \left[ \frac{N}{Ne^2 + 1} \right]$ . It came to 171 women executives in public and 187 in private sector undertakings. The stratified proportionate random sampling was applied to distribute the sample in the population.

The primary data are collected with the help of pre tested questionnaire. The questionnaire was divided into three important parts. The first part covers the profile and personality inventory among the women executives whereas the second part includes the various antecedents and components of two types emotional intelligence among them. The third part of the questionnaire includes the various consequences of emotional intelligence.

The overall response rate on the questionnaire was 81.73 among executives in public and private sector came to 87.13 and 94.12 per cent to its total. Hence, the sample size included for the present study are 325 executives (149 + 176). The

collected data were processed with the help of appropriate statistical tools. The results of the study were discussed in the previous chapters.

## **SUMMARY OF FINDINGS**

The summary of findings, conclusions and policy implications are summarized below:

### **1. Descriptive Statistics**

Initially, the women executives are classified into executive's at public and private sector undertakings. The important level of education among the executives are professional education among the executives. The dominant level of occupational background among the executives are private employment and agriculture. The most dominant occupational background among the executives is private employment. The important nativity of the executives is urban and it is followed by semi-urban. The dominant marital status among the executives is 'married'. The important nature of family among the executives are nuclear family. The dominant family size of the executives is 3 to 4 and less than 3 members per family. The important number of dependent population among the household is only one.

The dominant personal income per month among the executives are above Rs.80000 and Rs.45001 to 55000. The personal income per month of the executives is higher in public sector than that in private sector undertakings. The

important family income per month among the executives are Rs.1,00,000 to 1,10,000. The most important family income per month among the executives in public and private sector undertakings are above Rs.10000 and Rs.1,00,000 to 1,10,000 respectively. The dominant years of experience among the executives are 20 to 25 years and above 25 years. The years of experience in this field among the executives in public sector is identified as higher than that among the executives in private sector undertakings. The important number of departments worked so far among the executives are 2 to 4 departments. The higher number of departments worked so far among the executives in public sector is higher than that among the executives in private sector undertakings.

## **2. Determinants of Emotional Intelligence among the Executives**

### **Dimensional Personality Inventory (DPI) among the Women Executives**

The DPI is examined by eleven factors. The first one is activeness. The included seven variables in activeness explain it to a reliable extent. The highly correlated variable with the activeness is ‘try to do work properly as possible’. The enthusiasm among the executives have been measured with the help of six variable. The highly correlated variable in enthusiasm is ‘often gather people for participating in various functions’. The included six variables in enthusiasm explain it to a reliable extent.

The highly correlated variable in trustiness is ‘I feel that all should be replied upon now-a-days’. The included five variables in trustiness explain it to a reliable extent. The level of assertiveness is measured with the help of six variables whereas the highly correlated variables in it is ‘speak out without hesitation with seniors’. The included six variables in assertiveness explain it to a reliable extent.

The level of optimism among the executives is measured with the help of seven variables whereas the highly correlated variable is ‘feel that I am equivalent to others’. The included seven variables in optimism explain it to a reliable extent. The emotional stability of the executives is measured with the help of seven variables. The highly correlated variable is ‘never feel panic’. The included seven variables in emotional stability explain it to a reliable extent.

The included five variables in responsibility explain it to a reliable extent. The highly correlated variable in responsibility is ‘want to be a reasonable person’. The level of friendliness among the executives is measured with the help of five variables whereas the highly correlated variable is ‘easily make friendship’. The included five variables in friendliness explain it to a reliable extent.

The level of decisiveness among the executives is measured with the help of six variables whereas the highly correlated variable in decisiveness is ‘bold enough to face anything’. The included six variables in decisiveness explain it to a

reliable extent. The level of sensitivity among the executives is measured with the help of six variables. The highly correlated variable with sensitivity is ‘sensing the events in near future’. The included six variables in sensitivity explain it to a reliable extent.

The level of leadership among the executives is measured with the help of eight variables. The highly correlated variable in leadership is ‘ability to lead’. The included eight variables in leadership explain it to a reliable extent. The score of the above said eleven Dimensional Personality Inventory (DPI) has been measured by the mean score of the variables in each DPI.

The highly possessed DPI among the executives in public sector undertakings are leadership and assertiveness whereas among the executives in private sector undertakings, these are optimism and sensitivity. Regarding the possession of DPI, the significant difference between the two group of executives have been found in the case of activeness, assertiveness, emotional stability, responsibility, decisiveness and leadership. The eleven DPI are mutually different from each other.

The significantly associating important profile variables with the DPI among the executives are their personal income per month, family income per month, years of experience, occupational background and age of the executives. The important discriminant DPI among the executives in public and private sector

undertakings is the leadership and emotional stability which is higher among the executives in public sector than that among the executives in private sector undertakings.

### **3. Existence of Strategic Emotional Intelligence (SEI) among the Executives**

The level of strategic emotional intelligence among the executives are examined with the help of four factors namely perception and approval of emotions, facilitated banking with emotions, understanding emotions, and regulation and management of emotions.

The highly possessed variable in perception and appraisal of emotions among the executives in public sector undertakings is ‘no difficult in identification of how a person really feels whereas among the executives in private sector undertakings’, it is accurate identification of a range of emotions felt. Regarding the possession of variables in perception and appraisal of emotions, the significant difference between the two group of executives has been noticed in all six variables in it. The included six variables in perception and appraisal of emotional explain it to a reliable extent.

The highly possessed variable in facilitated thinking with emotions among the executives in public and private sector undertakings is ‘attempt to create conducive atmosphere in problem solving and often using the excitement about a work project’. Regarding the possession of facilitating thinking with emotions, the

significant difference between the two group of executives has been identified in the case of four variables out of six variables in it.

The level understanding emotions among the executives have been measured with the help of five variables. All these five variables in it explain it to a reliable extent. The highly possessed variables in understanding emotions among the two group of executives are ‘regarding the co-workers frustration and watching other peoples’ interaction respectively. The included six variables in regulation and management of emotions explain it to a reliable extent. The highly possessed variables among the executives in public and private sector undertakings are encourage the co-workers when there is a disappointment and regression of genuine concern and tried to help the co-workers where there is a painful events. Regarding the possession of variables in regulation and management of emotions, the significant difference among the two group of executives have been noticed in the case of all six variables in it.

The highly possessed SEI among the executives in public and private sector undertakings are understanding emotions; and regulation and management of emotions. Regarding the possession of factors in SEI, the significant difference between the two group of executives has been noticed in all four factors in SEI. In total, the level of SEI among the executives in public sector undertakings are higher than that among the executives in private sector undertakings. The

important discriminant factors in SEI among the two group of executives are perception and appraisal of emotions and facilitating thinking with emotions which is higher among executives in public sector undertakings than among the executives in private sector undertakings.

#### **4. Existence of Experiential Emotional Intelligence (EEI) among the Executives**

The level of EEI among the executives are examined with the help of six factors namely self awareness and self expression, social awareness and inter-personal relationship, emotional management, change management, self motivation and social skills.

The highly possessed variable in self awareness and self expression among the executives in public and private sector undertakings is actually perceive, understand and accept oneself and effectively and constructively express one's emotions respectively. Regarding the level of possession of self awareness and self expression, the significant difference between the two group of executives have been noticed in the case of 4 variables out of 5 variables in self awareness and self expression. The included five variables in it explain the self awareness and self expression to a reliable extent.

Regarding the possession of variables in social awareness and inter personal relationship, the significant difference between the two group of executives have been noticed in 4 variables out of 5 variables in it. The highly

possessed variable among the executives in both public and private sector undertakings is cooperate with others and identifying with one's social group respectively. The included five variables in it explain it to a reliable extent. The variables in emotional management explain it to a reliable extent. It is seen as higher among the executives in public sector undertakings than that among the executives in private sector undertakings.

The highly possessed variables in change management among the executives in public sector undertakings are thinking of new situations and thinking of external validity whereas among the executives in private sector undertakings, these are effectively solve problems and thinking of external validity. Regarding the possession of variables in change management, the significant difference among the two group of executives has been noticed in all five variables in change management. The variables in self motivation among the executives explain it to a reliable extent. The most important variable in self motivation among the two group of executives are to feel content with life in general and to be positive respectively. Regarding the possession of variables in self motivation, the significant difference between the two group of executives has been noticed in three variables out of four variables in self motivation.

The highly possessed variables in social skills among the two group of executives are inspiring and guiding groups, and wielding effective tactics for

persuasion respectively. The significant difference among the two group of executives have been seen in the possession of all four variables. The included four variables in social skills explain it to a reliable extent.

Among the executives in public sector undertakings, the highly possessed components of emotional intelligence is social skills and change management whereas among the executives in private sector undertakings, these are self motivation and emotional management. Regarding the possession of components of EI, the significant difference among the two group of executives have been noticed in all six variables. In total, the level of emotional intelligence is identified as higher among the executives in public sector undertakings than among the executives in private sector undertakings.

The significantly associating profile variables with the level of emotional intelligence among the executives are their personal income, family income, family size and age. The important discriminant components of emotional intelligence among the two group of executives are their change management; and social awareness and interpersonal relationship which is identified as higher among the executives in public sector undertakings than that among the executives in private sector undertakings.

## **5. Factors Leading to Emotional Intelligence of Women Executives**

The highly possessed coping skills variables among the executives in public sector is use of social support and positive reframing whereas among the executives in private sector these are humor and use of social support. Regarding the possession of coping skills variables, the significant difference among the two group of executives has been noticed in all eight variables in coping skills. The included eight variables in coping skills explain it to a reliable extent. The highly possessed openness to experience variables among the executives in public sector is liking to be innovative and curious about many different things whereas among the executives in private sector undertakings, these are ready to share the experience and prefers the work that is important. Regarding the possession of variables in openness to experience the significant difference between the two group of executives has been found in the case of possession of active imagination, curious about many different things and liking to be innovative. The variables included in openness to experience explain it to a reliable extent.

In total, six variables are included to measure the self efficiency. All the six variables in self efficiency explain it to a reliable extent. The highly possessed variable in self efficiency among the two group of executives are capability develop and demonstrate. The highly possessed variable in receptivity to feedback among the two group of executives are balancing the positive and negative

feedback; and determination of priorities based on feedback and careful consideration of the feedback. Regarding the possession of variables in receptivity to feedback, the significant difference among the two group of executives have been noticed in two variables out of five variables in it.

The highly perceived antecedents of emotional intelligence among the executives in public sector undertakings are self efficiency and coping skills whereas among the executives in private sector undertakings, these are receptivity to feedback and self efficiency. Regarding the perception on antecedents of emotional intelligence, the significant difference among the two group of executives has been noticed in the case of coping skills, openness to experience and self efficiency.

The highly associating profile variables with the perception on antecedents of emotional intelligence are their personal income, family income, years of experience, family size and occupational background. The important discriminant antecedents of emotional intelligence among the two group of executives are their coping skills which are higher among the executives in public sector than that among the executives in private sector undertakings.

## **6. Linkage between Dimensional Personality Inventory and Emotional Intelligence among the Executives**

The significantly and positively influencing dimensional personality inventory (DPI) on the level of emotional intelligence among the executives in

public sector undertakings are their activeness, assertiveness, trustiness, optimism, emotional stability, decisiveness, sensitivity and leadership. Among the executives in private sector undertakings, these are their level of assertiveness, trustiness, optimism, emotional stability, sensitivity and leadership. The changes in DPI explain the changes in emotional intelligence among the executives in public sector undertakings is higher than that among the executives in private sector undertakings.

## **7. Linkage between factors leading to EI and the Level of EI among the Executives**

The significantly and positively influencing important antecedents of emotional intelligence among the executives in public sector undertakings are the coping skills and self efficiency whereas among the executives in private sector undertakings, these are coping skills and receptivity to feedback. The changes in important antecedents of emotional intelligence explain the changes in the level of emotional intelligence to a higher extent among the executives in public sector undertakings than among the executives in private sector undertakings.

## **8. Consequences of Emotional Intelligence among the Executives**

It is studied with the help of 32 variables. The highly viewed consequences among the executives in public sector undertakings are quality of performance and higher involvement of job whereas among the executives in private sector undertakings, these are dedication to work and organization; and helping others

who have absent. Regarding the perception on outcome variables, the significant difference among the two group of executives have been identified in the case of 31 variables out of 32 variables in consequences of CI.

The important consequences of emotional intelligence identified by the factor analysis is organization learning capability, job performance, job satisfaction, continuance and career commitment, organizational citizenship behavior, work life balance, job involvement, altmistic behavior and affective organizational commitment. The included variables in the above said important outcome of emotional intelligence explain it to reliable extent.

The higher perception on important outcome among the executives in public sector undertakings have been noticed in the case of altmistic behavior and work life balance. Among the executives in private sector undertakings, these are job involvement and altmistic behavior. Regarding the perception on important outcome of emotional intelligence the significant difference among the two group of executives have been noticed in all nine important consequences.

The significantly associating profile variables with the organizational learning capabilities are their age, level of education, occupational background, marital status, family size, personal income, family income, and years of experience whereas in the case of job performance, these are age, level of education, occupational background, family size, personal income, family income

and number of companies worked so far. The significantly associating profile variables with the job satisfaction are age, occupational background, family size, personal income, family income, years of experience and number of companies worked so far since their respective 'F' statistics are significant at five percent level.

Regarding the level of continuance and career commitment, the significantly associating profile variables are occupational background, marital status, family size, personal income, family income, years of experience and number of companies worked so far. The significantly associating profile variables with the level of work life balance among the executives are their age, occupational background, marital status, personal income and family income whereas in the case of job involvement, these profile variables are age, level of education, occupational background, marital status, personal income, family income, years of experience and number of companies worked so far. The important discriminant outcome factors among the two group of executives is their job performance and work life balance which is higher among the executives in public sector undertakings than that among the executives in private sector undertakings.

## **9. Linkage between Strategic Emotional Intelligence (SEI) on the Consequences of EI**

The significantly influencing components of SEI on organizational learning capability among the executives in public sector undertakings are facilitated thinking with emotions, understanding emotions and regulation and management of emotions whereas among the executives in private sector undertakings, it is only understanding emotions. Regarding the job performance, the significantly influencing SEI are understanding emotions. Regarding the job performance, the significantly influencing SEI are understanding emotions, and regulation and management of emotions in public sector undertakings whereas in private sector undertakings, it is only regulation and management of emotion. Regarding the job satisfaction, the significantly influencing SEI among the executives in public sector are perception and appraisal of emotions, facilitated thinking with emotions and regulation and management of emotions whereas in private sector undertakings, these are facilitated thinking with emotions and regulation and management of emotions.

The significantly influencing SEI on continuance career commitment among the executives in public sector undertakings are facilitated thinking with emotions and regulation and management of emotions whereas in private sector undertakings, it is only regulation and management of emotions. Regarding the organizational citizenship behaviour, the significantly influencing SEI components

are perception and regulation of emotions, facilitated thinking of with emotions and; regulation and management of emotions in public sector undertakings whereas in private sector undertakings, these are facilitated thinking with emotions and regulation and management emotions. Regarding the work-life balance, in public sector, these components of SEI are understanding emotions and regulation and management of emotions whereas in private sector undertakings, it is only regulations and management of emotions.

Regarding the job involvement, the significantly influencing SEI at public sector undertakings are all four components whereas in private sector, these are undertaking emotions; and regulation and management of emotions. Regarding the Altruistic behaviour, these SEI are facilitated thinking with emotions and regulation and management of emotions at public sector undertakings whereas in private sector undertakings, this is only regulation and management of emotions. Regarding the affective organizational commitment, the significantly influencing SEI at public sector undertakings are facilitated thinking with emotions, understanding emotions and regulation and management of emotions whereas in private sector undertakings, these are understanding emotions and regulation and management of emotions. The rate of impact of SEI is higher in outcome of emotional intelligence at public sector undertakings than that at private sector undertakings.

## **10. Linkage between Experiential Emotional Intelligence and the Consequences of EI among the Executives**

The significantly and positively influencing experiential emotional intelligence on the organizational learning capability among the executives in public sector undertakings are self awareness and self expression, emotional management and self motivation whereas among the executives in private sector undertakings, these are emotional management, change management and self motivation. The changes in emotional intelligence (EI) explain the changes in organizational learning capability is identified as higher among the executives in public sector undertakings than that among the executives in private sector undertakings.

Among the executives in public sector undertakings, the significantly and positively influencing EI on the job performance are their level of self awareness and self expression, social awareness and inter personal relationship and emotional management, whereas among the executives in private sector undertakings, these are emotional management and self motivation. The changes in EI explain the changes in job performance to a higher extent than among the executives in private sector undertakings that among the executives in private sector undertakings.

The significantly and positively influencing EI factors in the job satisfaction among the executives in public sector undertakings are their social

awareness and inter personal relationships, emotional management and self motivation whereas among the executives in private sector undertakings, these EEI factors are self awareness and self expression, emotional management, self motivation and social skills. The changes in EEI explain the changes in job satisfaction to a higher extent among the executives in public sector undertakings than among the executives in private sector undertakings.

Among the executives in public sector undertakings, the significantly and positively influencing EEI factors on the continuance and career commitment are their self awareness and self expression, emotional management and self motivation whereas among the executives in private sector undertakings, these EEI factors are self awareness and self expression, emotional management, change management and self motivation. The changes in EEI explain the changes in continuance and career commitment to a higher extent among the executives in public sector undertakings than that among the executives in private sector undertakings.

The significantly and positively influencing EEI factors on the organizational citizenship behavior among the executives in public sector undertakings are emotional management, change management, and social skills whereas among the executives in private sector undertakings, these EEI factors are emotional management self motivation and social skills. The changes in EEI

explain the changes in organizational citizenship behavior to a higher extent among the executives in public sector undertakings than among the executives in private sector undertakings.

Among the executives in public sector undertakings, the significantly and positively influencing EI factors on work life balance among the executives in public sector undertakings are self awareness and self expression, social awareness and inter personal relationship and emotional management whereas among the executives in private sector undertakings, these are social awareness and inter personal relationship, emotional management and self motivation. The changes in EEI explain the changes in work life balance to a higher extent among the executives in public sector undertakings than among the executives in private sector undertakings.

The significantly and positively influencing EI factors on job involvement among the executives in public sector undertakings is their emotional management, change management and self motivation whereas among the executives in private sector undertakings, these are social awareness and interpersonal relationship, emotional management and self motivation. The changes in EEI explain the changes in job involvement among the executives in public sector undertakings to a higher extent than among the executives in private sector undertakings.

The significantly and positively influencing EEI on the altonistic behavior among the executives in public sector undertakings are their self awareness and self expression, change management and self motivation whereas among the executives in private sector undertakings, these are emotional management and change management. The changes in EEI explain the changes in altinistic behavior to a higher extent in public sector than that among the executives in public sector undertakings than among the executives in private sector undertakings.

Among the executives in public sector undertakings, the significantly and positively influencing EI factors on the affective organizational commitment are emotional management and self motivation whereas among the executives in private sector undertakings, these are self awareness and self expression, social awareness and interpersonal relationship and emotional management. The changes in EEI explain the changes in affective organizational commitment to a higher extent among executives in public sector undertakings than among the executives in private sector undertakings.

## **RESEARCH IMPLICATIONS**

The important research findings of the study is discussed with the findings of the previous studies. These are summarized below:

The present study reveals that the personality of the executives are closely associating their level of emotional intelligence. Specifically, the age, level of

education, personal income, family income, years of experience and number of companies worked so far are significantly associating with the level of emotional intelligence of the executives which replicates the findings of Dulewicz, 2000<sup>1</sup>; Goleman (2004)<sup>2</sup> and Palmer and Stongh(2007)<sup>3</sup>.

The significant positive influence of the personality variables among the executives on their level of emotional intelligence coincide the previous findings (Ackerman and Heggestad, 1997<sup>4</sup>; Bastin et al., 2005<sup>5</sup>; Ciarrochi et al., 2003<sup>6</sup>). The significant difference between the executives in public and private sector regarding their level of emotional intelligence support the findings of Denham

1. Dulewicz, V (2000), “Emotional intelligence and the dimensional personality inventory in corporate”, **Journal of general management**, 25(1), pp. 1-14.
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4. Ackerman, P.L and Heggestad, E.D (1997), “Intelligence, personality, and interest evidence for overlapping traits”, **Psychology Bulletin**, 12(2), pp. 219-245.
5. Bastin, V.A., Burns, N.R and Nettebeck, T (2005), “Emotional intelligence predicts life skills, but not as well as personality and cognitive abilities”, **Personal Individual Differences**, 39(2), pp. 1135-1145.
6. Ciarrochi, J.V, Caputi, P and Meyer, J.D (2003), “The distinctiveness and utility of a measure of personality traits in emotional intelligence”, **Personal and Individual Differences**, 28(2), pp. 539-561.

et al., (2003)<sup>7</sup> and Engelberg, 2004<sup>8</sup> but against the findings of Gohn et al., (2005)<sup>9</sup> and Law and Sing (2004)<sup>10</sup>.

The coping skills, openness to experience, self efficiency and receptivity to feedback are the important antecedents of emotional intelligence. The findings of the study reveals that the above said four antecedents of emotional intelligence have a significant positive impact on the level of emotional intelligence which replicates the findings of Cooper (1997)<sup>11</sup>; Meyer et al., (1999)<sup>12</sup> and Dulewicz and Higgs (2000)<sup>13</sup>.

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- 7. Dehman, S.A., Blois, K.A., Levitus, J., Sawyer, K (2003), “Pathway to emotional intelligence among the executives”, **Annual Review of Psychology**, 5(1), pp. 565-597.
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  - 13. Dulewicz, V and Higgs, M (2000), “Emotional intelligence: a review and evaluation study”, **Journal of Managerial Psychology**, 15(4), pp. 341-372.

The important components included to measure the emotional intelligence is similar to the findings of Hamme (2003)<sup>14</sup>; Stubbs (2005)<sup>15</sup> and Mathews et al., (2002)<sup>16</sup>. The important discriminant emotional intelligence factors male and female executiveness are replicating the previous findings of Laban and Zubau (2004)<sup>17</sup>; McEnrue et al., (2007)<sup>18</sup> and Barrick and Mount (1991)<sup>19</sup>. The findings of positive impact of emotional intelligence on various consequences from organizational learning capability to leadership are similar to the findings of Cooper and Sawaf (1997)<sup>20</sup>, George (2000), Schutte and Malouff (1999)<sup>21</sup>, Staw et al., (1994)<sup>22</sup> and Wolff et al., (2002)<sup>23</sup>.

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The impact of EI components on the various outcome of EI to a higher extent among the executives in public sector undertakings than among the executives in private sector undertakings which replicates the findings of Hopkins and Bilimoria, (2007)<sup>24</sup>, Alimo-Met-café (1995)<sup>25</sup>; Eagly and Schmidt, (2001)<sup>26</sup>; Petrides and Furnham (2000)<sup>27</sup> and Van et al., (1993)<sup>28</sup>.

## **CONCLUDING REMARKS**

The present study concludes that the level of emotional intelligence among the executives in public sector undertakings are higher than that among the executives in private sector undertakings. The important determinants of emotional intelligence among the executives are their coping kills, openness to experience, self efficiency and receptivity to feedback. The personality traits namely activeness, assertiveness, trustiness, optimism, emotional stability,

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- 24. Margaret, M. Hopkins and Diana Bilimoria (2007), “Social and emotional competencies predicting success for male and executives in private sector undertakings ”, **Journal of management development**, 27(1), pp.13-35.
  - 25. Alimo-Met-café (1995), “An investigation of female and constructs of leadership and empowerment”, **Women in Management Review**, 10(1), pp.3-8.
  - 26. Eagly, A.H and Johannesen Schmidt, M.C (2001), “The leadership styles of women and men”, **Journal of Social Issues**, 57(2), pp. 781-797.
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decisiveness, sensibility and leadership have a significant positive impact on emotional intelligence. The profile variables namely personal income, family income, family size and age of the executives are significantly associating with the level of emotional intelligence. The important components of experiential emotional intelligence namely emotional management, change management and social skills have a significant positive impact on various consequences namely organizational learning capability, job involvement, job performance, work life balance, organizational citizenship behavior and organizational commitment.

The significantly influencing components strategic emotional intelligence on various consequences of EI are facilitated thinking with emotions; and regulation and management of emotions. The rate of impact is higher among the women executives in public sector undertakings than that in private sector undertakings.

The private sector undertakings should realize the importance of emotional intelligence in their organizational performance and implement appropriate measures to enrich the emotional intelligence among their women executives which will increase the productivity of their undertakings.

## **MANAGERIAL IMPLICATIONS**

Findings of the present study, based on the following suggestions are made for important practical implications for organizational selection, promotion and training/development systems.

### **1) Enrichment of Personality of Women Executives**

The emotional intelligence of the executives may be developed with the help of the improvement so many dimensional personality inventory among the executives. In order to improve the DPI among the executives, the organizations are advised to conduct so many personality development programmes for the executives. By appropriate training and development programmes, the level of emotional intelligence of the executives may be enriched. A range of programmes focused on the development of communication skills.

### **2) Focus on Importance of the Emotional Intelligence in the Recent era**

The result of the study do support the use of the Emotional Quotient Inventory (EQI) as a functional tool in the assessment and development of individuals who are in an executive role or about to enter an executive positions. Findings showed that executives tend to have a different EI composition and use a variety of EI skills in order to meet the challenges that they may face. It is extremely important for individuals to know exactly what traits are needed at difference times in order to be successful in their executive role.

### **3) Provision of Adequate Training to Develop the EI among Women Executives**

The organizations are advised to enrich the emotional intelligence among the executives with help of five important sources namely peers, a coach, an external source of support (boss, spouse or coworkers), the instructor, and

themselves. Our findings concerning openness to experience, self efficiency and receptivity to feedback suggest that leadership development professionals will likely derive differential EI gains depending upon participants status across these variables. The results of our research preliminarily debunk the erroneous yet popular one size fits all approach.

#### **4) Responsibility of the Manager in the Organization**

Organizational leaders might expand their notions of success to include both extrinsic and intrinsic measures in order to better understand the various ways that individuals gauge their own success. Success is measured in multiple ways. External measures includes hierarchical position, salary, and other public recognition of achievements. Internal measures of success involve a feeling of self worth and a passion for the content of one's work. Recognizing that these are different constructs for success will assist organizational leaders in understanding, motivating and rewarding those who work for them.

#### **5) Develop Appropriate Strategies to enrich EI among Women Executives**

The expression of emotional intelligence competencies may appear differently when men and women exhibit them. Organizational leaders need to be been students of these competencies and pay close attention to observing men and women demonstrating them in multiple situations. For example, emotional intelligence competencies that include behaviors faced on working with others,

competencies such as team work and collaboration and developing others, must be acknowledged as important for organizational viability, growth and change when demonstrated by either male or female.

#### **6) Merits – based Promotion**

Special attention needs to be paid to the pace of career development for women as well as the opportunities provided to women that allow them to be considered for advancement. Development opportunities should be created and offered on an ongoing basis strategically selected based on the organizations and individuals needs. Critical for women career advancement, organizations need to examine their practices, procedures and policies on a regular basis to determine whether they are reinforcing gender stereo types and stereo typical behavior.

#### **7) Focus on Factors Leading to EI among Women Executives**

In order to develop the emotional intelligence among the professionals, the important factors like self awareness and expression, social awareness, inter personal relationship, emotional silence, motivation, influence, decisiveness and conscientiousness and integrity among the professional have to be consistently developed with appropriate programmes.

#### **8) Reduce the Gap between Public and Private Undertakings Regarding EI**

The level of emotional intelligence among the executives in public sector undertakings is higher than that among the executives in private sector

undertakings. It may be because of the investment on human capital made on the development of EI among the executives in public sector undertakings. It is comparatively lesser in private sector undertakings which is not good for their long term performance. The private sector undertakings are advised to invest more on this aspect since it may be related to the performance of their women executives.

### **9) Developing of Coping Skills among the Women Executives**

Since one of the important antecedents significantly influence on the level of EI among the women executives, the banking authorities are advised to enrich these skills through various training programmes and counseling programmes.

### **DIRECTIONS FOR FUTURE RESEARCH**

Future research is needed to investigate the level of emotional intelligence among various group of employees and employees in various sectors. The emotional intelligence in organizational contexts may be studies is near future. There may be a separate study on the antecedents of emotional intelligence and also the measures to enrich the emotional intelligence among the employees in future. The direct and indirect impact of emotional intelligence on various consequences through the moderating variable namely job satisfaction may be evaluated in future studies. The studies like demographic influences of EI, organizational benefits of EI, leadership and emotional intelligence, impact of EI

on organizational performance may be studies is near future. The reasons for poor emotional intelligence among the women executives in banking industry may be discussed in future research studies. The future research may focus on the comparative study on emotional intelligence among the employees in public and private organizations.