EMOTIONAL INTELLIGENCE IN SMALL SCALE INDUSTRIES OF PUDUCHERRY STATE- AN EMPIRICAL ANALYSIS

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Abstract
This research paper is based on the premise that emotional intelligence is required to support the human resource for the purpose of improving overall effectiveness of an organization. Achieving business performance through emotional intelligence is the new mantra. Emotional intelligence is the capacity for recognizing our own feelings and those of others, for motivating ourselves, and for managing emotions well in us and in our relationships. It should be clearly understood that emotional intelligence not only enhances the ability of the human resource but also create professional relations among individuals and groups within the organization. This paper explores the relationship between emotional intelligence the performance of organizations. The sample consisted of entrepreneurs from the industrial units of Pondicherry through stratified quota sampling. The research design adopted for the study was ex post facto in nature. The tool –by Upinder dhar, Anukool Hyde & Sanjyot Pethe was used to collect the data. Collected data was tabulated and subjected to statistical analysis.

Key Words: Emotional intelligence, managerial effectiveness

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INTRODUCTION

Emotional intelligence (EI) has emerged as an important subject of research investigation during the last several years. Some of the pioneering researchers have defined EI as follows:"Emotional intelligence is the capacity for recognizing our own feelings and those of others, for motivating ourselves, and for managing emotions well in us and in our relationships. Emotional intelligence describes abilities distinct from, but complementary to, academic intelligence or the purely cognitive capacities measured by IQ" (Goleman, 1998). "Emotional intelligence is the ability to perceive emotions, to access and generate emotions so as to assist thought, to understand emotions and emotional knowledge, and to reflectively regulate emotions so as to promote emotional and intellectual growth" (Mayer and Salovey, 1997). "Emotional intelligence reflects one's ability to deal with daily environment challenges and helps predict one's success in life, including professional and personal pursuits" (Bar-On, 1997). "Emotional intelligence is a way of recognizing, understanding and choosing how we think, feel and act. It shapes our interaction with others and our understanding of ourselves. It defines how and what we learn, it allows us to set priorities, it determines the majority of our daily actions" (Freedman, 1998).

All these pioneering definitions lead us to conclude that EI is important in shaping one's personality, behavior, style, and abilities. EI has been studied scientifically in the past decade. Goleman's, 1995 book "Emotional Intelligence" substantially added to the popular interests in accumulating knowledge regarding EI.

THEORETICAL BACKGROUND

Business organizations have used EI for organizations have used EI for organizational development and for enhancing organization effectiveness (Lowe, Kroek, and

Sivasubramaniam, 1996). EI improves managerial practices as well as helps in leadership development (Druskat and Wolff, 2001). EI is often used to motivate employees and to create a culture of high performing work place. Huy (1999) introduced the concept of emotional capability to capture an organization's ability to acknowledge, recognize, monitor, discriminate, and attend to its members' emotions, and it is manifested in the organization's norms and routines related to the feeling. The Indian economy has shifted from the domestic market to global market, and Puducherry state is no exception to this. In order to compete in the world market, industries of Puducherry State have to endeavor to improve quality and ensure competitive edge for their survival. The present study was done to measure the EMOTIONAL INTELLLIGENCE of the entrepreneurs of the SSI units of PIPDIC (Pondicherry Industrial Promotion, Development and Investment Corporation), Puducherry.

RESEARCH OBJECTIVES

1. To find the level of emotional intelligence of the entrepreneurs in SSI units with specific reference to Puducherry city.

2. To find whether there is any difference in the emotional intelligence of the Industrial Estates within Puducherry.

3. To find whether the profile of the entrepreneurs has influence on their emotional intelligence.

HYPOTHESES OF THE STUDY

1. There is no significant difference in the level of emotional intelligence of the entrepreneurs in SSI units with specific reference to Puducherry city.

2. There is no significant influence by the profile (sex, age and education) of the entrepreneurs on their emotional intelligence.

METHODOLOGY

A clear objective provides the basis of design of the project. The main objective of this study was to find out the level of business performance in SSI units within the five Industrial Estates with specific reference to Puducherry City.

RESEARCH DESIGN:

This study involved the descriptive research design. It included surveys and fact finding enquiries of different kinds. The main purpose of this research design was to describe the state of affairs as it exists at present. It had no control over the variables. This research design gave only a report what had happened or what was happening.

SOURCE OF DATA – PRIMARY:

The data which were collected were fresh. Since it was original in character it was called as primary data. Data collected from the entrepreneurs of SSI units in the Industrial Estates in Puducherry city through the questionnaire method was first hand information and in research terms -primary data.

SAMPLING SIZE AND TECHNIQUE:

- **TYPE OF UNIVERSE:**
In this study, the universe was the total number of entrepreneurs in all the SSI units of the five Industrial Estates within Puducherry city. The first step in developing any sample design is to clearly define the set of objects, which is technically called as the universe. The universe may be finite or infinite. As per this study the total number (N) of employees was 496(ie) finite.

- **SAMPLE SIZE:**
It refers to the number of items to be selected from the universe to constitute a sample. The sample size should be neither excessively large nor too small. It should be optimum. 410 number of entrepreneurs in all the SSI units with Puducherry city were selected as size of sample (n), using the formula shown below.

The formula for selecting the sample size:

$$n = \frac{Z^2.p.q.N}{}$$

23

$$e^2 (N-1) + Z^2.p.q$$

Where

N = Population
z = value of standard variate at 95% confidence level (1.96)
p = probability of success
q = probability of failure
e = acceptable error 2% of true value

SAMPLING DESIGN:

This project involved the Stratified quota random sampling. In this study the population was divided into a number of non-overlapping subpopulations or strata and sample items were selected from each stratum. In Puducherry City the SSI units can be categorised on the basis of sector into 5 strata. The following table shows details about the distributions of samples drawn.

INSERT TABLE-1 HERE

The above table shows the distribution of samples of SSI units in various industrial estates of Puducherry city. The samples were drawn from each stratum (Industrial Estates) by using Stratified quota random Sampling. The quota had been fixed at 82%.

STATISTICAL TOOLS:

To make an effective research, the following four statistical tools were used to analyze and interpret the collected data.

1. PERCENTAGE METHOD
2. ONE WAY ANOVA(Analysis of Variance)

Percentage method:

The percentage method can be extensively used to find various given details. It was used to make comparison between two or more series of data.

One Way ANOVA

Analysis of variance is used for judging the significance of more than two sample means at one and the same time. With one way ANOVA only one factor is considered and the reason for said factor to be important is that several possible types of samples can occur within that factor. In order to find out the existence of significant difference among the five different Industrial Estates of Puducherry with respect to the emotional intelligence, the F statistics have been calculated through the ANOVA.

F RATIO = Variance between groups/ variance within groups.

The calculated F value is compared with the table value of F for (k, n-k) degrees of freedom, where k is the number of rows and n is the sample size.

DATA COLLECTION

The questionnaire method was used in data collection. This involves administering the questionnaire to the managers / executives / entrepreneurs.

PILOT STUDY

In order to test the appropriateness of the questionnaire, a pilot study with 10% sample of the total population was done. The preliminary questionnaire was administered to executives / entrepreneurs of only one Industrial estate viz. Thattanchavady. 50 questionnaires were distributed and 43 respondents duly filled thus making the response at roughly 80 % .The respondents were selected only after getting their willingness to participate in the pilot study. All questions were translated in local language for easy understanding.

FRAMEWORK FOR ANALYSIS

Emotional Intelligence

The emotional intelligence scale developed by Upinder dhar, Anukool Hyde & Sanjyot Pethe EIS, identifies 10 factors of emotional intelligence. The questionnaire has 34 questions, on a 5 point Likert scale. The reliability is 0.88 and validity is 0.93.

EIS is a 170 point self report measure of EMOTIONAL INTELLIGENCE, with 4 item self awareness scale, 5 item empathy scale, 6 item self motivation scale, 4 point emotional stability scale, 4 point managing relations scale, 3 point integrity scale, 2 point on self development

scale, value orientation scale , commitment scale and altruistic behavior scale. The total score reflects the emotional intelligence.

The scale was administered to the sample and the scores obtained are elucidated in the above table according to the ten factors of emotional intelligence. They are

1. Self awareness is being aware of oneself. The average level of self awareness is 17 points which is on the high level.
2. Empathy is feeling and understanding the other person, with a average score of 22 points also on the higher side
3. Self motivation is being motivated internally, and is quite high with a score of 25 points.
4. Emotional stability is the State of an individual that enables him or her to have appropriate feelings about common experiences and act in a rational manner. This is also on the higher side with a score of 17.

INSERT TABLE-2 HERE
5. Managing relations is the condition or fact of being related; connection or association.
6. Integrity is a concept of consistency of actions, values, methods, measures, principles, expectations and outcomes
7. Self-Development is taking personal responsibility for one's own learning and development through a process of assessment, reflection, and taking action.
8. Value orientation refers to the principles of right and wrong that are accepted by an individual or a social group
9. Commitment means to show loyalty, duty or pledge to something or someone,
10. Altruistic behavior refers to the selfless concern for the welfare of others.

FINDINGS

INSERT CHART-1 HERE

The emotional intelligence of the Executives/managers/entrepreneurs based on the ten main factors can be seen from the above figure. It can be clearly seen that the average emotional intelligence score of the Executives/managers/entrepreneurs in Puducherry is 147, which is well beyond the line

of demarcation. A score above 85 shows high level of emotional intelligence and below 52 points a low level of emotional intelligence. A score from 52 to 85 shows average level of emotional intelligence. In our study the Executives / managers / Entrepreneurs of Puducherry have a mean score of 147, which is a high level of emotional intelligence, which is commendable.

The F statistics was computed using one way ANOVA to identify if there was a significant difference among the entrepreneurs of the five different industrial estates with respect to emotional intelligence. The resulted mean score of the emotional intelligence and F statistics are illustrated in the above table. Overall there is significant difference (95.5%) among the five groups of entrepreneurs was identified in all six performance variables except access to market and

INSERT TABLE-3 HERE

INSERT FIGURE-1 HERE

The perception of business performance among the participants may be influenced by the profile of the entrepreneurs. This influence is also measured in this study. The influence of the profile variables (sex, age and education) of the entrepreneurs on their perception of business performance was identified. In total 90 % of the participants in this study are male. The important age groups of the participants was in the range of 31 to 40 as it constitutes   53.6% of the total sample. The important education level of the participants was diploma or degree as it constitutes 58.5% of the total sample.

INSERT TABLE-4-6 HERE

Table-7 shows significant influence on the perceived business performance existed with age and education level of the entrepreneurs. The F statistics related to the above profile variables of age and education level were significant at 5% level. Hence null hypothesis was rejected in the case of age and education level of entrepreneurs.   Thereby we can conclude that there is significant influence by the age and the education level of the

entrepreneur on his or her emotional intelligence.

INSERT TABLE-7 HERE

Emotional Intelligence of all the SSI units in the five industrial estates within Puducherry city is 147 (average score), which indicates an high level of Emotional Intelligence among the entrepreneurs of Puducherry city.

The five industrial estates on individual analysis of the emotional intelligence level of the entrepreneurs/executives/managers shows the following result. It is very important to note that there is difference in the scores of emotional intelligence of the industrial estates of Puducherry State.

INSERT TABLE-8 HERE

With the above analysis, the EMOTIONAL INTELLIGENCE PROGRAMMES can be given to the industrial estates which have scored low among the five industrial estates.

There exists significant difference among the five industrial estates within Puducherry City on the variable of the study – emotional Intelligence This has to be taken in the right sense by the trainers of SSI. As the Emotional Intelligence of the entrepreneurs is a must for their performance, the programmes given by the SSI should have focus on the above mentioned variables- Emotional Intelligence.

If the Emotional Intelligence improves, then all the estates would improve in their performance, which would automatically enhance the overall performance of the Industrial estates within Puducherry State.

There exists significant influence by the age of the entrepreneur on the Emotional Intelligence of the entrepreneur.

SUGGESTIONS

Developing emotional intelligence in existing workforce requires times, commitment and top management's support.

The following guidelines can be used as a base to knowledge to promote emotional intelligence in the workplace. As said by Daniel Goleman and Cary Cherniss, in the consortium for research on emotional Intelligence, the following guidelines will promote EI in workplace by training.

Training Dimension

1. Distinct training modules for enhancing emotional intelligence should be framed based on the profile variables viz., age and education of the entrepreneurs.
2. Steps should be taken to ensure a positive relationship between the trainers and the learners.
3. Changes should be self directed.
4. clear goals should be set
5. The goals should be broken down into manageable stepps.
6. Opportunities should be given for practice.
7. Feedback about performance can be given
8. Should rely on experimental methods of learning
9. Support should be built in.
10. Models should be used
11. Insight should be enhanced

RELATIONSHIP DIMENSION

1. Formal mentoring and coaching relationship should be assigned.
   a. Orientation
   b. Training active listening
   c. Soliciting
   d. Coaching
   e. Mentoring programmes
   f. Coaching relationships
2. Supervisory and intra team relationships
   a. reporting relationships
   b. monitoring and developmental relationship
   c. 360 degree
3. Group emotional intelligence

   For building effective groups, the GEI should be nurture. It can be done through

a. Group trust
b. Group identity
c. Group efficacy
d. Group cooperation
e. Group collaboration
f. Empowered teams

DISCUSSION

As given by Morrow, Jarrett & Repinski,1997, Kram 1988, 1996; kram & Isabella , 1985, in today's globalised, diversified business environment, relationship building not only leads to learning in terms of knowledge and skills , but also in terms of social and emotional learning. This means adjusting, accommodating and learning to work in a competitive work environment and handling social and emotional pressures accompanying such work environments effectively. This is seen as an essential component of gaining emotional stability to manage oneself and others in workplaces.

In addition, the training programmes would be conducted in subject matters in depth. In the same way, the entrepreneurs of Puducherry State should be given in depth training to help them their level of performance and confidence. In addition, practical exposure through models should be in tune with the business and technological environment.

Kinlaw, 1993; Hall, Otazo & Hollenbeck, 1999; have said that apart from mentoring programs, formal coaching relationships are also becoming significant developmental tools, where internal or external coaches are allocated for specific individuals(mostly executives) having specific objectives in mind.

Barsade & Gibson, 1998; have said that to utilize the effect of emotions at the group level, group self awareness and group self regulation are essential.

CONCLUSION

Any program should not be a ready made package. The program should be offered and constructed according to the needs of the participants, with importance and consideration given to the age of the participants. The emotional Intelligence of the entrepreneurs of SSI units of the five industrial estates has shown high level of Emotional Intelligence.

Wise entrepreneurs should use emotional intelligence programmes as their long term investment. They should clearly understand that just an investment in emotional intelligence will not show immediate increased profits or performance, but its implementation gives the yield. This means waiting with faith for the entrepreneurs of the SSI units of the different industrial estates within Puducherry city.

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TABLE 1   **n of Samples**

Distributio

Name	No. of Units (N)	sample
Thattanchavady	110	91
Mettupalayam	257	211
Sedarapet	83	69
Kattukuppam	27	23
Kirumampakam	19	16
Total	496	410

TABLE 2

FACTOR-WISE INTERPRETATION OF THE SCORE OF EMOTIONAL INTELLIGENCE FOR THE INDUSTRIAL ESTATES OF PUDUCHERRY

Industrial estate	Self awareness	Empathy	self motivation	emotional stability	managing relations	Integrity	self development	value orientation	commitment	altruistic behavior	emotional intelligence
Thattanchavady	15	21	29	19	19	14	10	10	10	10	157
Mettupalayam	18	24	27	17	18	13	10	9	10	8	154
Sedarapet	14	24	26	17	18	12	9	8	10	9	147
Kattukuppam	17	20	24	16	16	12	8	7	9	9	138
Kirumampakam	18	23	19	14	16	11	9	7	10	10	137
Average	17	22	25	17	17	12	9.2	8.2	10	9.2	147

FIGURE -1
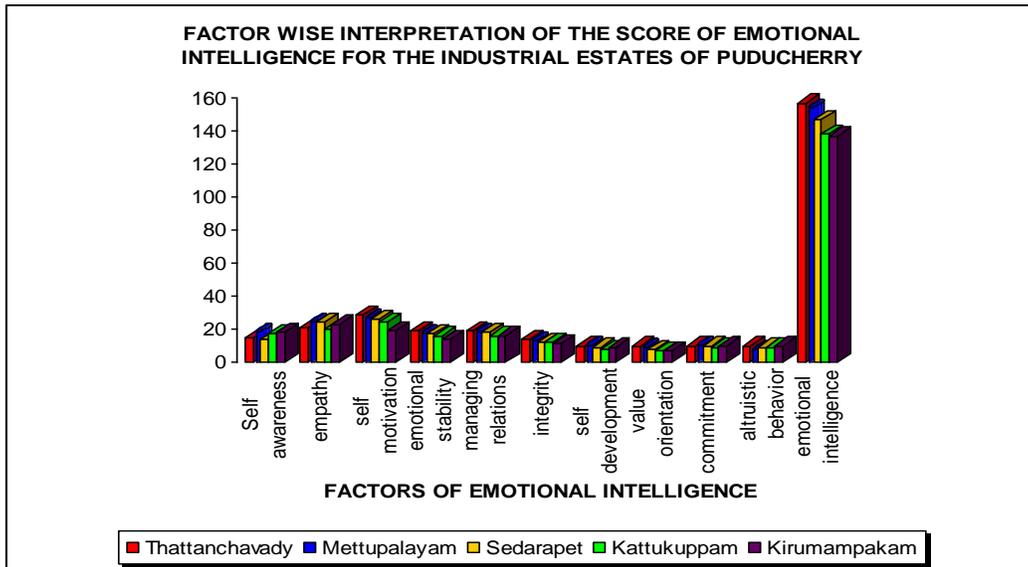
TABLE-3

N o.	Variable of the study	Thattanc havady	Mettupal ayam	Sedarape t	Kattuku ppam	Kiruma mpakka m	F statistics	result
		Mean scores						
1	EMOTIONAL INTELLIGENCE SCORE	157	154	147	138	137	2.83*	significant
	Rank	I	II	III	IV	V		
	OVERALL EMOTIONAL INTELLIGENCE				147			

TABLE 4   Sex wise distribution of entrepreneurs

Serial number	Sex	Number of participants
1	Male	369
2	Female	41
Total		410

TABLE 5   Age wise distribution of entrepreneurs

Serial number	Age	Number of participants
1	Less than 21	14
2	21 to 30	97
3	31 to 40	220
4	41 to 50	60
5	Above 50	19
Total		410

TABLE 6   Level of education among the entrepreneurs

Serial number	Education	Number of participants
1	Less than 10th	21
2	10th	47
3	12th	72
4	Diploma/degree	240
5	Post graduate	30
Total		410

TABLE-7   Distribution of Industrial States

INDUSTRIAL ESTATE	AVERAGE SCORE	Emotional Intelligence	RANK
I Thattanchavady	157	HIGH	1
II Mettupalayam	154	HIGH	2
III Sedarapet	148	HIGH	3
IV Kattukuppam	138	HIGH	4
V Kirumampakkam	137	HIGH	5