



## EMOTIONAL INTELLIGENCE AND WORK ORIENTATION OF SOFTWARE EMPLOYEES

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### Introduction

There is an increasing emphasis on finding characteristics that can influence the effective working of employees at workplace in the modern world's scenario. With the advent of globalization, work environment is extending across global borders where employees in teams work across time zones and cultures virtually. With this dynamic change in the work settings and globalization pressures, employees are expected to be better prepared, open and flexible in managing routine activities, adapt to changes and maintain good relationships with colleagues. To perform up to the expectations of the workplace, an employee requires mental, emotional and physical strength.

The concept of Emotional Intelligence (EI) gained lot of attention because of its benefits. The key idea of high emotional intelligence in a person results in success in work place, adjustment and quick adaptation to new environment, improved leadership, motivating and decision making abilities, maintaining good personal relationships and ability to manage stress levels that creates economic and societal value. There were many empirical tests conducted to prove the benefits of Emotional Intelligence in the work-life balance of individuals. It is believed that Emotional Intelligence influences the Work/Organizational Orientation of employees.

The current study investigates the Emotional Intelligence and Work/Organizational Orientation of software employees. The paper is an attempt to study the underlying dimensions of Emotional Intelligence and Work/Organizational Orientation and tries to establish relationship between Emotional intelligence and Work/Organizational Orientation.

### Emotional Intelligence

Although Thorndike (1921), Guilford (1956), and later, Gardner's (1983) research in social intelligence suggests the importance of emotions to functioning of intellectual, the concept of Emotional Intelligence was brought into mainstream psychology only in 1990s. The origin of Emotional Intelligence goes back to O. Hobart Mowrer, in 1960, who maintained, "The emotions are of quite extraordinary importance in the total economy of living organisms and do not deserve being put into opposition with 'intelligence.' The emotions are, it seems, themselves a high order of intelligence". Robert C. Solomon, in 1976, wrote, "...emotions are rational .... They are, as I have been arguing, judgments, and they are intentional and intelligent". Solomon's objective was to eliminate unnecessary conflicts between reason and passions, and instead, to encourage appreciation of the passions without requiring the rejection of "reason" (Mayer, Salovey & Caruso, 2004; Salovey, Mayer & Caruso, 2002).

The difference in the opinions of the researchers led to development of various models of the Emotional Intelligence: (Murphy 2008)

- a. The first disagreement: The first difference in the opinions is on the definition of EI: Emotional Intelligence is defined by some researchers as a cognitive ability and others opinions that it is a dispositional tendency.
- b. The second disagreement: the second reason for the difference in the opinion is how the theories of Emotional Intelligence be classified. Mixed models of EI include a range of personality variables and Ability model is based on cognition.
- c. The third disagreement: the third reason of divergence is based on the functionality and measurement of the concept. Trait model can be measured by self-reported inventory and Ability model can be measured by a performance test.
- d. The fourth disagreement: the fourth difference in opinion is on the relevance of Emotional Intelligence in the current scenario. Even though there is disagreement on the importance of the concept on influencing individual's behavior, the research has been evident that the EI is influential and valuable in personal and occupational realms.
- e. The final disagreement: the disagreement is on the concept's own origin. The critics suspects whether EI is a new name given to the existing concepts of social science.



### Models of Emotional Intelligence

| Basis                       | Ability Model  | Mixed Model  | Mixed Model   | Trait Model  |
|-----------------------------|--|--|---|--|
| Model Proposed by           | Salovey and Mayer  | Daniel Goleman   | Reuven Bar-On   | Konstantinos Vasilis Petrides  |
| Definition of EI            | <b>Evolved Definition:</b><br>The capacity to reason about emotions, and of emotions, to enhance thinking. It includes the abilities to accurately 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. (Salovey, Mayer, Caruso 2002) | Emotional Intelligence is the composite set of capabilities that enable a person to manage him/her and others. (Goleman 1995, 1998)  | EI is an array of non-cognitive capabilities, competencies and skills that influence one's ability to succeed in coping with environmental demands and pressures. (Bar-On 2000) | A constellation of emotional self-perceptions located at the lower levels of personality hierarchies. (Petrides, Pita & Kokkinaki 2007) EI is an individual's self-perceptions of their emotional abilities. |
| Perception of EI            | Emotions as useful sources of information that help one to make sense of and navigate the social environment.  | EI as an extensive array of competencies and skills that drive leadership performance.   | EI as one's intrapersonal ability to be aware of oneself, to understand one's strengths and weaknesses, and to express one's feelings and thoughts non-                         | EI as behavioral dispositions and self-perceived abilities   |
| Factors or Dimensions of EI | Model Claims EI has four types of abilities:<br>1. Perceiving Emotions<br>2. Using Emotions<br>3. Understanding Emotions<br>4. Managing Emotions   | Model outlines four main constructs:<br>1. Self Awareness<br>2. Self Management<br>3. Social Awareness<br>4. Relationship Management | Model explain five main skills:<br>1. Interpersonal<br>2. Intrapersonal<br>3. Adaptability<br>4. Stress Management<br>5. General Mood   | Model charts four main factors which are further classified into 15 subscales<br>1. Well being<br>2. Self control<br>3. Emotionality<br>4. Sociability   |
| Measurement/ Inventory      | MSCEIT Mayer-Salovey-Caruso Emotional Intelligence Test.   | The Emotional Competency Inventory (ECI)1999, Emotional and Social Competency Inventory (ESCI) 2007. Emotional                       | Emotional Quotient Inventory (EQi)  | Trait Emotional Intelligence Questionnaire (TEIQue)  |

### Organizational Orientation and Work Orientation

Organizational Orientation can be defined as an individual's tendency towards work, motivation to work, job satisfaction, and ways of dealing with peers, subordinates, and supervisors at the work place (Papa 2008). However in general researchers of management refer the concept mostly as Work orientation as the concept indicates orientation of employees towards work. The way employees approach their work, roles and workplace in their life can be termed as Work Orientation. It is believed with the Work Orientation, employee's views towards job satisfaction, motivation, and ways of dealing with colleagues changes. The concept of Organizational orientation is originated in 1962 and only in the recent years gained attention of researchers in the field of management, communication and organization behavior. The concept is believed to predict the job satisfaction of employees in the workplace.

The concept of Organizational Orientation was introduced by Presthus (1962) in the field of Organizational behavior in 1962. He observed that the employee's behavior in organizations is driven by their traits and points out that these traits are learned by employees through experience while working. He explained that employee posits three different traits via upward mobile, Indifferent and Ambivalent.

1. Upward Mobile Orientation refers to employees who have strong desire for advancement within organization hierarchy. These employees are rule-and-procedure oriented. These employees are perceive work as the central part of their life and are devoted to work. These employees are willing to contribute to the organization through their hard/smart work and often highly job satisfied and possesses very strong decision making skills.
2. Indifferent Orientations are the employees who are indifferent towards their work, organization and organizational interests. These employees work only to earn their livelihood and concerned with pay checks. The relationship of these employees with organization is strictly economic. Indifferents do not contribute to their work and hardly takes initiatives.
3. Ambivalent Orientation refers to workers who tend to be highly critical of any job and seem to find problems with any organization. The expectations of Ambivalents from the organization are unreasonable and unattainable which



leaves these employees to be frustrated. These individuals are quite unpredictable and never truly accept any given organization. Ambivalents tend to frequently change jobs, looking for the “perfect” organization. Management usually has no problem seeing ambivalents leave the organization. (Goodboy2008).

The research on the concept of Organizational Orientation started in 1973 by Pruden who attempted to validate the theory proposed by Presthus. On researching with 150 US businessmen he supported the theory and validated the three trait orientations are different from one another. He related the three traits to five outcome variables via job satisfaction, career mobility, and attachment with work, cosmopolitanism and organizational rank (Linda 2005). In the year 2003, research provided by Mc Croskey et al provided Organizational Orientation measures and served the operational definition of these three constructs.

### **Problem of the Study**

Since then research carried on by Pruden (1973) and Mc Croskey (2005), there had been little research done on the concept of Work/ Organizational Orientation even though management researchers had carried research on organization communication. Researchers in the field of management had referred the concept mostly as work orientation as the concept of Organizational Orientation does not become popular because of lack of much research. The concept of Organizational Orientation has been referred in some of the studies but not an exploratory research. There had been no research done on the relationship between Emotional Intelligence and Work/Organizational Orientation of employees at workplace. Both the concepts focus on the career and work performance of the employees in the workplace and emphasize the importance of job satisfaction. This paper is an attempt to study the significant relationship between Emotional Intelligence and Work/Organizational Orientation.

### **Objective of Study**

The current study is an attempt to

1. Identify the underlying factors of Emotional Intelligence.
2. Identify the underlying factors of Work/Organizational Orientation of employee.
3. To find the relationship between Emotional intelligence and Work/Organizational Orientation.

### **Hypothesis**

Based on the above objectives the paper has been hypothesized as follows:

Hypothesis 1: Emotional Intelligence is a multidimensional construct

Hypothesis 2: Work/Organizational Orientation is a multidimensional construct.

Hypothesis 3: Emotional Intelligence affects the Work/Organizational Orientation

Hypothesis 4: Work/Organizational Orientation affects the Emotional Intelligence.

### **Methodology**

The purpose of this paper is to empirically study the concepts of Emotional Intelligence and Work/ Organizational Orientation. The study was conducted within various software organizations in Bangalore. The study also used factor analysis to study the underlying factors of both the concepts. The study used regression analysis to study the strength of relationship between Emotional Intelligence and Work/Organizational Orientation. The variables included in the study are dimensions of Emotional Intelligence and traits of Organizational Orientation and demographic characteristics of the participants such as age, gender, income levels, qualification and experience in the organization.

### **Sample Selection and Description**

The sample of the study comprised of 91 employees who were categorized into 51 male and 40 female. The sample includes 46 Generation X employees and 45 Generation Y employees. Respondents were selected from 13 organizations. The organizations include Cisco, Broad soft, TCS, Wipro, and Accenture among the other organizations. Income level of employees ranged from 100,000 rupees to 15, 00,000 rupees per annum. Purposive convenient sampling technique was used for data collection.

### **Research Instruments**

The Emotional Intelligence was measured by using instrument developed by Sutarso (1998) and the Work/Organizational Orientation was measured by using instrument developed by Fletcher et al (2009). The instrument used for the study included three parts namely demographic features, Emotional Intelligence variables and Work/Organizational Orientation variables. There were totally 85 variables of which 50 variables were related to dimensions of Emotional Intelligence and remaining 35 variables were related to Work/Organizational Orientation. Five point Likert scale has been used ranging from 1(Strongly Disagree) to 5(Strongly Agree).



**Findings of the Study**

**Table 1: Exploratory Factor Analysis of Dimensions of Emotional Intelligence (EI)**

| <b>EI Factors Produced from the analysis with Variance.</b> | <b>EI Item loadings in each factor</b>   | <b>Loading</b> | <b>Grand mean</b> | <b>Cronbach's Alpha Coefficients</b> |
|---|--|----------------|-------------------|--------------------------------------|
| Impulsive<br>16.249%  | When I've offended someone, I am aware of it almost immediately  | 0.83           | 3.513             | 0.628                                |
|   | I feel moved to intervene on behalf of a victimized helpless animal  | 0.793          |                   |                                      |
|   | I find that setbacks and disappointments are lessons learned   | 0.767          |                   |                                      |
|   | I understand why i react the way I do in situations  | 0.668          |                   |                                      |
|   | I can soothe or contain distressing feelings so they don't keep me from doing things I need to do            | 0.621          |                   |                                      |
|   | It is too stressful to stop unwanted personal habits such as overeating, smoking, nail biting etc.           | -0.591         |                   |                                      |
| Self-Awareness<br>14.253%                                   | I am self-conscious  | 0.9            | 3.469             | 0.615                                |
|   | I use my feelings to help make decisions   | 0.725          |                   |                                      |
|   | I avoid responsibility whenever i can  | -0.678         |                   |                                      |
|   | I am very happy with most of my relationships  | 0.622          |                   |                                      |
|   | It is easy for me to openly express warm and loving feelings towards others                                  | 0.558          |                   |                                      |
|   | I lose control when I do not win in a sporting contest   | 0.548          |                   |                                      |
| Sensitive and Empathetic<br>9.160%                          | I get upset when someone breaks a promise  | 0.825          | 3.424             | 0.795                                |
|   | Overt human suffering makes me feel uncomfortable  | 0.701          |                   |                                      |
|   | I sympathize with other people when they have problem  | 0.685          |                   |                                      |
|   | I am aware of even subtle feelings as I have them  | 0.565          |                   |                                      |
|   | Being expected to take charge of a group activity is upsetting to one.                                       | 0.557          |                   |                                      |
| Transparent Attitude<br>8.443%                              | I show my feelings, when I am rejected,  | 0.835          | 2.742             | 0.739                                |
|   | Traffic jam causes me to lose control  | 0.706          |                   |                                      |
|   | When someone makes me uncomfortable, I think about why I am uncomfortable                                    | 0.52           |                   |                                      |
|   | Someone staring at me causes me to feel unsettled.   | 0.512          |                   |                                      |
| Self-Control<br>7.132%                                      | I think about how I can improve my relationship with those I love.   | 0.87           | 3.802             | 0.264                                |
|   | I let a problem work itself out by waiting   | -0.718         |                   |                                      |
|   | I am uncomfortable when someone is making fun of another person  | 0.618          |                   |                                      |
|   | I am able to express my feelings without hurting others  | 0.606          |                   |                                      |
|   | I am able to stay motivated when things do not go well   | 0.538          |                   |                                      |
| Assertive<br>6.356%   | I am sympathetic with a nervous speaker  | 0.883          | 3.621             | 0.741                                |
|   | When I am anxious about a challenge, i still can prepare for it.   | 0.702          |                   |                                      |
|   | Criticism is difficult for me to accept  | 0.626          |                   |                                      |
|   | I can be assertive and forceful in situation where others are trying to take advantage of me.                | 0.504          |                   |                                      |
| Self-regard<br>5.889%                                       | I feel very happy in terms of personal achievements  | 0.818          | 3.588             | 0.729                                |
|   | When someone is annoying me, I stop to think about the other person's situation rather than losing my temper | 0.783          |                   |                                      |
| Focused<br>4.759%   | I do not think about how I can improve my relationship with those people that I don't get along              | 0.873          | 3.014             | 0.685                                |



|   |  |        |       |       |
|---|--|--------|-------|-------|
|   | I can delay gratification in pursuit of my goals                         | 0.699  |       |       |
|   | I go out of my way to help someone in need                               | 0.571  |       |       |
| Relationship Management<br>3.988%                         | In most cases I give people a second chance,                             | 0.868  | 3.473 | 0.303 |
|   | Most people feel comfortable talking to me about their personal feelings | 0.74   |       |       |
|   | Having car trouble causes me to feel stressful                           | -0.582 |       |       |
| Physical and mental health seeker<br>3.805%               | I think about why I do not like a person                                 | 0.897  | 3.220 | 0.584 |
|   | I feel that I have an excellent physical health                          | 0.662  |       |       |
| Lethargic<br>3.273  | I tend to procrastinate or delay doing things                            | 0.868  | 2.75  | 1.0   |
| Philosophical<br>2.928%                                   | I feel that life has no meaning  | 0.779  | 2.747 | 0.918 |
|   | I can tell when other people's feelings are hurt                         | -0.634 |       |       |
| Cheerfulness<br>2.561%                                    | People enjoy spending time with me.                                      | 0.925  | 3.5   | 1.0   |
| <b>Extraction Method:</b> Principal Component Analysis.   |  |        |       |       |
| <b>Rotation Method:</b> Varimax with Kaiser Normalization |  |        |       |       |

### Interpretation of Table 1

Table 1 examined the possible dimensions of Emotional Intelligence by employing Exploratory Factor Analysis. The analysis produced 13 factors of Emotional Intelligence by taking 50 variables from the study. The 13 factors produced by the analysis are Impulsive, Self-Awareness, Sensitive and Empathetic, Transparent Attitude, Self-Control, Assertive, Self-Regard, Focused Relationship Management, Physical and Mental Health Seeker, Lethargic, Philosophical and Cheerful. The variance accumulated at 88.79% for all the 13 factors. The Cronbach's Alpha well exceeding the suggested threshold (value co-efficiency from at least 0.264 to 1.000) indicated that all the factors, except Self-control and Relationship management, are inter-correlating and consistent internally. The table also indicates that EI impacts the employees at workplace as the Grand mean is greater than 3.5 on five-point scale.

**Table 2: Exploratory Factor Analysis of Dimensions of Work/Organizational Orientation (WO)**

| WO Factors Produced from the analysis with Variance | WO Item Loadings in Each Factor   | Loading | Grand mean | Cronbach's Alpha Coefficients |
|---|---|---------|------------|-------------------------------|
| Motivation<br>22.728%                               | Tuition aid would be a strong incentive for me.                           | 0.846   | 3.454      | 0.878                         |
|   | Close supervision improves my performance.                                | 0.827   |            |                               |
|   | Competition among co-workers is a strong motivator for me.                | 0.758   |            |                               |
|   | It is important to me to be challenged at my                              | 0.637   |            |                               |
|   | Having a company-funded retirement plan is important to me.               | 0.618   |            |                               |
|   | I appreciate formality in speech and dress in the workplace.              | 0.529   |            |                               |
| Financial discipline<br>12.539%                     | Having an inexpensive health insurance plan is important to me.           | 0.869   | 3.370      | 0.795                         |
|   | Bonus pay and/or overtime pay are strong motivators for me.               | 0.714   |            |                               |
|   | I take my job performance appraisals very seriously                       | 0.578   |            |                               |
| Team work   | Praise from my supervisor is a strong motivator for me.                   | 0.937   | 3.870      | 0.526                         |
|   | Teams are more effective in accomplishing work projects than individuals. | 0.797   |            |                               |



|  |   |        |       |       |
|--|---|--------|-------|-------|
| 11.138%                                  | In general, I prefer to communicate in person rather than by electronic methods.          | -0.517 | 3.319 | 0.692 |
|  | My co-workers are competent at what they do on the job.                                   | 0.513  |       |       |
|  | I would enjoy attending company sponsored social events for employees and their families. | 0.508  |       |       |
| Plan of action<br>7.926%                 | I am inconvenienced by having to attend an unprepared/ spontaneous meeting.               | 0.803  | 4.214 | 0.692 |
|  | I follow the appropriate chain of command.  | 0.783  |       |       |
| Working relationship<br>7.606%           | Having good working relationships with my colleagues is important to me.                  | 0.89   | 4.132 | 0.654 |
|  | Having comprehensive health insurance is important to me.                                 | 0.722  |       |       |
| Job growth<br>5.453%                     | Opportunity for advancement is important to   | 0.875  | 3.996 | 1.404 |
|  | Job security is my top priority.  | 0.55   |       |       |
| Adaptive<br>4.894%                       | I am comfortable working with people from different backgrounds and cultures.             | 0.833  | 4.40  | 0.540 |
|  | Time-off from work would be a strong incentive for me.                                    | -0.767 |       |       |
|  | I am loyal to the organization I work for.  | 0.585  |       |       |
| Decision Maker<br>4.730%                 | Having a strong voice in decision-making is important to me.                              | 0.833  | 3.469 | 0.676 |
|  | A balance between work and family is important to me.                                     | 0.609  |       |       |
| Smart Worker<br>4.409%                   | I welcome impromptu meetings to receive important information and updates.                | 0.8    | 4.31  | 1     |
|  | I consider myself to be more work-focused than family-focused.                            | 0.608  |       |       |
|  | Being allowed creativity is important to me.  | 0.603  |       |       |
| Employee oriented Organization<br>3.236% | It is important to me that the organization I work for is loyal to employees.             | 0.935  | 3.97  | 1     |
| Recognition<br>2.918%                    | Special recognition is a strong motivator for me.   | 0.862  |       |       |

**Extraction Method:** Principal Component Analysis.

**Rotation Method:** Varimax with Kaiser Normalization

### Interpretation of Table 2

Table 2 examined the possible dimensions of Work/Organizational Orientation by employing Exploratory Factor Analysis. The analysis produced 11 factors of Work/Organizational Orientation by taking 35 variables from the study. The 11 factors produced by the analysis are Motivation, Financial Discipline, Team Work, Plan of Action, Working Relationship, Job Growth, Adaptive, Decision Maker, Smart Worker, Employee Oriented Organization and Recognition. The variance accumulated at 87.57% for all the 11 factors. The Cronbach's Alpha well exceeding the suggested threshold (value coefficient from at least 0.526 to 1.404) indicated that all the 11 factors are inter-correlating and consistent internally. The table also indicates that Work/Organizational Orientation impacts the employees at workplace as the Grand mean is greater than 3.5 on five-point scale.

**Table 3: Model Summary of Emotional Intelligence.**

| Model | R                 | R Square | Adjusted R Square | F Value |
|-------|-------------------|----------|-------------------|---------|
| 1     | .838 <sup>a</sup> | .703     | .653              | 14.005  |

**Interpretation of Table 3:** The Model Summary table shows a coefficient correlation of .838 with a coefficient of determination of .703 indicating that Emotional Intelligence factors influence 83.80% of Work/Organizational Orientation at the workplace. F test indicates the influence of Emotional Intelligence factors are significant (0.00) at 95% confidence limits.



### Regression Analysis

The study used regression analysis to evaluate the strength of relationship between Emotional Intelligence and Work/Organizational Orientation.

$$\text{Organizational orientation} = \text{Constant} + \text{Im} + \text{SA} + \text{Sen} + \text{Trans} + \text{SC} + \text{Assert} + \text{SR} + \text{Focus} + \text{Rel Mgmt} + \text{Lethar} + \text{Philo} + \text{Cheer} + \text{PhymenHeal}$$

$$\text{WO} = 84.072 + 1.145x_1 + 2.522x_2 + 0.35x_3 - 0.295x_4 + 1.008x_5 - 1.301x_6 - 2.124x_7 - 0.474x_8 + 0.205x_9 + 1.550x_{10} - 0.864x_{11} - 7.888x_{12} + 0.544x_{13}$$

From the above equation, Im refers to Impulsive, SA is Self-awareness, Sen is Sensitive, Trans is Transparent, SC is Self-Control, Asser is Assertive, SR is Self-Regard, Focus is Focused, Rel Mgmt is Relationship Management, Lethar is Lethargic, Philo is Philosophical, Cheer is Cheerfulness and PhyMenHeal is Physical mental Health seeker.

**Table 4: Regression Analysis with T Value**

| Model   | (Constant) | Im   | SA   | Sen  | Trans | SC   | Asser | SR    | Focus | Rel Mgmt | Lethar | Philo | Cheer | PhyMenHeal |
|---------|------------|------|------|------|-------|------|-------|-------|-------|----------|--------|-------|-------|------------|
| T Value | 8.14       | 4.08 | 8.08 | 0.10 | -0.90 | 2.57 | -2.77 | -3.72 | -1.11 | 0.33     | 1.73   | -0.84 | -4.95 | 0.62       |
| Sig     | 0          | 0    | 0    | 0.91 | 0.36  | 0.01 | 0.007 | 0     | 0.26  | 0.74     | 0.08   | 0.4   | 0.00  | 0.53       |

From the above Regression analysis table, Work/Organizational Orientation is considered as a Dependent variable and Impulsive, Self-awareness, Sensitive, Transparent, Self-Control, Assertive, Self-Regard, Focus, Relationship management, Lethargic, Philosophical, Cheerfulness and Physical Mental health seeker which are Emotional Intelligence factors considered as Predictor variables. In the table 4, the variables whose Significance value is lesser than 0.05 via Impulsive, Self-awareness, Self-control, Assertiveness, Self-regard and Cheerfulness are significantly affecting the Work/Organizational Orientation at work place.

**Table 5: Model Summary of Work/Organizational Orientation**

| Model | R                 | R Square | Adjusted R Square | F Value |
|-------|-------------------|----------|-------------------|---------|
| 1     | .766 <sup>a</sup> | 0.587    | 0.53              | 10.212  |

The Model Summary table 5 shows coefficient of correlation of .766 and coefficient of determination at 58% indicating that Work/Organizational Orientation factors influence 76.60% of Emotional Intelligence at the workplace. F test indicates the influence of Work/Organizational Orientation factors are significant (0.00) at 95% confidence limits.

### Regression Analysis

The study used regression analysis to evaluate the relationship between Work/Organizational Orientation and Emotional Intelligence

$$\text{Emotional Intelligence} = \text{Constant} + \text{Mo} + \text{FD} + \text{TW} + \text{WR} + \text{JG} + \text{Ada} + \text{DM} + \text{SW} + \text{EO} + \text{Rec} + \text{POA}$$

$$\text{EI} = 43.02 + 1.01x_1 - 0.004x_2 + 1.46x_3 + 2.02x_4 - 0.40x_5 - 1.55x_6 + 11.62x_7 + 0.916x_8 + 2.02x_9 - 6.28x_{10} - 6.30x_{11}$$

From the above equation, Mo refers to Motivated, FD is Financial Discipline, TW is Team Work, WR is Work relation, JG is Job growth, Ada is Adaptive, DM is Decision Maker, SW is Smart Work, EO is Employee Oriented, Rec is Recognition and POA is plan of Action.

**Table 6: Regression Analysis with T Value**

| Model   | (Constant) | Motivated | Fin disc | Team work | Work relation | Job growth | Adaptive | Decision maker | Smart work | Employee oriented | Recognition | POA   |
|---------|------------|-----------|----------|-----------|---------------|------------|----------|----------------|------------|-------------------|-------------|-------|
| T Value | 1.78       | 3.38      | -0.01    | 2.20      | 2.06          | -0.33      | -0.74    | 7.95           | 1.35       | 0.90              | -4.55       | -5.26 |
| Sig     | 0.08       | 0.00      | 0.99     | 0.03      | 0.04          | 0.75       | 0.46     | 0.00           | 0.18       | 0.37              | 0.00        | 0.00  |

From the above Regression analysis table, Emotional Intelligence is considered as a Dependent variable and Motivated, Financial discipline, Team work, Work oriented, Job growth, Adaptive, Decision maker, Smart work, Employee oriented, Recognition and Plan of Action which are factors of Work/Organizational Orientation are considered as Predictor variables.



In the table 6, the variables whose Significance value is lesser than 0.05 via Motivated, Team Work, Work relation, Decision maker, Recognition and Plan of Action are significantly affecting the Emotional Intelligence at work place.

### Summary

The primary focus of the study was to critically evaluate the strength of relationship between Emotional Intelligence and Work/Organizational Orientation and to determine the underlying factors of both the concepts. The study revealed that there is a significant strength of relationship between Emotional Intelligence and Work/Organizational Orientation and each of the concept influences the other concept significantly.

### Hypothesis Test Summary

| Null Hypothesis  | Test                                | Significance | Decision                   |
|--|-------------------------------------|--------------|----------------------------|
| Emotional Intelligence effects the Work/Organizational Orientation | Correlation and Regression Analysis | .000         | Accept the Null Hypothesis |
| Work/Organizational Orientation effects the Emotional Intelligence | Correlation and Regression Analysis | .000         | Accept the Null Hypothesis |

### Scope for Future Study

The present study is the first study to explore the relationship between Emotional Intelligence and Work/Organizational Orientation. Although there were other studies that explored the concept of Emotional Intelligence and Work/Organizational Orientation, there is no research that explored the both the concepts together. The current study can be further extended by studying the Emotional intelligence levels and influence of Emotional Intelligence of Upward mobile, Indifferent, Ambivalent traits with reference to Generation X and Generation Y employees as these two generation cohorts form the main population in the workplace.

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