

**ROLE OF EMOTIONAL INTELLIGENCE AND WORKPLACE  
SPIRITUALITY ON PERSONAL EFFICACY**

**Ph.D THESIS**

**By**

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**DEPARTMENT OF MANAGEMENT STUDIES  
INDIAN INSTITUTE OF TECHNOLOGY ROORKEE  
ROORKEE - 247667, INDIA  
July, 2014.**



# ROLE OF EMOTIONAL INTELLIGENCE AND WORKPLACE SPIRITUALITY ON PERSONAL EFFICACY

A THESIS

*Submitted in partial fulfillment of the requirements for the award of the degree*

*of*

DOCTOR OF PHILOSOPHY

*In*

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By

Avinash Chandra Joshi



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ROORKEE - 247667 (INDIA)

July, 2014.



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## ROORKEE

### CANDIDATE'S DECLARATION

I hereby certify that the work which is being presented in this thesis entitled “Role of Emotional Intelligence and Workplace Spirituality on Personal Efficacy” in select private & public sector organizations in Indian Industry in partial fulfillment of the requirements for the award of the Degree of Doctor of Philosophy and submitted in the Department of Management Studies, Indian Institute of Technology Roorkee, Roorkee is an authentic record of my own work carried out during a period from July 2010 to July, 2014 under the supervision of Dr. S. Rangnekar, Associate Professor & HOD Department of Management Studies, Indian Institute of Technology Roorkee, and Dr. Mukesh K. Barua, Associate Professor, Department of Management Studies, Indian Institute of Technology Roorkee Roorkee, India.

The matter presented in this thesis has not been submitted by me for the award of any other degree of this or any other Institute.

(Avinash Chandra Joshi)

This is to certify that the above statement made by the candidate is correct to the best of my knowledge.

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Co-Supervisor

(S. Rangnekar)  
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Date:15/07/2014

The Ph.D. Viva-Voce Examination of Avinash Chandra Joshi, Research Scholar, has been held on

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Signature of Supervisor  
External Examiner

Chairman SRC

Signature of

Head of Department/Chairman, ODC





# ABSTRACT

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The purpose of the present study was to mainly examine the impact of Emotional Intelligence and Workplace spirituality on Personal efficacy. Present research tries to examine the relationship of key components of Emotional Intelligence (i.e. Self awareness, Empathy, Self motivation, Emotional stability, Managing relations, Integrity, Commitment, Value orientation, Altruistic behavior) and Workplace Spirituality ( i.e. Meaningful work, Conditions for community, Individual and the organisation, Positive work unit values, Organisational Values) with Personal efficacy(i.e. Cognitive, Affective, Motivational and Selective). Similarly, the mediating effect of Emotional Intelligence on the equation of Workplace Spirituality and Personal efficacy was also tested. Besides, the conditional effect of demographic features (which are widely acknowledged as the potential source of variations in behavioral outcomes) on the casual relationship of Emotional Intelligence, Personal efficacy and workplace spirituality was examined. Lastly, present study examined the occurrence of perceptual differences in study variables (emotional Intelligence, personal efficacy and workplace spirituality ) due to group differences (gender, type of organization and managerial levels).

For the purpose of the study, primary response were collected from 331 Indian executives (male & female: junior, middle & senior level) of 20 Indian organizations (both from public as well as private sector) located mainly in northern part of the country. The states covered were mainly Uttarakhand, Himachal Pradesh, Uttar Pradesh, Delhi and Gurgaon. Due to vast population size, judgmental sampling has been preferred for data collection. Collected responses were analyzed by using SPSS©20. After ascertaining the appropriateness of the data set, descriptive statistics (Mean, standard deviation, standard error of the mean and correlation coefficients) were calculated. In third phase of analysis, study hypotheses were tested with multiple hierarchical regressions were employed. Research findings suggest that the constituents of emotional intelligence and workplace spirituality can improve personal efficacy In addition, findings exhibited the importance of demographic variables on the casual paths among, emotional intelligence and workplace spirituality. The research has many key implications. Firstly, it established the reliability and validity of instruments for measuring the emotional intelligence, workplace spirituality and personal efficacy in the context of Indian organizations.

This research makes an attempt to develop an integrated research model linking emotional intelligence, workplace spirituality with personal efficacy. Results of the study lead us to conclude that personal efficacy is enhanced by emotional intelligence and work place spirituality. It was established during the study that all the variables independent and dependent had a strong relationships with each others.

Personal Efficacy played a significant role in an individual's personality and amongst its various factors selective behavior followed by cognitive factor displayed a strong tendency to influence the same. Both emotional intelligence as well as work place spirituality work side by side to enhance personal efficacy. During the study it was observed that EI & WPS had certain common factors and some where these factors overlapp. These factor were value orientation, integrity and altruistic behavior. Similarly motivation factor was common in emotional intelligence and personal efficacy both. In fact in the study of behavioral aspects of OB, it is very difficult to have pure and absolute factors. Studies on EI and WPS both have enumerated several factors other than the ones covered in the above study This is mainly because of the fact that researches are going on all of them and standard definitions are yet to be coined. The present study was conducted mainly in Northern India specially in public and private sector organizations, where in the organizational culture displayed a fairly secure work environment which is reflected in the results. It is expected that had the sample size been larger and a wider section of organizations such as government, un-organized sector and cooperatives, banks etc. could had been covered in the study, we may have obtained somewhat different results. This is one of the limitations of the study. Results and outcomes of the study are relevant and provide scope for further research, the purpose is served to a larger extent.

The research on work place spirituality is more significant as the Indian society and civilization is considered to be of spiritual background and the results clearly support this. The emergence of meaningful work, condition for community and individual & the organization as significant predictors of WPS has made a significant contribution to the study of the subject. The employees have tried to seek the answers to the question, 'Who am I ? What am I looking for? And What am I doing?'. Feeling of community, brother hood and social concern are important for

an Indian. If one looks at the calendar of activities throughout the year we find that people like to be associated with fair and festivals such as Holi, Deepawali, Eid, Good Friday, Christmas, Onam, Pongal, Baisakhi, Dussehra etc. There is a festivity even at the local level where people like to participate and display their connectedness with community, society and religion. The work place is also effected by these activities as people take leaves for celebrating these activities. These spiritual dimensions are reflected in individual beliefs and value system with that of the organization. Since in the present times workplace has become a larger community, spirituality has touched the individual in many ways which is amply reflected in our results. Emotional Intelligence remains to be one of a significant factors responsible for personal efficacy. Since our sample mainly included senior level executives as the average age of the sample was 39.72 years and their mean job tenure was 16.69 years. Majority of the sample included unit heads/heads of departments/group heads and therefore, it can also be inferred that EI and WPS are predictors of Managerial effectiveness and leadership.

**Key words: Personal Efficacy, Emotional Intelligence, Workplace Spirituality**



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(Avinash Chandra Joshi)

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## INTRODUCTION

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### 1.1 Background of the Study

Deciding the topic for a doctoral thesis, especially at a later stage in one's career is a daunting task. The question which always troubled my mind during the course of service was what are those factors in one's life which leave a profound impact in deciding the prospects of his career. The search started with factors like locus of control, attitude, leadership, motivation, etc. It was noted that considerable research has taken place in these areas and as such one needs to look into those areas in the Indian Industry where gaps can be identified and the research can add value to the existing literature. Workplace always poses questions when you look at people around you, their potential, caliber, resilience, tenacity always surprises you. People with limited skills, intelligence, but with greater perseverance, persistence and resilience have shown greater resolve to fight the odds and come out victorious over their far smarter, intelligent colleagues. What matters the most in an individual that keeps him going in the adversity is the question? After a lot of discussions and deliberations with the colleagues and academic acquaintances it was suggested that personal efficacy was one of the key factors responsible for an individual's ability to succeed. Personal efficacy is an individual's belief in his/her capabilities to perform a task (Bandura, 2001). Individuals high in personal efficacy have shown a positive response to negative feedback and showed an increased motivation to respond to it, whereas those with lesser PE have shown a poor response to such feedbacks (Bandura and Cervone, 1986). Under adverse circumstances, people with low personal efficacy were likely to drop their efforts or give up the efforts altogether, whereas those with higher personal efficacy showed higher resolve to overcome the odds accepting the challenge (Robins et al., 2012). In a workplace scenario, the challenge for a manager is to find ways and means to improve the PE of employees. We got our first variable, which appeared to be more suitable for being a dependent variable.

What shall be the other two variables? We had a number of choices which ranged from motivation, leadership, communication, locus of control, work life balance, emotional intelligence and so on. We found out that there were fewer studies in Indian industry and especially in the

Indian public sector on the emotional intelligence construct. Interestingly, Howard Gardner's recognition of multiple intelligences had initiated a process of research in Intelligence (Gardner, 1985). Gardner in 1993 published his path breaking book, *Frames of Mind: The Theory of Multiple Intelligences*. Binet, the originator of IQ tests initially focused on measuring two dimensions: mathematical/logical and verbal/linguistic (Luthans, 2008). Gardner's multiple intelligences added five more intelligences to the above two: interpersonal, intrapersonal, visual/spatial, musical and bodily/kinesthetic. These intelligences brought into the picture both mental as well as physical abilities possessed by the super achievers in their respective fields. The examples of these intelligences ranged from Michael Jordan- basketball player, Mozart a famous composer, Oprah Winfrey- famous entertainer, scientist Albert Einstein and so on. He was of the opinion that intelligence is not entirely genetic but can be cultivated and developed.

The OB curricula however, did not pay much attention to multiple intelligences. The recent emergence of emotional intelligence in the OB literature has been due to the development of social intelligence. Emotional intelligence finds its route in the concept of social intelligence, which was identified by Thorndike in 1920 (Pareek, 2011). Thorndike defines social intelligence as the "ability to understand and manage men and women, boys and girls to act wisely in human relations. In fact, in the organizational behavior literature also, Emotional intelligence was ignored mainly due to two reasons: the professional organizations did not encourage show of emotions such as anger, fear, love, hate, grief etc at the workplace as it was not considered proper or part of official decorum. The second reason was that emotions were considered disruptive (Robins et al., 2012). Organizations encouraged formal behavior at the work place, which is being negated now as it is agreed that employees do bring emotions at the workplace and acknowledging them in proper spirit is good for the organization. Salovey and Mayer (1989) are credited with defining emotional intelligence as a "subset of social intelligence that involves the ability to monitor one's own and others feelings and emotions, to discriminate amongst them, and to use this information to guide one's thinking and action". Goleman (1995) made a clear distinction between Intelligence Quotient (IQ) and Emotional Intelligence (EI). He advised some people are blessed with IQ and EI both, however some are not. My work is an attempt to understand that emotional intelligence influences personal efficacy.



**Workplace spirituality:**

In order to proceed further the search for the third factor was on. We were looking for the factors which have not been studied in depth in Indian context and which can contribute significantly to the OB curricula in the times to come. India is a land of spiritual masters who have spread the spiritual messages all over the world since the time immemorial. The quest started with an inquiry into the present system prevailing in the Indian organizations. In United States companies as diverse as Taco Bell, Pizza Hut, Aetna International and Deloitte and Touché “are extending lessons usually delivered in churches, temples, and mosques” (Fry, 2003, p. 702, referring to Mitroff and Denton, 1999). Spirituality can be proposed as an instrument to tackle ethical issues which MNCs are facing today (Mahdavi, 2009).

Spirituality though, has not been identified as the key component of modern OB Curricula, of late social scientist/HR Professionals have recognized the importance of spirituality in the workplace. The most viable arguments are that society seeks spiritual solutions to ease tumultuous social and business changes (Cash et al., 2000; Mitroff and Denton, 2000) and profound change has been observed in values globally bringing about a growing social consciousness and spiritual Renaissance. Corporate downsizing and great demands on remaining workforce, has left them too tired and stressed to be creative. Whereas globalization has increased the demand to be more creative. There is an increasing need in the organizations to offer more meaning and purpose to the employees. Employees today are spending far more time at their workplace which necessitates more meaning to what they do. The attention is gradually shifting from fat salary packets to organizations that reflect their inner values and provide opportunities for personal development and community service. How workplace spirituality affects personal efficacy became our third variable.

**Emotional Intelligence****1.1.2 Conceptual and Theoretical Genesis**

Emotional intelligence (EI) plays a vital role in determining the human behavior. It is an important factor which is essentially required for achieving success in life (Pareek, 2011). Goleman (1995) attributed 80% weightage to EI viz-a-viz only 20% of IQ for achieving success in life. Goleman has suggested five factors which constitute emotional intelligence, self-awareness, self-regulation, self-motivation, empathy and social skill (managing relations).

Udai Pareek in addition to the above factors has elicited some more factors which contribute towards emotional intelligence, self-determination, urge to excel and compete, sensitivity to opportunity, perseverance, assertiveness, compassion, persistence and resilience.

Hyde et al. (2002) had enumerated some more factors which, according to them are more relevant in the Indian context. These factors are emotional stability, integrity, value orientation, commitment and altruistic behavior. Though lots of research is being done on Emotional Intelligence, however the present study focuses on these dimensions as there is further need to examine the relevance of these factors towards the holistic view of Emotional Intelligence. These are the areas of further research in Emotional Intelligence in this thesis.

Indian scriptures such as the Vedas, Upanishads, and Bhagwadgita have mentioned about various aspects of emotional intelligence. In text 61 of Chapter 2 of Bhagwadgita Lord Krisna tells Arjuna,

*tāni sarvāni samyamya yukta āsīta mat-parah  
vaśe hi yasyendriyāni tasya prajñā pratisthitā.*

One who restrains his senses, keeping them under full control, and fixes his consciousness upon me, is known as a man of steady intelligence. Several examples are given wherein by controlling the senses or the emotions the weaker mortals have been able to conquer much powerful adversaries..

In Mandukyopanishad verse 7, it is written that:

*Nantahpragyam na bahishpragyam nobhayatahpragyam na pragyam napragyam.  
Adristamvyavharyamagraysamlaksanamchintyamavyapadeshyamekatmapratysaram  
prapanchopashmam shantam shivamdwaditam chaturtham manyate sa atma sa vigyeyah.*

The wise think that the fourth, Turia, is not that which is conscious of the internal (subjective) world, nor that which is conscious of the external (objective) world, nor that which is conscious of both, nor that which is a compact mass of knowledge, nor that which is simple

consciousness, nor that which is insentient or devoid of consciousness. It is unseen, unrelated, incomprehensible, indefinable, unthinkable, indescribable, the sole essence of the consciousness of the self who in other words, is fully aware of the self in its single existence, in whom all the phenomenon dissolve, who is calm who is good. This is atman, the self and it is to be realized. Self awareness, therefore, is the essence of emotional intelligence all pervading and giving the individual an unthinkable edge (Sivananda, 1998).

Emotion is a neural impulse that moves the individual into action. There are four closely related terms which need to be differentiated (emotion, feeling, mood and affect). “Affect” is a general term that covers all the above terms, i.e. emotion, feeling and mood. Emotion can be differentiated from mood on the basis of its structure; Emotions are specific and intense and are caused as a reaction to a particular event, whereas moods are diffused and non-focused. Emotion basically, consists of three components viz. cognitive, physiological, co-native or expressive.

### 1.1.2- Emotions and moods

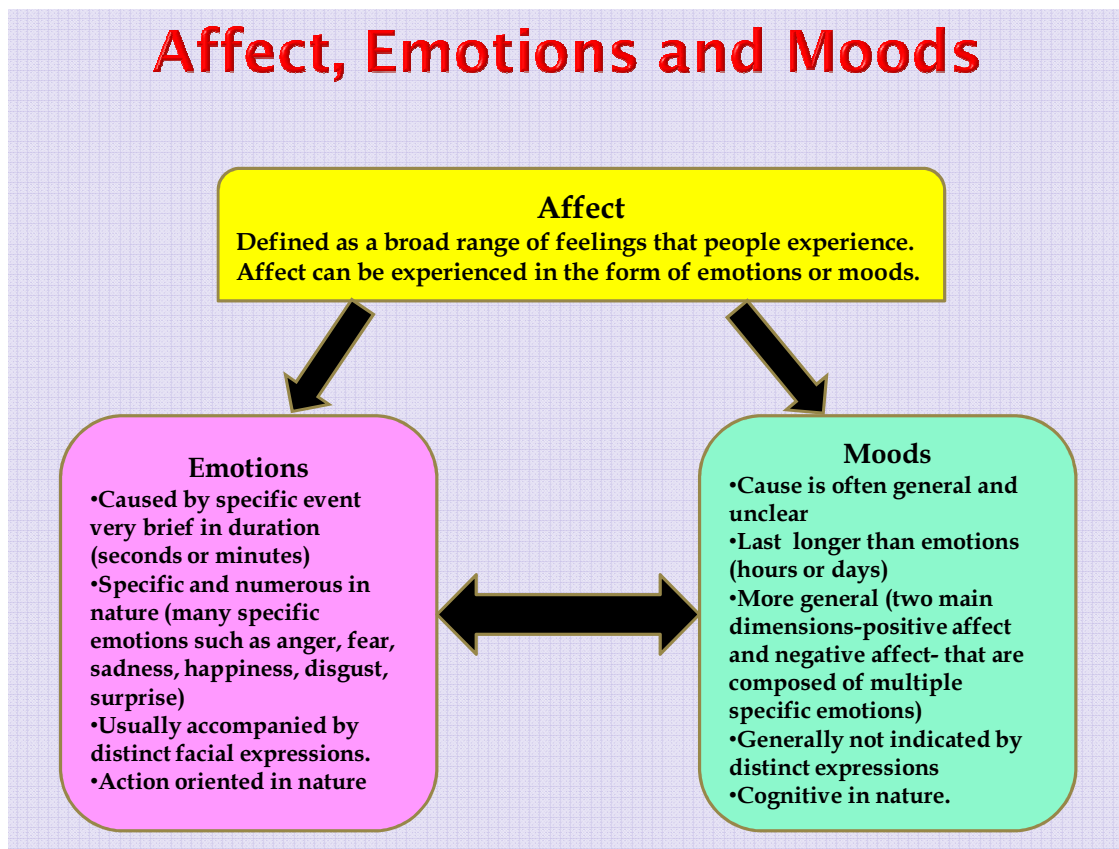


Figure 1.1: Affect, Emotions and moods

The cognitive component focuses on the conscious experience of emotions and as the way we describe them. Physiological component takes care of emotional arousal. Different emotions have different arousals for example, fear, anger, sadness increases the heart rate and anger raises blood pressure. Many emotions do not have any particular physiological trait; the same physiological activity happens to several emotions. For example, fear, joy, anger, sadness indicate faster heart rate. Expressive component takes into account body language (gaze, gestures, posture, etc.) and paralanguage (faked smile, versus, genuine smile, intonation).

According to Goleman (1995), EI draws the path of success through use of brain associated with emotional impulses. The personality theories and behavioral theories contribute significantly emphasizing the role of emotional intelligence. Goleman (1995) in his book on working with EI mentions that EI is not fixed genetically, it is learnt that EI continues to grow as we go through various phases of our life and our experiences in life help us to make EI stronger: it is nothing but called as maturity. Goleman (1995) cited that studies also positively trick peoples EI. Studies help people to get better capabilities and have to grow in adopting social empathy and adroitness. It becomes difficult to maintain emotions in workforce due to diversity in the organization. It is really a true challenge to express one emotion while feeling another (Ekman et al., 1971). This disparity is emotional dissonance and there is a need for emotional stability.

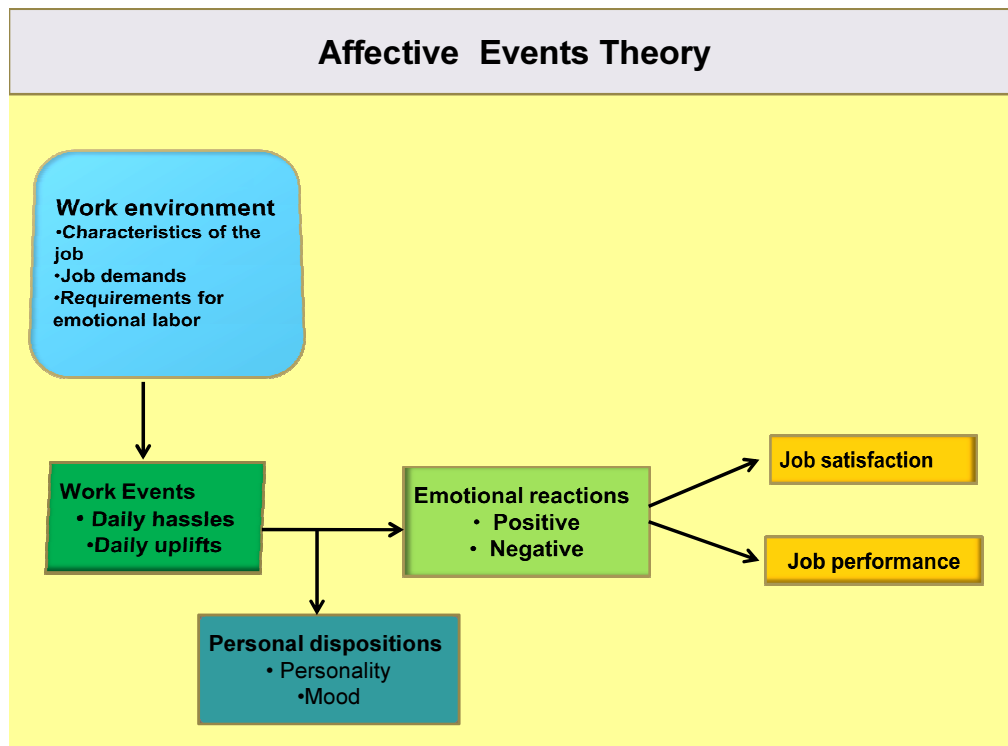
### **1.1.3 Emotional Labor**

Workplace these days demand employees to display emotions which they may not be feeling at occasions. For example receptionists at hotels or airline counters are required to be always polite, courteous and smiling despite the fact that they may have suffered the loss of someone very dear in their family or they had a quarrel with their spouse in the morning and so on. You are required to fake the emotion. This requires every employee to experience emotional labor while attempting to keep body and mind in place. However, emotional labor by one employee creates dilemmas for another employee. You have to practice to work with the employee with whom you do not like to work. These types of situations are occurring on a regular basis in the organizations. Employees are required to show always friendliness. The employees felt emotions are different than displayed emotions (Hochschild, 1979). Effective managers learn how to become

serious while interacting with an employee to give a negative performance evaluation and to hide their anger when they are not promoted. It is interesting to know how one experiences an emotion. Which is not always the same as he shows it surface acting hides inner feelings and shows an emotional expression as per displayed roles. Deep acting tries to modify our inner feeling on displayed roles. Surface acting deals with displayed emotions and deep acting deals with felt emotions. Surface acting is more difficult and stressful to employees (Grandey, 2003). In Turkey at the workplace in order to enhance the environment to women they are required to promise healthy practices related to emotional support Gurol (2002). Better emotional balance has become the prerequisite for shaping the future.

#### 1.1.4 Emotions and the affective events theory (AET):

Employees face different situations in their work lives on day to day basis, which stir their moods and emotions. It is always not easy to remain neutral to these fluctuations. The Affective Events Theory (AET) demonstrates that their emotions and reactions affect job performance and job satisfaction at workplace (Weiss and Cropanzano, 1996). The work environment and work events are moderated through personal disposition of emotional reactions. These emotional reactions create minor or major appearances.



**Figure 1.2 Affective Events Theory, Source: Askanasay and Daus (2002)**

The affective events theory emphasizes first on emotions which provide valuable insight and second employees and managers should not ignore the emotion or the events that causes a major crisis in the future.

**1.1.5 Dimensions of EI for the present study**

**Self-awareness** plays a very important role in EI. Whenever emotions are triggered as a result of some event, the first thing which should come in the mind is the awareness of that emotion, how one is feeling at that moment is very important. We may get angry, or sad or happy or upset, whatever the case may be self-realization of that emotion can play a vital role in the overall management of emotion.

At the same time being aware of the emotion of the other person is equally important. Managers need to sense what the other person feels and wants in that specific situation or event. **Empathy** plays a very important role specially when managing the teams. Empathy recognizing others feelings expressed verbally or non-verbally. A good manager knows how the show of small gestures can uplift the morale of the teams.

The mood management is an ability to handle one's feelings related to the current situation. People react appropriately under mood management practices. The frustration, anger, vernal pool down can be minimized by proper mood management practices. Thus the mood management practices create **emotional stability** through EI.

**Self-motivation** minimizes self-doubt and create inertia and impulsiveness to improve scores on achievement tests. Even in adversity and tough situations, those people who have high self motivation are said to be of higher conviction to fight the odds.

The other person's perspective is very important in **managing relationships**. It means affiliative persons have superior emotional and social skills in dealing with others. The interpersonal relationship can be stronger by resolving conflict and negotiating for solving

problems more effectively. People with a friendlier attitude, seek more attention by concerned and pro-social and harmonious groups.

The emotional literacy, which builds a locus of self confidence through emotional honesty and emotional feedback, the emotional fitness strengthens authenticity, believability and resilience as a result making most of constructive discontent. The emotional death that explores ways to one's life and works with his unique potential or purpose and accountability (Pathak et al., 2009) which in turn increases influence without authority. The emotional alchemy through which one can extend creative instinct and capacity to flow with problems, makes a person competent for their future challenges.

The **integrity** gives strength so that one can pursue goals beyond his requirement and one can always stand up for his beliefs. The integrity also makes awareness about the witnesses about individuals so that he can focus on his objectives and challenges. Integrity allows a person to take a stand wherever one is faced with unethical dilemmas and empowers him to withstand the same.

The **value orientation** i.e. ability to maintain the standards of honesty and integrity which strengthens to confront unethical actions in others. Our actions and behavioral patterns are affected by value orientation. Business today is carried out under various ethical principals depending upon the basic principals adhered to by the respective enterprise. In the beginning of The 20th century when industrialization has just begun, the corporate houses of Tata and Birla had enshrined certain principals based on value orientation. An employee in a business setup associates himself with the unwritten code of conduct which emanates from its value orientation. Values regulate the primary decision making orientation of an employee and gives him the courage and strength to withstand unethical behavior and actions at the work place.

**Commitment** strongly influences individuals for their actions. The high level of commitment force people to keep promises organized and careful in their work. In the workplace commitment is the virtue which keeps an individual bound emotionally or intellectually to a course of action or to another person or persons. A deep commitment can not only be to the organizational policies, but also to the ethical management and to the family. The sense of employee commitment becomes higher and company interest is protected. Employees link their benefits with the organization's

benefits. A corporate citizenship behavior is demonstrated by the employees.

**Altruism** or selflessness is the principal concern for others and finds its origin in the 19<sup>th</sup> century. It is a traditional virtue found in many cultures and traditions the world over. Indian mythology is replete with examples where people have given everything to the one asking for favors. The story of *Karna* is very popular in Mahabharata who has given what so ever was demanded from him by the seekers of charity. He donated his *Kavach* (Armour) and *Kundal*(Ear rings) which were given to him by the Sun god. King Harishchandra has donated his entire kingdom and started living as a *chandal* (manager of the mortuary). Altruism consists of making sacrifice for someone other than self (e.g. sacrificing time, energy or possessions) without expecting anything in return. As we have received everything from the earth and the society, it becomes our moral duty to return or pay back the same. In the present day true altruism is difficult to find. But in the present context, it refers to an ethical philosophy which claims that individual are morally obliged to benefit others. In today's workplace organizations are resorting to the practice of CSR (Corporate Social Responsibility) mainly being in a responsible business and for the purpose of corporate self regulation for the compliance with legal, ethical standards and international norms. It is a process of owning the responsibility for companies' actions and creating a positive response amongst its various stakeholders.

## **1.2 Workplace spirituality: The concept**

### **1.2.1 Background and history**

The idea of spirituality at workplace is often seen with skepticism, doubt and its relevance. Workplace spirituality is not about practicing religion in organizations. It is not about God of worship in the workplace. It is not about or theological sermons, prayers in the workplace. The recognition of spirituality in the workplace is seeing the workplace as populated by people who have both a mind and a spirit believing that development of spirit as important as development of mind. The development of spirit at the work have beneficial consequences for the organization, more employers are encouraging spirituality at the workplace as a way to boost loyalty and enhance morale. Emotional vitality and spiritual vitality are two different forms of organizational needs that are required to be continuously recharged (Sushil, 2012).



When we say meaning and purpose at work it means that employees are interested to involve in the work that gives meaning to their lives. Employees do not want to be cost to the organization. They have spirits, they have souls and they have dreams. They want to contribute to the society. They want to feel good about what they do (Neal, 1995; Ashmos and Duchon, 2000).

The above literature needs an evidence that spirituality is a mechanism to support profit and economic development of the organization. The spirituality at work place improves productivity and significantly reduces turnover. The Indian case studies indicate that spirituality at work place is helpful for managers and investors in business. The meaning at work brings job satisfaction and employee happiness even in the tough time of competition. According to Terkel (1985) peoples spirit search for a reasonable recognition from the organization against which they want to give their value and time for accomplishment of the organizational objectives. Mathew Fox (1994) argued that life and livelihood are not two separate things, they are from same source i.e. spirit. The meaning of life is about living in depth, living with meaning, the purpose of joy and sense of contribution to the community.

The workers are required to recognize that the spiritual feelings bring success in their work. Novak (1996) in his popular book “Business is calling” suggested that work should not only be meaningful, but it should have attraction and calling for performance. A sense of connection and community is to be developed in the workplace when we say that the bureaucratization and scientific models of the organizations recommends specialization, which in turn leads to a sense of isolation and alienation among workers (Boleman and Deal, 1995; Wheatly, 1992). Workforce is a community of its own kind, it is the place where we can develop these spiritualities and connect with others to serve them. We have to serve the people at the workplace and love our workplace so that we can develop positivity and build an organizational value system for accomplishment of individual and organizational goals. It means that meaningful work, conditions for community, positive work unit values, organizational value system nourishes and develops personal and organizational growth. Gender is an impotant issue at the workplace where it is essential to keep special provisions for the women at the workplace. For example in Turkey women are required to prefer between family and businesslife. The changes in Turkish domestic value system and end in mindset to raise their education employment. The worklife pressures have eroded the value system resulting in an increase in divorce rates, which can be controlled by adopting spirituality

Gurol(2005). The workplace (WP) with this system would be value supported community, where spirituality thrives.

### **1.2.2 Workplace Spirituality in Indian organizations:**

Indian companies like Infosys, Indorama, Tata Steel, Wipro, TCS, etc. have implemented training programs to sensitize their managers to cultural differences. Companies are required to take cultural differences into account and when any organization operates in some other country, it should not ignore the local culture, ethics and values. Indian managers are required to sensitize about speaking slowly, listening more, avoiding asking personal questions and avoiding discussion on politics. The management of ethical behavior is one area where national culture can rub up against corporate culture (McCarthy and Puffer, 2008).

The ethical behavior is based on the values and beliefs of the organization. The Indian managers are required to take the ethical decision as embedded in social environment. Workplace spirituality recognizes managers have an inner life which is nourished by meaningful work related to community (Ashmos and Duchon, 2000). Now a days organizations like Star Bucks encourages employees to pray and spend time in the meditation room, similarly practiced in Arvind Eye cares (Fry and Slocum, 2008).

Life cannot work in perfect rational model, rather we have to understand that awareness of emotions can improve the way we behave and understanding of spirituality will demonstrate better employee behavior in current business scenario. Managers have to come across different environmental pressures and have to create a counterbalance to the pressure and stresses of life. In India less opportunities of jobs, family separations, low pay and isolation from the society create a feeling of loneliness and need for more and more social support. However, religions in India show the path to be more spiritual and continue to look for sharing of emotions, to avoid the loneliness feeling of employees. Technology has dominated present day managers lives. At home managers are busy with laptops and their spouses are busy with TV and children are busy with mobiles. This social critical environment has affected the workplace behavior and managers are yet to find out a suitable answer to build a bridge between the workplace and individual's social life.

The desire to integrate personal and professional life will focus on Work Place Spirituality (WPS). An increasing number of managers is finding the solutions to balance the imbalances through WPS. A strong sense of purpose to serve self or society or organization needs to create a spiritual organization within the organizations. The trust for superior, subordinate and colleagues will specifically create an environment of respect and suitability in the workplace.

Indian organizations practicing flexible work schedule empowering employees and managing employee retention by modern HR practices like Infosys ensures its executives should avail LTC (Leave Travel Concession) and due leaves so that they can relax and spend time with their families.

The knowledge workers in WIPRO are encouraged to express employees' emotions at workplace so that they can easily accomplish their goals and make their work as a fun. However, organizations find it difficult to impose spiritual values amongst employees as they relate more job involvement and earning profit as an economic tool. The managers feel responsible for economic development of the organizations and as a result are always under stress and work pressure.

This becomes a research problem, whether spirituality and desires of profits are compatible or not. This research will support to answer this question. In India Excel industries, an industrial leader in agricultural chemicals has constantly innovated to help with social problems. For example, it has come up with a technology to convert garbage into usable bio fertilizer. These attempts led employees to work hard and keep the organization competitive even during the most difficult economic times (Pruzan and Miller, 2006).

India is known as the land of spirituality, birthplace of many religious leaders as a result spirituality is a part of the Indian tradition and organizational culture. It is not uncommon for India organizations to have an idol of Lord *Ganesha* in the lobby, perform Hindu rituals before beginning of a new construction or conduct a *Satyanaryan Yagya* when things are not going well. 17<sup>th</sup> Sept. of every year is celebrated as *Vishvakarma Pooja*, in most PSUS, especially in manufacturing sectors, where instruments and tools are worshipped for safe and productive year ahead. The WPS sometimes create, dramatic crises, turnover in leadership and weakens

organizational culture.

### **1.2.3 Reasons for growing interest in Spirituality**

Workplace today has become more turbulent. Uncertainty grows in business, mainly because of rapidly changing technology and employees showing less adaptability to change as per need of the hour. Forces of continuity and forces of change that are acting in the organizations are influencing the performance of the organizations (Nasim & Sushil, 2011). Also, consciously and concurrently managing continuity can leverage managing change (Nasim & Sushil, 2010).

For example, if you look into the field of computers and mobiles, the rate of change is so fast that even the user is in a fix to ascertain what is more appropriate for him. In a survey during 2014, it has been observed that tablet sales are to overtake the once market leader PCs (Personal Computers). They are likely to leave behind Laptops also. This is mainly due to the changing need patterns and lifestyle changes. Wireless mobility and demand from rising young professional is forcing the PCs out (Times Of India, 26.06.2014). Such pace of technology combined with geographic mobility, single parent families, temporary nature of jobs and decrease in community feelings have increased the stress in the workplace (Robins, 2012). Formalized religion has not been able to provide a panacea for many people, who are looking elsewhere to fill this emptiness created due to lack of faith. There is an increasing desire to integrate personal life values to the professional life to give meaning and relevance to life. This blind run chase in the quest of materialism is increasingly making the people realize the emptiness in their lives. All these factors are contributing towards the realization of spirituality in their lives, especially in the workplace where they spend most of their time.

In the process of differences in human values, socio-cultural and economic features, besides religion, language and mental power all can be happy with common values, high quality decision making involving majority of the stakeholders to improve transparency and credibility Gurol(2001).

### **1.3 PERSONAL EFFICACY (PE)**

#### **1.3.1 Concept and background**

The managers interact at workplace with the different dimensions of personality and level of personal efficacy. In this personal situation interaction is different for different managers. The differences may seem to be very superficial, but when accessed by the ones cognitive mediating process, they lead to a noticeable subjective differences and diverse behavioral outcomes (Luthans, 2013). In particular, it means managers are not static in behavior and are changing and flexible in their approaches. Everyday work experience changes managers lead to organizational transformation and efforts to come out in a turbulent environment. Managers with high personal efficacy develop and retain their fit into this dynamically changing business environment. (Forgas, 2002).

The personal efficacy (PF) also depends upon socialization process. Personal efficacy is the outcome of experiences which takes place throughout one's life. As Edgar Schain (1990) notes, "We learn from the facts of the organization and social system in which we survive". In the early phase of career people learn through socialization process surrounding them. The personal efficacy may lead to less stress and higher satisfaction and commitment. The PE also depends upon mentors, learning and development systems, job satisfaction and Self efficacy (Choudhari, 1998)

#### **1.3.2 Components of Personal efficacy :**

The personal efficacy also depends on cognitive component of attitude. The affective component of attitude reflects in the emotions and feelings of employees. The employee's behavioral component directs intention to behave. The cognitive component i.e. opinion or belief supervises high level of attitude. The behavioral component decides the action on the basis of evaluation (cognitive) towards supervisor. The cognitive behavior in job contributes to job satisfaction, job involvement, psychological empowerment and organizational commitment. An employee with a high level of job satisfaction has positive feelings about his/her job, but if job satisfaction is low it leads to negative feelings. Self efficacy appears to be a positive correlate of

internality and self attribution (Pethe, Choudhari and Dhar, 2000). Self efficacy is well associated with the role efficacy dimensions (Pethe & Chaudhari, 2000).

Job involvement psychologically identifies job consideration. Employees with high job involvement really care about the kind of work they do. Psychological empowerment positively influences work environment and make the job meaningful. High level of job involvement, which carries cognitive behavior and affective behavior positively relate to linking to their own jobs. The organization's commitment carries affective commitment, continuous commitment and normative commitment.

It is interesting to observe Chinese emperors had higher level of affective and normative commitment. The concept of happy workers is productive workers developed in 1930s and 40s. On the basis of the findings (How thorn Studies at Western Electric) based on their conclusions managers motivate their employees focused on working conditions and the work environment to make their employees highly motivated and happier.

The motivational behavior leads to high performance as the CEO of Royal Enfield in India, Mr. R.L. Ravichandran, feels motivated by work demands and high degree of personal responsibility. In 2010, while inaugurating Royal Enfield Bullet Classic 2010 in India, he said it was his first love to introduce Royal Enfield into the market. The self determination theory to extrinsic and intrinsic rewards determines higher level of motivation.

The personal efficacy (PE) refers to “belief in one's capacities to mobilize motivation, cognitive resources and courses of action to meet given situational demands” (Wood and Bandura, 1989). The concept of sense of efficacy has been proposed by Pizer (McClelland and Winter, 1969) in relation to goal loans of resources, state, action and approach to the problem. According to (Pareek and Purohit, 2010). Personal efficacy is the general sense of adequacy which is likely to contribute to a person's effectiveness in working for a task related goals.

The four factors contribute to personal efficacy are motivation, self-awareness, pro activity and action orientation. In addition to needing theories of motivation, Pareek focused on achievement motivation (AM). Achievement Motivation is reflected by persons who show concern

for competition either with his own standards or other's standards of performance (McClelland, 1961). The self-awareness is processed by a person with high self efficacy. The self-awareness (SA) helps to use one's strength effectively and manage his weakness by controlling or removing them.

Personal efficacy is also related to proactivity. A person with high personal efficacy has an ability to take initiative, which is nothing but proactivity. The action orientation because of high personal efficacy shows self discipline or activity inhibition (McClelland 1975). Benett (1976) measured several dimensions of personal efficacy through POI (Personal Orientation Inventory) and self-description by "Who am I" combines retrospection and prospection of future".

### **1.3.3 Dimensions of Personal efficacy for the present study.**

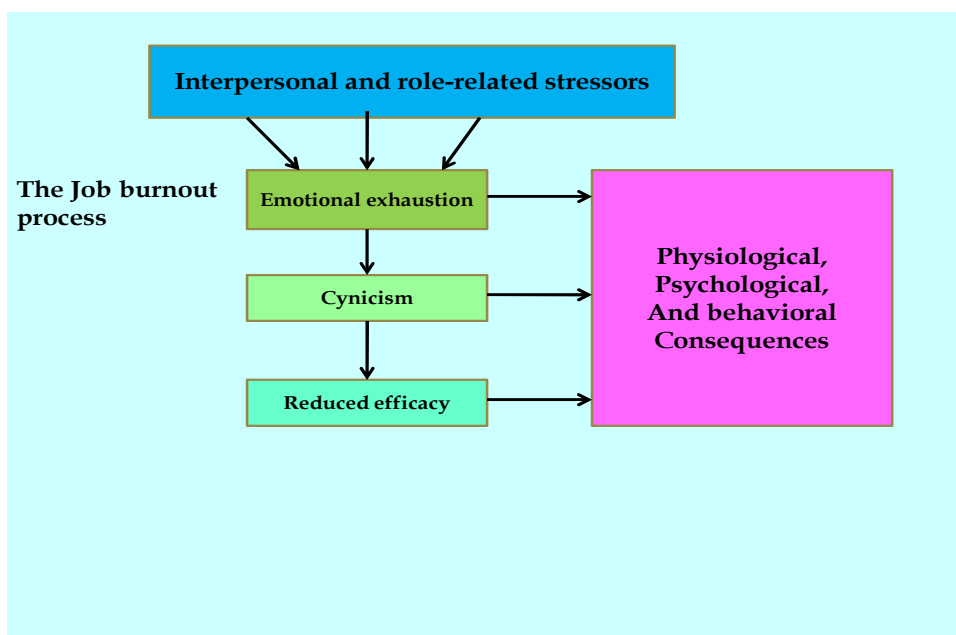
Efficacy is the power to achieve a goal. This power is based on an individual's belief about major processes like cognitive, motivational, affective and selection process. Most of the human motivation is cognitively generated. We are guided on our thought process and create beliefs for ourselves. This process anticipates prospective action to achieve goals.

**Motivational process:** Self-belief leads to confidence and motivate ones' to guide prospective actions. The process is based on self belief and high trust as a result person becomes highly motivated. The chances of achieving the goals are high because of preplanned action designed on the basis of realized values.

**Affective process-** Peoples belief in their coping capabilities affects how much stress and depression, they can experience in difficult situations. Perceived self efficacy controls anxiety arousal and result into control threatening activities. Effect normally arises as a consequence of emotional arousal. Affective states are derived from psycho-physiological constructs and are divided into three main categories; [valence](#), arousal, and motivational intensity. Valence is the positive-to-negative degree of subjectivity involved in emotional experience. It refers to the emotional consequences, arising out of situation. Arousal is created by the activation of the sympathetic nervous system and can be measured. Arousal is related to motivational intensity, but they mainly differ because motivation needs action implications while arousal does not. All three of these categories are essential when we look at the effect of affective states on cognitive behavior.(Wikipedia) Ethical orientation of Executives is important for ethical practices in the

business but it also have emotional intelligence relationship (Pathak, Jaiswal & Patwardhan, 2013).

**Selective process-** The personality is determined by environment. The type of environment, people select leads to type of activities for a course of action. The activities are based on coping abilities, therefore the chances of success in different activities are also high. The personal efficacy also helps to cultivate different competences interests and social network that determines life courses. The Indian perspective of personal effectiveness is based on coping the stress management. The EI is based on personality factors of individuals and role related factors



**Figure 1.3 Job burnout process**

According to Stajkovic and Luthans (1998), efficacy is defined as “the employee confidence and conviction about his/her abilities to mobilize the motivation, cognitive resources and courses of action needed to successfully execute specific tasks within given context”. Those who are high in efficacy are often characterized by their tenacity and persistence.

Low efficacy has been found to predict burnout, the antipode of work engagement (González-Romá et al., 2006). Burnout has been found to reduce efficacy, creating a downward spiral of disengagement (Schaufli and Bakker, 2004). Greater efficacy is always related to high absorption at workplace.



The self-efficacy developed by Bandura (1977) which proposes four ways, i.e. inactive mastery, vicarious modeling, verbal persuasion and arousal. However, the personal efficacy by Pareek (2010) proposes cognitive behavior, affective behavior, motivational behavior and selective behavior. The inactive mastery is gaining relevant experience with task and job which makes the employee more confident so that they will be able to do the job successfully. However vicarious modeling increases the ability by seeing someone else doing the job.

The verbal persuasion develops the confidence because some convince that one has the skills necessary to be successful. The final arousal leads to an energized state which drives a person to complete the task. In case of personal efficacy the cognitive process plays a key role to form a belief about what one can do better motivational process forms' the belief that I can do better as a result employees fix challenging task for themselves. Affective process develops a belief of coping capabilities to stress and depression. The selective process developer's belief as a part of their environmental activities which they are capable of handling. From the above discussion, it is clear that personal efficacy (PE) is broader than self efficacy.

In the modern times, due to the advent of new technologies, use of modern gazets such as PCs, tablets, smartphones has incresed, resulting in improved communication. The upward influence strategy of an employee increases with online communication and personality of the individual to meet the work effectiveness Cho, N., Park, K., & Su, C. J(2008).



**LITERATURE REVIEW**

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**2.1 Emotional Intelligence (EI)****2.1.1 Background of Emotional Intelligence**

In the paper titled “Emotional Intelligence (EI) Self efficacy and Diversity Receptiveness of University Students” by Behjat, S. (2012) examined the interrelationship of Emotional Intelligence and Self efficacy and identified that there is a significant relationship between Emotional Intelligence and Self efficacy amongst the college students. Here, the author has used his own developed questionnaire on Emotional Intelligence on 120 students with 33 items. The Self efficacy scale used has been developed by Usher and Pajares (2008). However, the study is focused only on students and does not reflect for industry executives. There is a need for research towards business executives to identify the relationship between EI and PE for Indian executives.

In another study the relationship between Emotional Intelligence and workplace performance and leadership effectiveness was studied by Rosete and Ciarrochi (2005). The study has focused on executives of the Australia Public service organization and concluded that higher Emotional Intelligence was associated with higher leadership effectiveness. The study does not evaluate the ability of Emotional Intelligence to predict future performances, a longitudinal study can resolve this problem.

In another Indian study by Garg and Rastogi (2009) titled Emotional Intelligence and Stress Resiliency a relationship study” identified the Emotional Intelligence and its relationship with stress resiliency amongst students. Interesting study suggests that students are Emotionally Intelligent as a result, they can handle the situations of stress the physiological and psychological point of view of building resiliency needs attention. The Emotional Intelligence and Stress Resiliency are required to develop intellectually.

Findings from various studies on Emotional Intelligence are as under:

**Table2.1: Findings from various studies on Emotional Intelligence**

<b>Author</b>	<b>Year</b>	<b>Main Findings</b>
David Rosete Joseph Ciarrochi	2005	Higher EI was associated with higher leadership effectiveness, and that Emotional Intelligence explained variance not explained by either personality or IQ.
Pooja Garg Renu Rastogi	2009	The students emotionally intelligence students can lead them to be resilient to stress, which determine their success at personal and professional front.
Daniel Goleman	1995	The main competent of EI are: Self-Awareness, Empathy, Self Regulation, Social Skills, and Self Motivation.
David W. Chan	2003	Positive regulation and empathic sensitivity emerged as the significant predictor of self efficacy.
Ronald E. Riggio and Rebecca J. Reichard	2008	Emotional and social skills are both related to leader effectiveness and are able to be improved through training interventions.
Samuel O. Salami	2007	Emotional Intelligence teachers could be enhanced to improve their work attitudes.
Michael J. Gundlach Mark J. Matrtinko Scott C. Douglas	2003	Effective regulation of Emotions could influence their thoughts, feelings & expectancies about future workplace events to enhance personal efficacy.
Neerpal Rathi Renu Rastogi	2009	A positive relationship (not significant) is observed between EI and organizational commitment. Moreover, a low positive association is found between occupational self-efficacy and organizational commitment. The research implies that EI and occupation self- efficacy are related with a variety of organizationally desirable outcomes.

Joseph V. Ciarroachi Amy Y.C. Chan Peter Caputi	2000	Emotional Intelligence was not related to IQ and was related to empathy, life satisfaction and it was related to peoples ability to manage moods. IQ is important in understanding emotional process.
Archana Das G.M.	2010	<ul style="list-style-type: none"> <li>• There was significant differences on Emotional Intelligence and personality between professional and non professional students.</li> <li>• Professional students showing a high preference for feeling are more empathetic and emotionally impulsive in nature. Non- professional students showing a personality preference for judging are emotional and impulsive.</li> </ul>
Peter Salova John D. Mayer		People who have developed skills related to emotional intelligence understand and express their own emotions, recognize emotions in others, regulate affect, and use moods and emotions to motivate adaptive behaviours.
D.A. Adeyemo Bola Ogunemi		Emotional intelligence and self-efficacy have negative relationships with occupational stress, meaning that higher EQ and self- efficacy scores are inversely correlated to occupational stress.

### **2.1.2 Emotional Intelligence and Managerial effectiveness:**

Daniel Goleman in his paper on Emotional Intelligence, issues in Paradigm Building emphasized that the cognitive abilities are developed by several factors of an individual's competency. An average performer can solve the problem with strong Emotional Competencies. The study of technical education suggest that the group dynamics and conflict resolution are to be dealt with proper feedback for managerial effectiveness Culver (1998). The job performance is significantly predicted by Emotional Intelligence Law, K. S., et al., (2008). A self-reported EI helps in identifying and expressing emotion of oneself with understanding regulation and facilitation effective managerial performance.

In the book, contemporary educational psychology Mac Cane, Fagarty, Zeidner and Rober, (2011) measured the performance and Emotional Intelligence relationships and reported that the coping behavior is a major mediator for academic achievement. The number of studies identified the relationship of Emotional Intelligence with effective leadership and suggested the social scales are essential for effective leadership and strong emotional stability.

### **2.1.3 Emotional Intelligence and Personal Efficacy:**

The relationship of Emotional Intelligence (EI) Personal Efficacy(PE) in a sample of Italian High School teachers (Febio, Palazzes-chi) indicated that the age and gender also predict the relationship. However, the study is limited due to the use of self- reported assessment of Emotional Intelligence (EI) and Self efficacy (SE). Emotional with team processes (Clarke, 2010). Attitude (Sparrow and Knight, 2009) in the book “Applied emotional intelligence, perceived emotional intelligence and self efficacy” (Chan, 2004) Emotional Intelligence and Self efficacy (Salami, 2007). Emotional Intelligence and Self Efficacy (Gundlach *et al.*, 2003; Rathi and Rastogi 2009). Emotional Intelligence and Organisational Commitment (OC) and critical evaluation of EI construct (Chan and Caputi 2000), Personality and Emotional Intelligence (Das, 2010) Emotional Intelligence and Personal efficacy and Adeyemo, D. A., & Ogunyemi (2005) suggested that emotional intelligence is an important determinant of self and interpersonal dynamics. The different variables of personality group and organization have significant relationship and high potential study different variables. The Emotional Intelligence develops a cognitive ability which ultimately leads to Managerial

Competency.

The Emotional competency relates to job competency and makes a manager distinguished superior Emotional Intelligence has greater power than IQ. Managers are not supposed to be in a high emotional state. They are required to control their intense level so that they can take right decisions. Some researchers also suggest that emotional sentiments also depend upon physiological process. It means mind, body and soul collectively respond to a situation for appropriate response. The situation stimulates the mind and if we control our emotions and then respond to a situation, then it is not a reaction rather than its Emotional Intelligence (EI). Mayer *et al.* (2008) studied the behavior with a range of emotions. The psychological well being has developed a theoretical relation between social functioning and an individual difference factor also create problems for team performance and team effectiveness Brackett, M. A., *et al.* (2004).

A study based on ability and emotional intelligence reflects that team ratings are based on Emotional Intelligence ability and Personal Efficacy (PE) (Ayoko *et al.*, 2008). Sometimes Emotional Intelligence does not focus on team effectiveness and as a result the conflict resolution strategies differ in team building. The individual's role on transaction from individual to group or team requires a strong support. An enhanced awareness creates personal concern and needs which help to respond what level of responsibility can be assigned to a team.

#### **2.1.4 Multiple Intelligences:**

Gardner (1993) explained that human intelligence is multiple in nature :

Howard Gardner claims that all humans have multiple intelligence. These multiple intelligences can be nurtured and strengthened, or ignored and weakened. He believes each individual has eight Intelligences:

<b>Intelligence</b>	<b>Manifestations</b>	<b>Applications</b>
Verbal-Linguistic “Word Smart”	Well-developed verbal skills and sensitivity to the sounds, meaning and rhythms of words	How can I include reading, writing and speaking?
Mathematical-Logical “Logical Smart”	Ability to think conceptually and abstractly, and capacity to discern logical or numerical patterns	How can I include numbers, classification, critical- thinking and calculations?
Musical “Music Smart”	Ability to produce and appreciate rhythm, pitch and timber	How can I include music, sounds, rhythms and dance?
Visual-Spatial “Picture Smart”	Capacity to think in images and pictures, to visualize accurately and abstractly.	How can I include visuals, colors, art, graph and pictures?
Bodily-Kinesthetic “Body Smart”	Ability to control one’s body movements and to handle objects skillfully	How can I include movement, exercise, drama and crafts?
Interpersonal “People Smart”	Capacity to detect and respond appropriately to the moods, motivations and desires of others	How can I include group work, peer sharing and discussions?
Intrapersonal “Self Smart”	Capacity to be self-aware and in tune with inner feelings, values, beliefs and thinking processes	How can I include private learning time and student choice?
Naturalist “Nature Smart”	Ability to recognize and categorize plants, animals and other objects in nature	How can I include outdoor exploration, examples from nature, and projects using natural materials?

Table 2.2 Howard Gardner’s Multiple Intelligences

Applied Emotional Intelligence describes that each criteria of Intelligence are required to be integrative are required to be integrated. The interpersonal relationship also leads to interpersonal intelligence (Table 2.1 and 2.2). According to Gallwey (2010) communicated in his book title the “Inner Game of Tennis” which is followed by his other book “Inner Game of Golf” approaches and summaries that  $P=P-I$  or Performance = Potential - Interference.



The emotions disturb the potential and ultimately affects the performance. We can increase our performance and effectiveness by diminishing our interferences. It means that different people are likely to have different performance because of the different level of interference.

Much previous research (Cohen and Bailey, 1997; Guzzo and Dickson, 1996) have shown the Emotional Intelligence and team processes. The findings of the study interpreted that Emotional Intelligence plays a significant role in team performance. The Emotional Intelligence of the team members and different styles of the transition creates an emotional relationship and specific set of transition. The cohesiveness because of these transitions develops a personal relationship. It gives a mission statement, goal specification and strategy formulation for effective team work. The recognition of Emotional Intelligence Emotional state of each other, helping with problem solving, decision making and creativity George (2000); Prati *et al.*, (2003). Members recognize the interrelated goals through sensitizing emotions for others (Jordan *et al.*, 2002). This enhancement of effective state of the team plays a critical role in team monitoring each member of the team learns how to interact with others and develop a team monitoring. Team members also consider others goals and develop a practice that how to solve teams problems and improve team situations. Emotional Intelligence also suggests the alternatives to contribute and to build relationships and behavior associated with different alternatives Feyerherm, & Rice, (2002). Individual input to the team in the efforts for encouraging motivation and the team are very specific and vary from individual to individual. The motivation may not be only factor which will lead to Emotional Intelligence. The collectivist orientation is a value disposition that relates to team performance. It means individuals effort, ability and Emotional Intelligence collectively determines Emotional Intelligence of the whole team.

There is a need to identify the cohesion in its team, if a high level of cohesion is found amongst the team members, it proves that the Emotional Intelligence ability of overall team will also be better. The different people may have different abilities. This recognizes that teams are temporary in nature and may be changed/altered as per the need of the organization. It might be possible that individuals play a higher role of satisfaction as compared to collective team efforts. The interpersonal skills of individual and emotional level are possible explanations for team effectiveness. The cross cultured and intra-personal relationships may require specific efforts for team intelligence.

Individuals attitude plays a significant role in developing Emotional Intelligence. The Emotional Intelligence is based on the individual's attitude for self and also demonstrates that how one should be intelligent to cope up with the uncertainties.

### 2.1.5 Two sides of Emotional Intelligence:

According to Sparrow and Knight (2006), the Emotional Intelligence has two sides: interpersonal and intra-personal intelligence. In interpersonal intelligence, self awareness and self management are more dominant as compared to relationship management and general awareness of interpersonal intelligence. It means that one can manage his interpersonal relationship with others effectively if he knows himself in depth and ability to control his emotions positively.

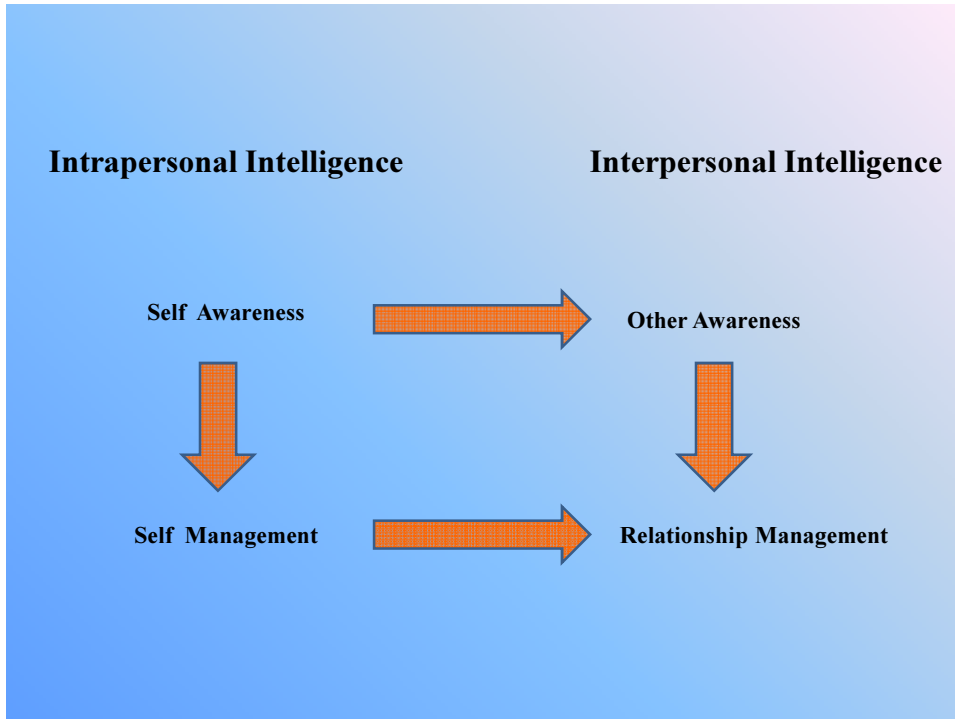
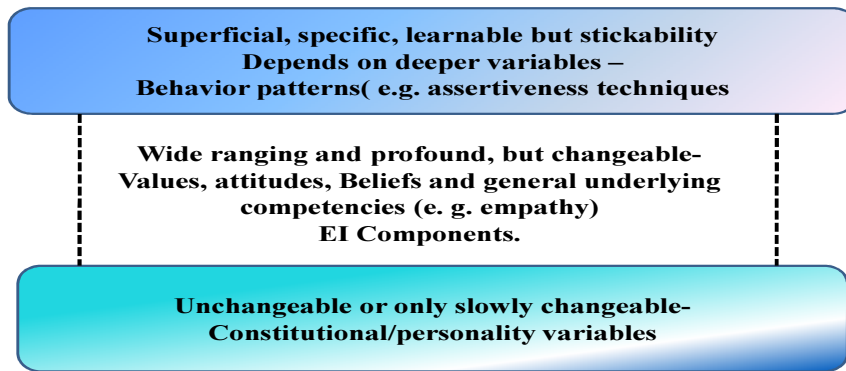


Figure 2.1 Managing our relationship with ourselves and others.

The arrows in the figure represent causation, the arrows pointing downwards are the main causation. One can manage oneself only to the extent he is aware of himself. In a relationship one can manage the same effectively to the extent one can manage oneself. As mentioned in 3 layered cake (fig. 2.2.). The top layer represents our actions, which is relatively easy to change. The bottom layer talks about the fixed parts of our personality. These traits are inborn or learnt in the early phase of our lives. It is tough to bring about changes in this part of our personality. Some people believe that

personality is easy to change and some people find it interchangeable. While the middle layer expresses a wide range of personality and the essence of Emotional Intelligence resides here. The Emotional Intelligence causes assertiveness in other members .



**Figure 2.2 Three layered cake**

EI primarily links itself with this middle layer, wherein lies majority of our values, attitudes, beliefs and competencies. It is this layer which is flexible and that is why it is said that EI can be learned and developed.

Eckman *et al.* (1994) has found the relationship between physiological process and emotions. According to him the response goes to the Amygdale and it actuates the emotional center. Sometimes original signals also go to the brain directly and some part of it to the Amygdale. The response by Amygdale to the life creates an inappropriate action. A number of studies have reported that gender is also responsible for Emotional Intelligence. Women are more stable and possess higher Emotional Intelligence (Mayer and Geher, 1996; Mayer *et al.*, 1999a; Rosenthal *et al.*, 1979). People high in Emotional Intelligence are found to be more intelligent, it correlates that all people who are high in empathy, life satisfaction, bring a high contribution (Mayer 1999a). Openness to feeling and self-esteem creates a lot of social support. Researchers have student Emotional Intelligence with life satisfaction, relationship quality, parental warmth, etc. The expectation of people leads to social justice and manage equality amongst all the stakeholders of the society.

The question arises the decision taken on the basis of Emotional Intelligence or intelligence (IQ) the performance of the employees is to be tested. It is also interesting to study the level of moods and Emotional Intelligence level of employees. High, Emotional Intelligence people also try to maintain their positive mood However, it does not mean that they are capable of controlling their negative moods High Emotional Intelligence people may expressive negative moods. However, in Indian context, the study is to have examined the mood management and Emotional Intelligence require to balance for effective performance of the organization.

The social skills, motivation and empathy (Emotional Intelligence components) emphasize on transformational leadership on employee supervisor and supervisor-subordinate interaction. The supervisor Emotional Intelligence components like social skills, motivation and empathy are very much relevant and positively associated with transforming the organization. The EQ studies also suggest that the factors of the Emotional Intelligence are required to be understood so that the described goals can be achieved.

The EQ influence the supervisor transformation leadership, subordinates outcomes and job performance (Meqerian and Sosik, 1996; Rahim *et al.*, 2002; 2006).The emotional process requires self awareness, to regulate emotions and to achieve desirable goals. Motivation is needed to help an individual to remain focused for attaining goals. The social skills, play a greater role to develop superior subordinate relationship in the culture also play and great role in various functions of team effectiveness and leadership.

The organization designs require a research support which will create simplicity and minimize less complex structure. The understanding of the relationship between EQ and personality measures and try to investigate how other factors like spiritual intelligence and PE are associated with the individual performance. If an organization wants to be competitive, it has to undergo a number of changes Reich, (2000), Roach and Bednar (1997). Some competitive advantages require an internal and external adoption, which will be influencing the need of the organization. Chrusciel, D. (2006) has proposed influence of the Emotional Intelligence model which talks about self understanding staff internal and external instructions, recruitment and promotion, organizational commitment and

leaderships and organization training and development. Put an impact of Emotional Intelligence and study the future opportunities. Land and Kirby (2002) proposed the model which talks about environmental demands and pressures. Ashkanasy *et al.* (2002) suggested that Emotional Intelligence is a distinctive ability which affects the perception understanding and management of emotions.

### **2.1.6 Emotional Labour**

A study on the service sector by Pound and Pritchett (2005) suggests the changes in the organization and reported that service sector organizations need different approaches of Emotional Intelligence. The service sector employees are required to regulate their own emotions while interacting with customers Bardzil, P., & Slaski, M. (2003) as well as (Prati 2005) referred to this as emotional labor, Lane and Kirby referred to it as Buffering. To strengthen the relationship between vendor and customer, the appropriate emotions are to be displayed (Jain, Jain & Dhar, 2007).

Gardner and Stueff investigated the influence of Emotional Intelligence and leadership and reported that if Emotional Intelligence ability confirms affective leadership. According to Young *et al.* (1996), Emotional Intelligence plays a central role in career development. The emotion related to ones carrier need plan purpose and goals. Emotional Intelligence characterizes the actions and one has to control emotions appropriately to achieve his needs and goals. Valach (1997) emphasize that career possibilities and career under are appraised emotionally by vocational psychology and career development literature. When we talk about emotional exposure, expression and communication we have to also consider the relation of Emotional Intelligence and career commitment (Carson and Carson 1998). Cooper 1997 reported that who are able to control their emotions and trust can achieve more successful career.

## **2.2 Workplace Spirituality**

Many empirical studies demonstrated a positive relation between religion, spirituality and health, however, most of the studies focused on religion and then spirituality (Ameling & Povilonis, 2001; Koenig, 2002; Mauk & Schmidt, 2004). Reed (1992) defined spirituality on intrapersonal, interpersonal and transpersonal relationships. The lives of the human beings transcend through spirituality. The spirituality leads to choices, comforts, values and morals.

Daaleman *et al.* (2004) examined the relationship between religion, spirituality and self reported health (SRH). The higher is the spirituality better is the social support and as a result better is the psychosocial spiritual health. Those who have not considered themselves spiritual are found bad in health and took a long time to recover. The anxiety and depression are the common traits which are observed in a non spiritual patient. Several studies reported that higher spiritual perspective is important for good health. Brush and McGee (2000) identified homeless lives need more spiritual perspective to survive and keep perspective for development. Walsh *et al.* (2002) concluded higher spirituality enables a man resolve his grief rapidly and completely.

In general, at work place employees feel insecure and frightened (Andeson, 2000; Friedman *et al.*, 1998; Brandt, 1996; Whyte, 1994). The traditional support like a place of worship, neighborhood and extended families were encouraged which provided a sense of security to employees at workplace (Conger, 1994). Work was important to employees and they were associating themselves with the personal growth (Dehler, and Welsh, 2003; Jaffe, 1995). A balance between personal and professional values was achieved with the period of time values keep on changing and individual become more dominant as compared to an organization. The balance between individual and the organization is possible only when individuals are recognized by organizations and encourages employees to develop new skills and abilities. The individual also searches for their role in the organization. If one finds his place, role and importance in the organization at a proper place his engagement and commitment increases. As a result a community of organizational citizenship behavior develops in the organization and employees feel positive and look forward to gain in future. An environment of learning and growth is developed within the organization.

Table2.3: Findings from various Studies on Workplace Spirituality

<b>Author</b>	<b>Year</b>	<b>Main Findings</b>
Carole L. Jurkiewicz Robert A. Giacalone	2004	<ul style="list-style-type: none"> <li>• Values framework is definable, values have a positive impact on employees &amp; organizational performance.</li> </ul>
John Milliman, Andrew J. Czaplewski Jeffery Ferguson	2003	<ul style="list-style-type: none"> <li>• There is appositive association between Work Place Spirituality and employee job outcomes.</li> <li>• Validity of multiple dimension of spirituality at work; organizational commitment, job involvement OBSE and work satisfaction.</li> </ul>
Robert A. Giacalone Carole L. Jurkiewicz Louis W. Fry; Mahdavi	2003	<ul style="list-style-type: none"> <li>• Spiritual leadership is an intrinsically motivating force that enables people to feel alive, energized, and connected with their work.</li> <li>• Spiritual leaders should influence other through vision, values, and relationships rather than through fear, power, control.</li> <li>• Spirituality fosters ethical conduct even at workplace, which matures with individual.</li> </ul>
Joan F. Marques, Woodbury Univ., Burbank, California, USA	2006	<ul style="list-style-type: none"> <li>• Workers at different levels can help establish spirit at work. Some work place are just not susceptible toward spiritual mindset.</li> </ul>
Christopher P. Neck John F. Milliman	1994	<ul style="list-style-type: none"> <li>• Spirituality involves an individual's search to fulfill their potential for greater meaning and life purpose in their work. core spiritual beliefs involve a sense of community and need to contribute to the betterment of others and society and to reach a highly evolved personal state or attainment of one's highest potential , which is turn can lead to greater employee, creativity, motivation and organizational commitment.</li> </ul>
Len Tischler Jerry Biberman Robert McKeage	2002	<ul style="list-style-type: none"> <li>• People high on spirituality demonstrate more positive social attitude, more empathy and greater altruism. They have shown positive social, psychological attitude, greater social extroversion, adaptability of mental orientation and improved relationship.</li> </ul>
Dennis Duchon Donde Ashmos Plowman	2005	<ul style="list-style-type: none"> <li>• There is a relationship between spiritual climates of work unit with its overall performance.</li> <li>• People bring in their needs of community to workplace to achieve a sense of wholeness and connectedness.</li> </ul>
Badrinarayan Shanker Pawar,	2009	<p>Two approaches:</p> <ol style="list-style-type: none"> <li>1. Spiritual organizational values- cause, community, emotional expression, ethics &amp; empowerment gets transmitted into organizational functioning.</li> <li>2. Indigenous Indian ideals, concepts &amp; methods pays attention to cultural congruence.</li> </ol>
Eleanor Marschke	2011	<ul style="list-style-type: none"> <li>• Spirituality exists in corporations as all employees are spiritual</li> </ul>

Robert Preziosi William J. Harrington`		beings. <ul style="list-style-type: none"> <li>• Companies can erect a framework by which the individual's spirituality will have a positive, work enhancing expression.</li> </ul>
Louis W. Fry	2003	<ul style="list-style-type: none"> <li>• A set of core values reflecting a state of ethical and spiritual well being experienced by employee, who is spiritual.</li> </ul>
Sukumarakurup Krishnakunmar and Christopher P. Neck	2002	<ul style="list-style-type: none"> <li>• Spiritual workplace can lead to enhanced creativity, honesty, trust, personal fulfillment and commitment. This will lead to overall improved performance of the organization.</li> </ul>

This feeling of community at the workplace also develops superior subordinate relationship. Employees are encouraged by supervisors to take initiative and create personal growth by themselves. The overall experience in organization makes employees free from fear and free communication or disciplined discussion with superiors. In case of any problem employee represent themselves to the right authorities so that they can resolve the issue in a positive way. The appraisal system also develop a positive environment within the organization. In the current economic system the mantra for success is creativity and innovation. This is only possible if employees are encouraged to take risks at work place and they value the organization where they give their best work performance. If an employee experiences joy at work and believes he is contributing or making value added in others life, he will be highly spiritual and energized at his workplace. An employee, who is working in the pharmaceutical industry, contributes to the production, but also develops a sense of satisfaction by creating life saving drugs. He feels his work is very important and creates value in the life of others and meaning at work for self. Such employees always eagerly look for tomorrow and feel that they can better contribute to the next working day. This connection of self organization and community creates a greater level of spirituality in the workplace. A sense of gratitude gives a meaning at work. The spirituality in the workplace also makes one hopeful about life, creates more choices and self belief that he is leading a spiritual life. Many times prayer makes a man happy and cares spiritual health of co-workers. The work place spirituality can be measured with the aspects of an organizational culture with a sense of continuity through ones work process. Organizations can be assessed through values developed from work place spirituality .

According the Table 1, those organizations which evidence the value on the left side of column exhibit more work place spirituality than those on the right hand side of the table. The organizational values play a critical role in developing workplace spirituality creates benevolence, generate



humanism, integrity, justice, mutuality, respectively, respect, responsibility and trust (Jurkievicz and Giacalone 2004). In the workplace culture the person with emotional and intellectual ability is required for better organizational performance (Kinjerski and Skrypnek, 2004; Fairholm, 1997; Mitroff and Denton, 1999b). Many journals like the leadership Quarterly, American behavioral scientist, journal of management education, etc. have written many aspects of spirituality at work place. Basically spirituality focuses on the ethical values of integrity, independence and justice, what is required in the workplace for effective leadership building shared values, vision, shared meaning, enabling influence and power intuition service and transfer transformation (Kakabadse, A. *et al.*, 2002).

### **2.2.2 Conceptualizing Spirituality in the workplace: Individual, group and organizational levels:**

Ashmos and Duchon (2000) developed a model of individual level, group level and organizational level. According to figure the work place spirituality is conceptualized organizational variables in different approaches. The different dimension of spiritual place at work place like organizational commitment, any individual's intention to quit, intrinsic work satisfaction and job involvement are analyzed and empirically based findings are discussed with other variable related to spirituality at work place. Many researchers have studied similar values related to spirituality at work place. Workplace spirituality demonstrates a positive relationship between human health and the organization's commitment.

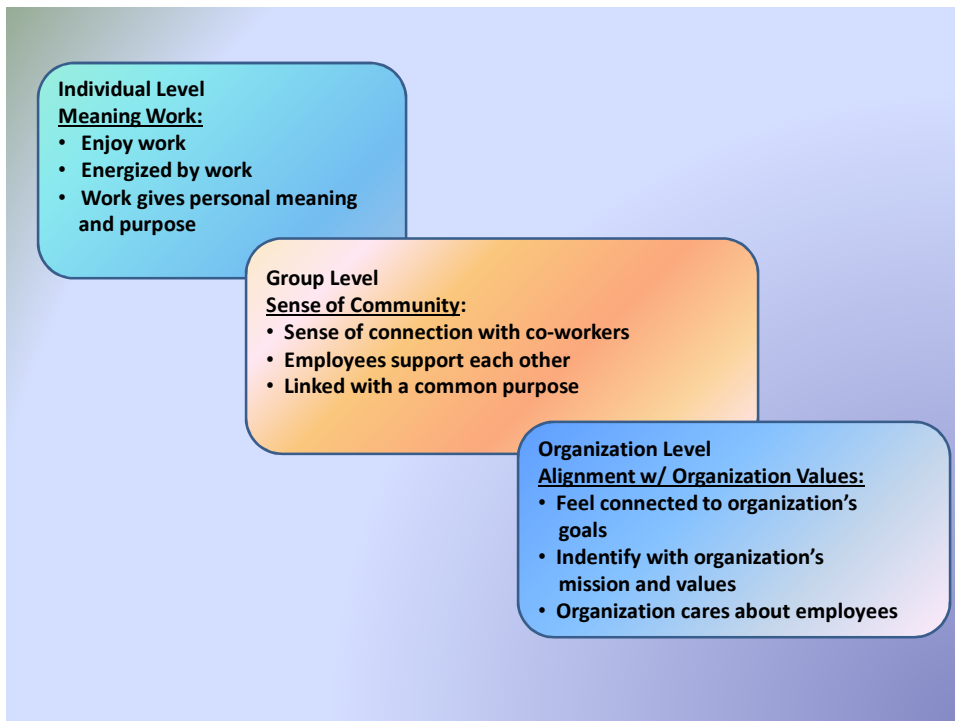


Figure 2.3 Conceptualizing Spirituality in the workplace: Individual, group and organizational levels

It is important to note that the internal reasons for enhanced spirituality at workplace performance creates awareness of organizational performance, its goals and objectives and enhances output resulting in better ownership, greater responsibility and increased job satisfaction. There is a difference between past, current and future concern for spirituality at work place. Nonake and Takuechi (1995) wrote about the importance of Japanese Spirituality. Niles et.al., (1997) identified if students were highly committed to their specific occupation. Before their Graduation they were likely to seek more intrinsic values and satisfaction in their jobs. According to Hashim, Ramly, Othman spirituality at workplace can be seen as a mechanism of organizational development by enabling the expression of values such as virtue, corporate citizenship, honesty and integrity. According to Tischler, L., et al., (2002), spirituality has a great relationship with emotional intelligence (Mishra & Dhar, 2001; Sanghi, 2009), and developmental perspective on emotional intelligence and spirituality is required to be framed in the Indian context. The emotional intelligence and spiritual intelligence in combination with each other lead to the individual and organizational performance. A relationship between emotional intelligence and spiritual help him intelligence can enhance individual work success and achieve organizational goals. Duchon and Plowman (2005) studied the spirituality at work, and work unit performance and found a relationship between work unit performance with the spirituality by meaningful work. Fry (2003) postulates that high work place spirituality and commitment benefit the

individual and the organization.

### **2.2.3 Spirituality at workplace**

Jurkiewicz, et al., (2004). suggested that spirituality based organizational cultures are more productive while Mitroff and Denton (1999) found that spirituality in the organization is more profitable. The employees experienced higher job satisfaction and higher performance, recognised sense of belongingness to the organisation. Individuals work attitude also determines individual spirituality and work place spirituality (Pawar, 2009). According to author workplace spirituality and individual spirituality, build a work attitude. Individual spirituality reflects a positive experience of employee and focuses on organizational goals. Pawar (2009) also suggested the relationship and interactive effect of workplace spirituality and positive work attitude as individual spirituality and work performance.

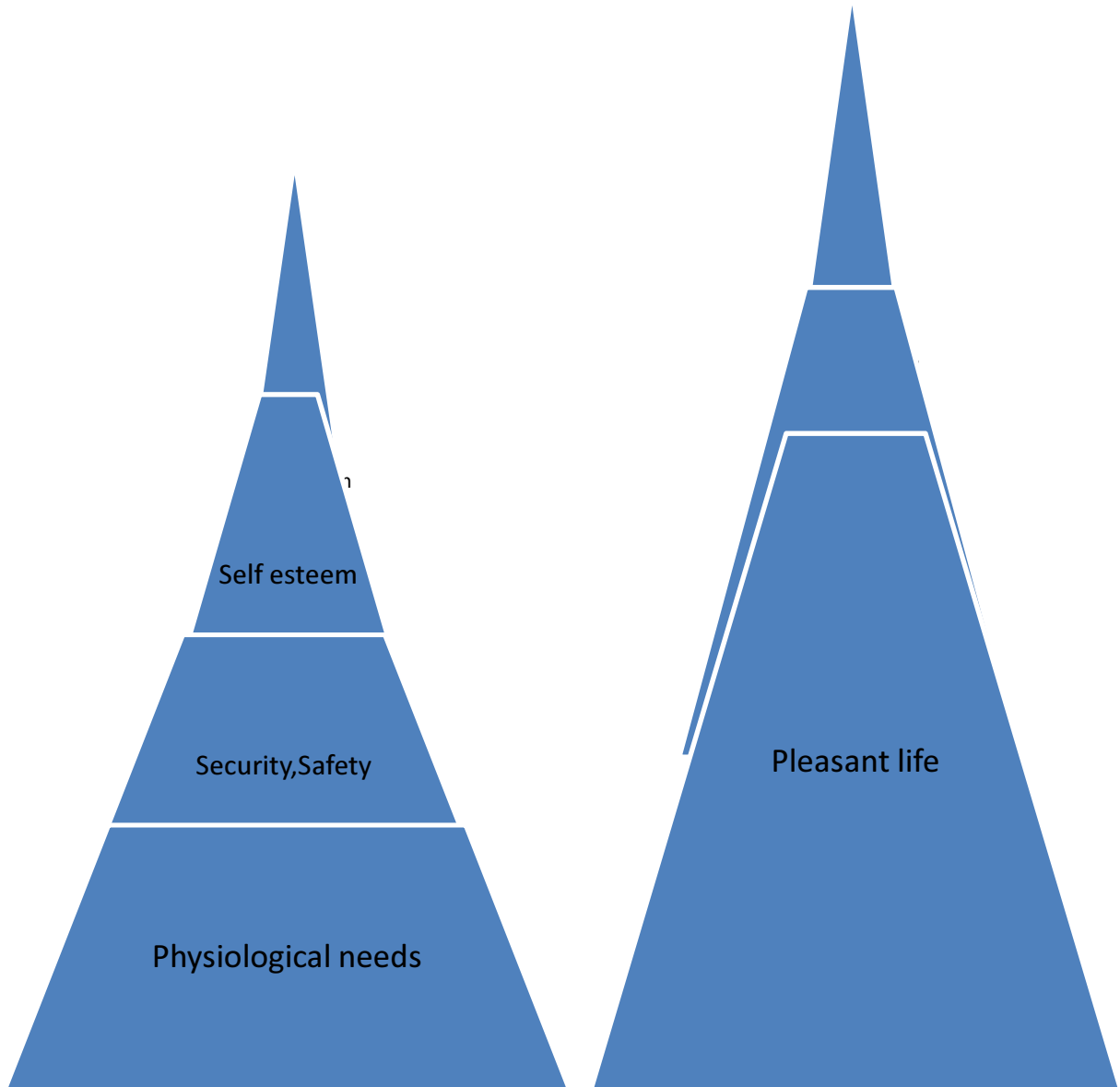
According to Cartwright and Holms (2006), the workplace affects the demands of the employees with specific reference to health and personal life. Employees play different roles like superior/subordinate/colleagues and personal roles like father/mother, son/daughter, brother/sister etc. Each role requires different approaches. As a result, demand of relationship changes from role to role. For example an individual who is a son and father at home knows the difference in his roles, he is supposed to apply the same at the workplace when dealing with his subordinates and his superiors. This form of restructuring has a positive impact on employees' job orientation. If an employee is clear in his role, his performance at work place improves. Simultaneously, his devotion and empathy also increases. An employee finds meaning in each and every role and satisfies community with its expectations. The deal makers deliver as per the demands of the other side and help the organizations earn profit and create a structured and pragmatic change in their workplaces. The leaner organizations simply become meaner Cameron *et al.*, (2003).

According to Herriot and Pemberton (1995) employee are required to work long hours. Greater responsibility, more flexibility and tolerance to balance desired change will help avoiding the other side, work- family conflict (Bellavia and Frone, (2005). Eventhough, employees are getting higher earnings, variable pay rewards or at least a job, lot is desired to reduce work-family conflict Bellavia and Frone, (2005; Harriatt Pemberton, (1995). The employee also expects respect, trust, secured job, good carrier and development. To neutralise the imbalances spirituality plays a significant role. The

individual expectations and organizations' responses viz-à-viz organization's expectations and individual responses is a great task to accomplish. This relationship management of the individual and the organization demonstrates organization and individual value.

The work life does not fulfill only workplace needs, but also satisfies personal level needs. It means that workplace itself is a community as a whole or as a primary source of community itself (Conger, 1994). In the last 20 years a lot of changes have occurred in individual and organizational factors. It is now the right time to recognize how organizations can be spiritual to satisfy changing needs of the employees. The growth of employees positive attitudes creates and develops a sense of satisfaction, trust and commitment towards the business organization. Dean *et al.* (1998) have worked on employee cynicism as a negative attitude towards one's employees. Beliefs of employees that the organization lacks integrity, promotes negative effect towards the people and the organization results in a tendency to exhibit critical behavior towards the organization.

Burnout (Maslach and Leiter, 2001; Maslach and Schaufeli, 1993) is closely linked with stress. It responds to interpersonal stresses and leads to poor job performance. It also shows poor mental health and negative job engagement (Maslach and Liter, 2001). Seligman (2002) differentiated between bearing a pleasant life, a good life and a meaningful life. The pleasant life means sensual pleasures (material and wealth) as the lowest state of happiness and closely followed by the good life a (enjoying something we are good at) and meaningful life provides the highest level of attainment and most lasting form of happiness.



**Figure 2.4- Maslow's Need hierarchy Pyramid**

**Seligman's Model**

Boveie and Kroth (2001), argue for the development of work environment referring to a workplace where people can experience emotions. If relationship at the workplace is supportive, inspiring and knowledge sharing their employees are full of energy with positive employee engagement. Employees work together and a relationship develops to support humane, and rewarding work environment. A nurturing environment creates a sense of community where employees have affiliation and satisfying social needs. The importance of interpersonal relationship and social support is well recognized and creates a healthy environment at workplace. The objective is to develop friendly workplace for maximizing socialization. Herriot (2001) pointed out that emotions are most important

and expression of self. As emotion is the part of social relation the workplace should give maximum importance and greater acknowledgement for emotional stability. The organizational values and individual values are to be aligned at the workplace. The personal values promises meaning at work (Thomas, 1990). Top management always tries to nurture value in middle and junior management (Hartijasti, 2011). The employees may resist what is required at top management, continue the spirit of value addition amongst the staff Warr, P. (1990) found that employees focus on assessment and try to perceive self esteem and meaningfulness on the job.

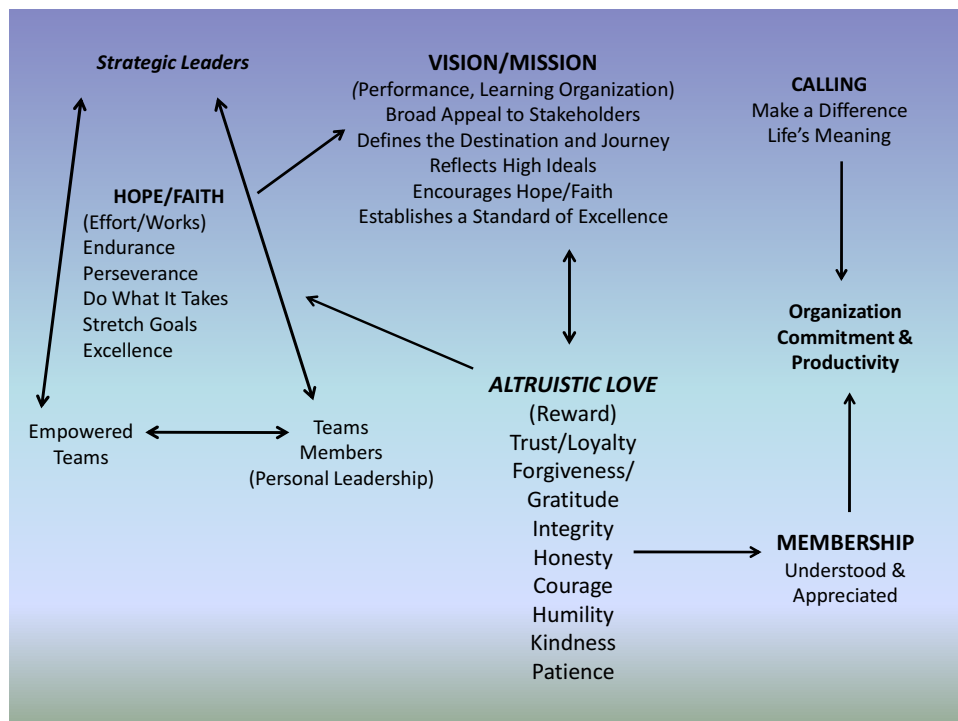
Corporate image matters a great deal to an employee for carrying out organizational values. Every person wants to be part of ethical organization so that policies and practices can be followed Holbeche, et al., (2004). The spirituality is related to the personal values and motivates to create a meaningful world (Kingeiski and Skrypnek, 2004). Trust and integrity are linked to spirituality. Trust amongst employees provide an organization a meaningful and cohesive team and justifies the proposed changes (Gioia and Chittipeddi, 1991). It is an integral part of the psychological contract. The open ended relationships and emotional exchange create a sense of trust and integrity. Organizations should try to maximize an environment of trust which ultimately gives job satisfaction and sense of organizational citizenship behavior. The psychological contract builds long term binding in the relationships of individuals within the organization. Employees have an innate need to connect with others and share whatever they feel good or bad to have the satisfaction of selffulfillment. The world today is technology driven, as a medium of convergence and connectedness in the society smart phones have shown the highest convergance followed by tablet PC and notebook (Park, K., 2010). Even amongst social media services Twitter and Facebook have shown a better convergance as compared to other services, thereby indicating that social media is fulfilling that urge of human beings to stay connected and remain fulfilled and happy(Park, K., 2010).

The organizational citizenship behavior can be expected only when the employee is emotionally attached to organization and fill a sense of commitment to emergent issues of leadership role. Individuals in the organization adopt more listening skills and respond to their employer differently. Naturally the organizational development (OD) becomes fast and structural ownership, develops for teamwork within the organization. Employees get a path of development and influence workplace with intelligence and appropriate emotions. Employees while entering into the organization feel confident, fit and healthy. The spirituality quotient with trust, integrity and value system becomes

high and relates to the ability of individuals closely related to the concept of servant leadership. The stewardship in attitude as servant leader shall develop and ensure satisfying the needs of others so that they can grow successfully. This restores the confidence of individual which makes them full of hopes and optimism. The concentration at the workplace increases because of the trust level and authority develops a trusting relationship. The needs and values are required to be balanced more trust and integrity better is work culture.

Spirituality at workplace transforms an organization and makes it learning organization. When spiritual leadership is based on values there is sense of motivation and survival. According to Fry (2003) qualities of spiritual leadership is broad appeal to key stakeholders towards the destination and journey through higher ideals and encourages hope and faith to establish a standard of excellence. Altruistic love with the value system of trust, integrity, courage, forgiveness, kindness, etc. creates hope and faith to meet expectations of reward amongst the employees.

### 2.2.4 Spiritual leadership as motivation



A spiritual employee is less fearful, more ethical and more committed. The flexibility at the workplace increases as spirituality develops. Spirituality in the workplace is a competitive advantage for an organization (Mitroff and Denton, 1999). Employee at the work feels part of the larger community

through their affiliation (Pfeffer, 2003). According to him, employees have a sense of competence and mastery with a sense of connection and feeling of purpose because of spirituality surrounding the workplace.

The basic primary purpose of business is to create an impact in its employees and community (Green leaf, 1977). Covey (1989) introduces master principles of personal trust worthiness, interpersonal trust, managerial empowerment and organizational alignment. The principals and practices that support spirituality at workplace appreciates understanding and encouragement of people's commitment to the organization and outcomes. Spiritual leaders can expect extraordinary results because of peoples trust, interpersonal relationship and recognizing the achievements of others. The spirituality always encourages value based leadership and articulate a vision for achieving extraordinary goals. The style of leadership brings motivation, commitment and performance to achieve organizational goals because these values connect the employees deeply and make their self worth desirable at the workplace.

According to Krishnakumar and Neck (2002), the intrinsic and religious approaches embedded the different philosophies of religious sculptures in their realigned text Bhagwat Geeta emphasizes that efforts towards the goals are most important and the results are supposed to be provided by God. In the Buddhist view hard work and devotion are tools to modify an individual's life and also institutions as a whole which makes work life enriched (Jacobson, 1984).

According to Chirtianity, spirituality is the call for work the protestant work ethics are well expressed by Martin Luther King. He was of the view that God is continually creating and he would invite us to participate (Naylor *et al.*, 1996). The view of Islam is commonly denoted under the term Islamic work ethic. It encourages confinement towards the organization (Yousef, 2000). The spiritual workplace expands the frontier of an individual beyond the normal boundaries and leads to creativity.

## **2.3 Personal efficacy**

### **2.3.1 Personal Efficacy concept and background:**

Personal Efficacy is a general sense of adequacy which contributes to a person's effectiveness. As a result, he is capable of achieving the assigned goal. The motivation, self awareness, proactive, and



action orientation are the key factors which contribute to Personal Efficacy. The achievement motivation makes people to persist even when they are facing difficult and challenging tasks. High need of achievement does not allow people to give up easily and quickly. Rather, they develop the ability to do the task. It is a question how people decide which activity to pursue? The role of mentors cannot be ignored for motivating the followers to engage in giving task. The degree of competitiveness has also linked with the personality of the individual. The achievers want to succeed Murray (1938) there is a link of nature with nurture. He indicated that it is natural for one to surpass another. However Bandura (1977) believed achievement is a believed competitiveness out of learning (nurture).

Personal efficacy or is one of the major determinants of self-confidence in one’s abilities. The level of Personal efficacy defines the behavior of people in difficult and easy situations. As studies reveal that people with lower Personal efficacy tend to lessen their efforts or give up altogether in difficult situations while the ones with higher Personal efficacy turn out to be the challenge masters. Personal efficacy refers to an individual’s belief that he or she is capable of performing a task(Bandura, A., 1997).Some people have high self-esteem but relatively low Personal efficacy(Hughes & Demo, 1989).Rosenberg & Pearlin (1978) demonstrates that social class also has an impact on self-esteem & greater a social relation conditional by organization climate. The discontinuation in the & society in the structure of opportunities are responsible for low Personal efficacy(Gurin et.al, 1969).

These people blame to society for their failures rather than as individuals (McCarthy & Yancey, 1971, Porte & Washigton, 1979). The quality of work life & relationship with family & friends is positively related to self-esteem. When an individual gets appreciation from the society & also become the part of cultural involvement it becomes liking for self and enhances once efficacy.

**2.3.2 Findings from various studies on Personal Efficacy**

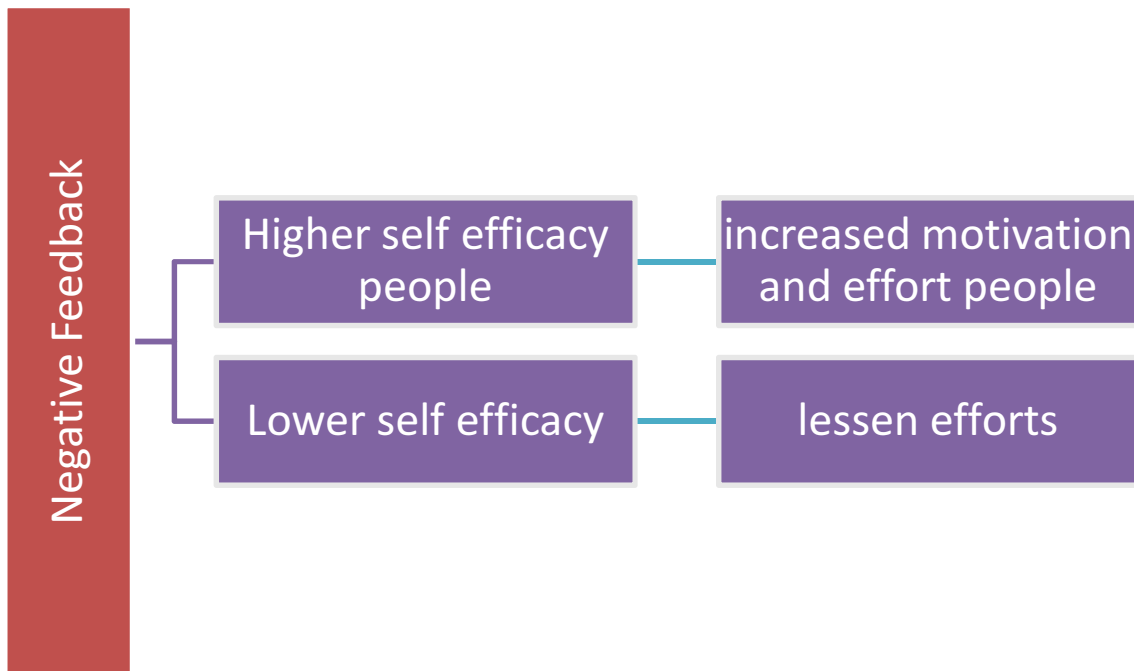
**Table: Findings from various studies on Personal Efficacy**

<b>Authors- Reference</b>	<b>Main Findings</b>
Asso. Prof. Suthinan Pomsuwan	Years of experience makes little difference to self-rated competency.
Laura L. Paglis(2010)	High LSE leaders achieve superior results both for self and followers.

Berry J.Zimmerman(2000)	Personal Efficacy has proved itself as predictor of students motivation and learning (esp. involving greater self regulation).
Albert Bandura (1977)	Perceived Personal Efficacy as a personal resource which improves motivation, performance attainment & emotional well being.
Albert Bandura (2000)	Fourr Sources of influence effect Personal Efficacy i) Mastery experiences ii) Managing tasks successfully by peers iii) Social persuasion iv)Inference from somatic emotional states
Albert Bandura(1994/1998)	1.Personal Efficacy proved to be an accurate predictor of performance in the enactive mode of treatment. 2.Perceived Personal Efficacy proved to be a better predictor of behaviour than past performance.
Rachelle & Noy (2010)	<ul style="list-style-type: none"> <li>• Human capital was predictive of self esteem.</li> <li>• Human, social &amp; cultural capital do not operate by gender or race/ethnic groups.</li> <li>• Socio cultural variable had little impact on Personal Efficacy</li> </ul>
Saeed Behjat & Dr. Mohammed S. Chowdhury(2012)	There is a significant relationship between emotional intelligence, the competencies of personal –efficacy, and diversity receptiveness of college students.
M. Kokkinos(2011)	Bullying and Victimization were negatively correlated with personal efficacy.
Hen. M and Goroshit, M. (2012)	Results indicated that LD students scored lower than non- LD students on both academic Personal Efficacy and Emotional Intelligence.

### 2.3.3 Negative feedback and Self efficacy

Self efficacy is also known as social cognitive theory or social learning theory (Bandura,1997).Feedbacks are said to be important for better performance at work place. Feedbacks can be both negative and positive in nature but how they are affecting the performance depends on the level of Personal efficacy one has. It's easier to deal with the positive feedback but when it comes to negative feedback people with higher level of Personal efficacy respond with increased motivation and efforts while lower Personal efficacy people lessen the intensity of their efforts.



**Figure 2.6 Negative Feedback**

### **2.3.4 Personal efficacy and Goal setting theory**

The goal setting theory says that specific and difficult goals with feedback, lead to higher performance. The goal setting and Personal efficacy theory complement each other. The following diagram shows what happens when boss sets difficult goals for the subordinate. When a teacher or supervisor sets difficult goals for the student or a team member, it automatically communicates confidence to the receiver, which leads to higher level of Personal efficacy which is responsible for setting higher goals by students or teams members for their own performance.

To understand the concept functioning it can be put like this, when a teacher in the class room tells to a student about doing an assignment and getting an A+ which he never communicated to his other class mates, this leads to student think, “Well, I guess my teacher thinks I’m capable of

performing better than my friends.” This whole process is responsible for creating the environment for increased self-efficacy.

### **2.3.5 Personal efficacy and external factors**

Many a times feelings of external control may possess a belief to create an opinion. The social & eco factors creates the confidence of Personal efficacy in an individual. The experience of effective performance is the most impact factor in the development of a sense of Self-efficacy. The social factors are institutional in nature and macro structure of the society creates strong predictor of Self-efficacy. It means Personal efficacy is strongly related with socio economic structure of the society. The earlier studies are largely from samples of other than Indian executive. So that may not have much effect on Indians. A clear process of Personal efficacy in Indian context is to be generated that the level of Personal efficacy and its impact on performance can be studied. The occupation prestige, income, age, income, age & other demo variables are responsible for Personal efficacy of an individual system blame game is also part of low Self-efficacy. Those who attribute responsibility to self, they are capable of handling the situation effectively psychologically. Thus they are positively related with Personal efficacy and belief that achievement is due to individual efforts and system success in an organization. It means Personal efficacy is associated with the belief that one’s fate is controlled by himself and not by the system. It is a positive location in the society. A sense of institutional see the opportunities that would enable them to feel full of efficacy (Franks & Marolla, 1976). The effective performance is most important factor in the development of efficacy.

### **2.3.6 Personal efficacy and demographic variables**

Personal efficacy is also associated with greater internal control (High Self-efficacy) (Leafeourt, 1976) and experience towards external control (Low Self-efficacy). The first birth i.e. a significant role transition results into temporary disruption of family life (Hobbs, 1965, 1968), Meyerowitz & Feldman, 1966, Beauchamo, 1968, Feldman, 1971, Russell, 1974, Hobbs & Koley, 1976, Zajicek, 1979) proposes individuals adaption to the new social role generated by major life event. Personal efficacy indicators were administered in 1970 & again in 1973 & it was observed that Personal efficacy among those having a first birth of child changes the personality of individuals. The measures of Personal efficacy are drawn from Rotters (1966) internal & external locus of control. The internal locus of control gives a change in the magnitude of Self-efficacy. The IQ marital states are found related to be Self-efficacy (Mclanghlin & Micklin, 1983). The Personal efficacy changes with

demographic variables efficacy age, socio-eco status education etc. Personal efficacy in 1970 & 73 was studied and found women who remained childless were lower as compared to those who had children. There is a little change in Personal efficacy score those who had education & parental socio-eco status (Downey & Moen,1983).

Personal Efficacy, also varies on a gender basis. For men is related to their earnings and for women it is in the context of family role (Downey and Moen, 1987). Personal income is positively related to Personal income is positively related to Personal Efficacy (Role enhancement, sex role socialization (Personal income is less impact than family roles) are estimated several models of efficacy (1972-75/76) suggesting that personal earnings help of a family rather than individual resource. Income affects the main sense of efficacy (Andri Sani, 1977, Duncan Nilker, 1983).

Nicholls., et al., (1989) referred that achievement motivation is situational on is which individual compliance is at issue. Husen (1967) defined achievement motivation as to keep one's ability as high as possible in any given situation to execute successfully and deny failures. Dweck (1986; 1989) identified those who have high Personal Efficacy also have high Leaning Orientation, which focuses on the development of competence and task mastery. Another orientation is performance orientation where individual demonstrates one's maximum ability to win over others. Leaning Orientation is a continuous process for a high achiever however motivation may stop after accomplishment goal. The performance orientation is a mechanism to continue success stories. Glasser (1994) explained achievement orientation makes employees to work ambitiously self confident and highly motivated the greatest achievers are competitive and independent at their jobs. They are very keen to learn, prefer, regularity and continuity of work and are focused to achieve their goals. The standards of the goals are very high and the challenges are tough like to take higher risk. The achievers with high Personal Efficacy are creative, competent and having strong instincts to achieve individual and organization goals.

The Self Efficacy levels of individuals effect an orientation towards achievement motivation Steinmayr, R., et al., (2008).This relationship defines a need to excel to a standard of distinction (Reeve, 2009). High achievers believe in approach and not in avoidance. It means they hope for success and turn out fear of failure Steinmayr, R., et al., (2008). The Personal Efficacy and motivation

also have practical implications in making the right choice at the work place. The self awareness helps to research new opportunities that help them to develop their personalities and intelligence (Landau, 2011, Sloan, 1993, Gardner, 1994) the creative activity needs own interest based on self awareness (Slahova *et al.*, 2007).

Singh (2006) is his study test the linkage of Role Efficacy (RE) significantly linked to self awareness ( Umesh thesis page 59). In an empirical study based on 3785 managers in UK/USA and Malaysia it was noted that individual Competency and organizational level proficiency focus on self awareness of possessing skills. Rastogi (2009) concluded that by developing self awareness managers improve their performance. The self awareness helps for self development to produce better results. The managers with high self efficacy have ability to take initiative and to be proactive. The proactive manager deals with issues admires staff supports, listening and shows high managerial effectiveness proactivity avoids poor performance and allows high level of communication and yes to every challenge. Proactive Managers have a high locus of control are fair and consistent in their behavior. Proactive person feels he has power of course of action required for changing things in the favor of organizing. He solves a problem instead of waiting for a solution from outside. A proactive **person** looks for available resources and maximize use of resources.

**Action Orientation:** Personnel Efficacy results in action. A manager with Personal Efficacy is an action oriented individual. An action orientated manger shows self discipline. He spends long hours on a job and controls desires to formulate a goal. A personal linkage between job and individual are structured to frame the future.

### **2.3.7 Cognitive dissonance theory and factors of Personal Efficacy**

Festinger proposed the cognitive dissonance theory that individuals normally seek consistency among their cognition (i.e. Knowledge, beliefs, and opinion) whenever there is an inconsistency between attitudinal behavior something must change to dissonance if there is any discrepancy attitude will change to accommodate the behavior. Normally dissonance occurs in a situation where one has to choose between two incompatible beliefs. One has to reduce the importance of the dissonance and change the beliefs that dissonance continuous forever. The **affective process** is individuals' beliefs about their coping capabilities that how much stress and depression they experience in difficult

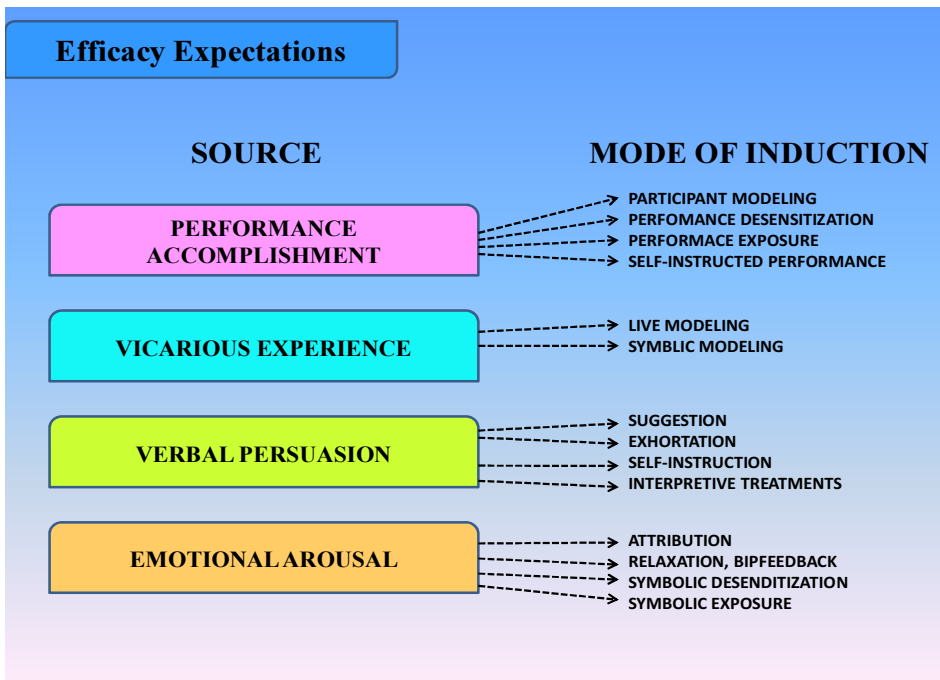
situations. The one whose capable of controlling one's anxiety can control over stress, but who cannot believe that they cannot manage the change, then anxiety arises.

**Selective process:** People are partly the product of their environment the belief in Personal Efficacy can shape the course of lives by influencing the activities. People avoid those activities which are beyond their coping capabilities, but ready to undertake those activities which are under their capabilities. The social influence on selections environment continues to promote competencies value and interest which they determine the decision making process. Selective process is quite evident in students choice of courses, institutions and the sectors wherein thwy would like to make their careers. Employee experience high in managerial ethics (Sanghi, 2002), routinely incorporate which assets them ethical decision and behavior. Organizational culture plays on important role that management support individuals behavior and performance (Pomsuan ).

The Self Efficacy in performance is having a positive relationship with leadership. The expectations of Personal Efficacy determine and decide the coping behavior which will be initiated and expanded as per the needs of the organization. Persistence in activity produces through experience and mastery related to diffusive behavior. The Personal Efficacy is derived from 4 sources of information:

- i) 1<sup>st</sup> performance accomplishment
- ii) Vicarious experience
- iii) Verbal persecution
- iv) Physiological states

The more dependable the experiential sources, the greater are the changes in perceived Self Efficacy. The social learning analysis meets expectations of Personal Efficacy and performance accomplishments with psychological states. The figure presents:



**Figure 2.7 Major sources of efficacy information and the principal sources through which different modes of treatment operate.**

The influence procedure commonly used to reduce defensive behavior to creating a mode of treatment for efficacy information. If employees want to come out arousal behavior then they are required to understand the expectation of performance accomplishment, vicarious experience (shocking) verbal persuasion and emotional arousal (Bandura, 1977). According to Zimmerman (2000), self efficacy plays a significant role of outcome expectations in an organization. The self concept reflects the sub perception of self esteem. A number of theories such as Halter (1978) and Marsh, et al., (1997). (1995) conceptualize the self concept and related to the middle of the hierarchy of self concept.

Self Efficacy is a major tool of problem solving Pajares, et al., (1995). He by path analysis concluded that perceived usefulness of objects and prior experience measures functions of managerial skills. According to Rotter (1966) Self Efficacy is a perceived control and supported by internal locus of control. Self Efficacy also plays a role as an academic motivation. It controls emotions by decreasing stress, anxiety and depression. It also helps to judge oneself as a self regulatory process. It helps self monitoring, self evaluation and goal setting. The personal goal setting can be achieved though Self Efficacy (SE). The self monitoring and self evaluation helps to judge belief of self efficacy and guides for learning strategies. Higher academic achievement by the students is a great source of



motivation and self regulation (Lent *et al.*, 1994) Self learning creates accommodation capabilities to play a significant role in their own roles or the roles of motivation to achieve. Self leadership and academic performance predicts selfeffort behaviour related to natural rewards (Park, K., et al., 2012).

The Self Efficacy leads to higher organizational impact for different occupations and careers. (Lent *et al.*, 1994). The training to new employees perceive high efficacy that enables them to restructure their role and responsibilities. It also helps to improve work processes (Speier and Frese, 1997). Higher Self Efficacy improves receptivity of innovators that can improve the quality and productivity of the organization.

### **2.3.8 Personal efficacy and Organisational Climate;**

The cognitive theories of motivation suggest how individual behavior is energized directed for self developments. The expectancy model directs a relationship between effort performance. A high effort leads to higher performance and create a high self efficacy. The preference of individual in task second level determination and valence for high standard of production. According to Park (1998) there is a strong relationship between personal empowerment, efficacy and environmental characteristics. In their study, they concluded that environment is a way to change Personal Efficacy and then affect learning ability. The organizational climate predicts job satisfaction and Personal Efficacy Park (1998) found significant relations of controlling methods and Personal Efficacy. He suggested the job satisfaction depends on the environment which creates support and liking for self. Morale was also associated with high level of performance by managers. It means that the individual performance and Personal Efficacy are significantly related to each other. The high Personal Efficacy improves communication and decision making style (Husband & Short, 1994). A number of studies have identified different strategies for increasing self efficacy (SE) through empowerment. The organization prefers to create trust, empowerment within the organization (Husband & Short, 1994). Interestingly the researchers also feel more empowered by knowledge and they become mentors for other colleagues and Juniors (Butler et.al, 1995). Highly motivated managers, employees feel strong decision makers and take corrective action as a result increase opportunities for themselves and control over their weaknesses think professionals and are able to develop competence (Morris and Nunnery, 1993). In education policy and professional community Personal Efficacy increase empowerment. As a result, they start collaborating, risk taking and linkages, some of the factors that contributes to high managerial performance (Morris and Nunnery, 1993) found that empowerment was linked with the

teachers' ability, increases and teachers feel high status and self esteem and more confidence. Many times interdisciplinary teams perform better because they find encouragement from others and develop a liking for each other. (Benjamin et al., 1988) identified that personal inventory creates high Personal Efficacy as a result, employees learn proactiveness and are able to analyze their situations rationally do a SWOT analysis of their growth and use strengths for more efficiency and effectiveness and expand their network to achieve personal and professional goals. Efficacy gives the motivation, joy of life and direction for the future. The internal consistencies on personal dimension support non discrimination and flexible attitude (Gypson & Dembo, 1985).

The Self Efficacy ensures a feeling that one has been listening and was able to influence policy. The learning attitude creates positive interpersonal dynamic and make a person learning centered. High efficacy encourages self regulation empathy and socialization. It means there must be a strong relationships amongst the factors of Emotional Intelligence and Personal Efficacy. A sense of autonomy also develops amongst self learnt centered managers. These managers are ready to make mistakes, high risk taker and appreciates the qualities of others. High Self Efficacy (SE) individuals are good learners. They carry positive beliefs about others. They want to learn the sense of motives and goals also interested to achieve rewards, looking for appreciations and attentions to become more responsive towards the organization. They think in concrete right ways and become more flexible in their approaches. The criticism is well appreciated, make people to agree for their views and avoid the sentence. I am told to do as a result a strong workplace relationship are developed and personal efficacy (PE) becomes highest in priority (Vincenz 1990).

The Personal Efficacy empowers the employees. It means empowerment and Personal Efficacy are closely related. Efficacy also tends to be very specific related to any situation or person specific storage relation were found between Personal Efficacy and career management. The managers feel happier in their jobs and the followers of such leaders obliged by knowledge level of their senior. A potential to influence others is also an outcome of the Personal Efficacy. The organizational climate makes high achievers safe and able to achieve organizational goals. An interpersonal dynamics develops at work place which enhances the efficacy and effectiveness of the overall organization. Where mangers start believing that they can make a difference in the workplace, it resembles their confidence they can do different than what others are doing such managers provide a work environment. They are in a position to share activities for helping others. An atmosphere of positive

interpersonal relationship and high order thinking develops or create or encourage towards higher positions. Cognitive coaching (Coasta and Garmston, 1994) provides powerful strategies for helping teachers to be effective in their classrooms. Those who are enthusiastic for their learning and making career are found more satisfying and if required, they are ready to shift their careers in different professions.

Occasional and sporadic workers exhibit less efficacy than study workers. (Cunnien *et al.*, 2009). Employees are also influenced by the jobs they do, if they feel their jobs are more enjoyable. They like their positive role (Liebel, 2004). In Indian pharma company. Ranbaxy who are manufacturing life saving drugs do not take their jobs as forceful assignment rather they feel pride in manufacturing life saving drugs. These positive roles create boundary less organization and repetitive occurrence. Many managers does challenging jobs and make it interesting to constitute a feeling of achievement. The investment of life makes them effective in their jobs. The overall work experience gives a sense of confidence to move forward in their jobs and to prove themselves in the society as role models, they differentiate themselves from others (Markus and Kitayama 1991).

The personal efficacy and self efficacy plays prime role in achievement motivation. A repetitive persistence ensures achievement of goals. The stage of life for Example- Adolescence also plays an important role in the development of Personal Efficacy. At a particular age managers are highly inspired for creation of a bright future (Schneider & Steveneson 1999). The beginners in the career want to experience various realms of life and return, they want to satisfy workplace family and society. High achievers are also concerned with their health with a high degree of regulations imposed by self. Employees with a strong sense of Self Efficacy structure their career methodically and continuously set high goals. A systematic planning and actions are designed to meet their own expectations. A series of training programs are attended to develop competencies to predict success in the future (Mairquest and Eichornm 1989). The perceived efficacy is strong as compared to felt efficacy. However, it varies from strength to weakness of each individual. The professional goals and control orientations are well checked by career committed managers (Garbosky *et al.*, 2001). The occupational and career are significantly related with level of self efficacy (Betz and Hackett, 1986, Lent and Hackett, 1987, Taylor and Popma, 1990) Spillover (Learning Generalization and affirms experience in our part of life also affect outcomes in other parts of life (Konm and Schtoler, 1983). The work experience spillover into one another, part of life. It is interesting to note that the family life, social life and personal health

spillover and ensures a common effect. The high intensity and self commitment empowers job assignments (Staff and Mortimer, 2007), steady work and employment have positive Self Efficacy outcomes (Shanahan and Flaherty, 2001). When an individual performs a particular kind of job in the capacity to be successful in their future, he ensures supervisory support creates job security and smartly handle the stress at a job. These qualities make him successful and get involved more and more jobs. Higher job satisfaction significantly predicts the high Self Efficacy.

A strong relationships between employee and Supervisors develops an important condition of work organization also develops human social capital. A positive energy flows in that workplace and promotes a concept of opportunities for development within an organization. In return a confidence to perform the required task of the organization constituted for human capital mechanism. The skills developed for necessary participation influences workplace settings and expect stability of workplace with positive orientation. An extensive literature documents support the socioeconomic gradient related to health (Frytek e.al., 2003) stress free jobs have a positive effect on Personal Efficacy. It fosters positive mood and increases global self efficacy (Mortimer and Staff, 2004). Male participants reported higher economic Self Efficacy than female counterparts (Dennehy and Mortimer, 1993). It is contextual and to be checked on the basis of demographic variables. Work quality variables also decide Self Efficacy (SE). If supervisors are always available to listen and ready to provide a solution to the problem a “great deal is accomplished”. These employment experiments, construct a sense of Self Efficacy amongst the individuals. The economic Self Efficacy index reflects by having a job that pays well, owning a home and enjoyment in the workplace. In general Self Efficacy is represented by cognitive, selective, affective and motivational factors. The Self Efficacy is responsive to occupational success and failure and indicate the process of growing up in the career.

If self perception is positive, then self esteem and personal efficacy will go high. Some people have high self esteem, but relatively low Personal Efficacy (Hughes and Demo, 1989). Rosenberg and Semens (1972) argued that many people compare themselves with the immediate interpersonal environment when helps them to develop Personal Efficacy. The social comparisons are also important factor for developing Personal Efficacy. Rosenberg and Pearlin (1978) demonstrates that social class has an influence on self esteem and greater a social relation conditional by organizational climate. The discontinuation in the and society in the structure of opportunities are responsible for low Personal Efficacy (Gurin et.al, 1969).

These people blame to society for their failures rather than as individuals (McCarthy and Yancey, 1971, Porte and Washigton, 1979). The quality of work life and relationship with family and friends is positively related to self esteem. When an individual gets apparition from the society and also become the part of cultural involvement it becomes liking for self and enhances once efficacy. The emotional stability and Personal Efficacy are to be identified to correlate. The high Personal Efficacy and high Emotional Intelligence may be strongly correlated. This is to be tested in Indian context. Many times feelings of external control may possess a belief to create an opinion. If an individual finds lower status in the society than his Personal Efficacy is also bound to be low (Tailor and Walsh, 1979).

The social and economic factors create the confidence of Personal Efficacy in an individual. The experience of effective performance is the most impact factor in the development of a sense of Personal Efficacy. The social factors are institutional in nature and macro structure of the society creates strong predictor of Personal Efficacy. It means Personal Efficacy is strongly related to the socioeconomic structure of the society. The earlier studies are largely from samples of other than Indian executive. So that may not have much effect on Indian student. A clear process of Personal Efficacy in Indian context is to be generated that the level of Personal Efficacy and its impact on performance can be studied. The occupation prestige, income, age and other demographic variables are responsible for Personal Efficacy of an individual. The playing blame game is also part of low Personal Efficacy. Those who attribute responsibility to self, they are capable of handling the situation effectively psychologically. Thus, they are positively related to Personal Efficacy and belief that achievement is due to individual efforts and system success in an organization. It means Personal Efficacy is associated with the belief that one's fate is controlled by himself and not by the system. It is a positive location in the society. A sense of institutional sees the opportunities that would enable them to feel full of efficacy (Franks and Marolla, 1976). The effective performance is the most important factor in the development of efficacy.

Innovation and power of self efficacy lead in a rich learning environment for the professionals. A higher recognition of the individual brings high Personal Efficacy. It becomes a strong indicator of future success. Personal Efficacy is a valid consideration in performance determination. It is also needed for strong decisions at the workplace. The change agents with high Personal Efficacy reforms,

innovative practices. They participate energetically share authority and get engaged in meaningful work and find meaning in what they perform. They are full with positive emotion, demonstrate knowledge and they are the right persons as change agents. They can motivate others, bring reorganization do different things and are appreciated by seniors, colleagues and subordinates.

The managerial effectiveness depends on Personal Efficacy (PE) it gives a sense of adequacy in a person. High Personal Efficacy people are highly effective (Rao, 2006). The role efficacy leads to Personal Efficacy and offers creativity and innovativeness in order to use the individual capabilities. Many times managers find they are unable to manage their own level of motivation under stressful conditions because of low Personal Efficacy. They need time to enhance their own job effectiveness. The Personal Efficacy and JE are significantly correlated and extremely impact to construct Personal Efficacy. The synthesis of individuals capacity and organization environment is must to enhance Personal Efficacy of executives in an organization. According to Mcguive (1963) many executives are not able to create boundary work and leisure. Workplace plays a central position in their lives. They find meaning and purpose at work and test their Personal Effectiveness is organization situations. However, their preferred activities may be outside of the workplace and ratify their physiological and psychological needs. It is assumed seniors will take care of their subordinates in designing the strategies to create a boundary between work leisure. Special efforts are required when managers face unfavorable situations. The Personal Efficacy suggests different efforts for different individuals to develop solutions to the problem. The job which is meaningful and interesting at work also gives a sense of power and recognition, which develops self efficacy (Herzberg, 1966).

The Personal Efficacy extends the ability to face challenges and give fair treatment. A situation of unhappiness reduces Personal Efficacy. The Personal Efficacy is also affected by superiors behavior. A supervisor is not able to specify personal goals of the subordinate and subordinate experiences role ambiguity the role of Personal Effectiveness and efficacy also gets limited. Nature of job makes a significant impact on the efficacy of an individual. The Expectancy theory (1964) proposed that the factors under expectancy enhance individual motivation. A consistent, conscious effort can help to develop Personal Efficacy.

Personal Efficacy seen as an individual variables that predicts other attitudes or that conditions in which an individual makes a choice (Lefeourt, 1976). Personal Efficacy shifts its social position. It is

also associated with greater internal control (High Personal Efficacy) (Leafeourt, 1976) and experience towards external control (Low Personal Efficacy). The first birth i.e. a significant role transition results into temporary disruption of family life (Hobbs, 1965, 1968), Meyerowitz and Feldman, 1966, Beauchamo, 1968, Feldman, 1971, Russell, 1974, Hobbs and Koley, 1976, Zajicek, 1979) proposes individuals adaption to the new social role generated by major life event.

Personal Efficacy indicators were administered in 1970 and again in 1973 and it was observed that Personal Efficacy among those having a first birth changes the personality of individuals. The measures of Personal Efficacy are drawn from Rotters (1966) internal and external locus of control. The internal locus of control gives a change in the magnitude of Personal Efficacy. The IQ marital states are found related to be Personal Efficacy.

The Personal Efficacy changes with demographic variables efficacy age, socioeconomic status, education, etc. Personal Efficacy in 1970 and 73 was studied and found women who remained childless were lower as compared to those who had children. There is a little change in Personal Efficacy score those who had education and parental socio-economic status.





### Research Methodology

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#### 3.1 Introduction

The chapter discusses the concept of the research and brings out the frame work of the study i.e. Personal Efficacy & its independent variables viz Emotional Intelligence and Work Place Spirituality in context of Indian Organizations.

The Chapter-2 (Literature Review)- explained the need of undertaking such a study which tries to understand the role of independent variables, Work Place Spirituality & Emotional Intelligence as predictor of Personal Efficacy. The present study focuses on how Personal Efficacy can be effected by Emotional Intelligence & Work Place Spirituality.

#### 3.2 Objectives of the Study

The purpose of the study is to evaluate the Personal Efficacy of the executives in Indian Organizations; both Private Sector as well as Public Sector to further examine the role of various dimensions of Work Place Spirituality & Emotional Intelligence in effecting the Personal Efficacy. The main objectives of the study are as under:

- 1- To study the Emotional Intelligence of Executives in select Indian Organizations.
- 2- To study Work Place Spirituality in select Indian Organizations.
- 3- To study Personal Efficacy of Executive in select Indian Organizations.
- 4- To study Emotional Intelligence & Work Place Spirituality as predictors of Personal Efficacy.
- 5- To study the relationship between Personal Efficacy & its component factors.

#### 3.3 The sample

The elements of the universe comprised of senior and middle level Executive of select Indian Organizations both Public Sector as well as Private Sector. A total of 400 samples were distributed out of which 360 samples were collected & after rejecting the incomplete samples, 331 samples were finally selected for data analysis. After finalising the data of 331, it was subjected to data cleaning. Normality was checked and then the further analysis was carried on. The demographic profile of the respondents is given in table 3.3. The samples were collected from central & state PSUs of Power &

Oil industry. The samples from the Private Sector were collected from Power & manufacturing sectors. The data also included foreign participants though few in member. These organizations were located in Uttarakhand, Delhi, Haryana, Uttar Pradesh & Himachal etc.

**Table 3.1: Sample description**

Sl. No.	Demographic Variables	Frequency	Percentage
1	Age		
	≤30	82	24.77
	31-40	83	25.08
	41-50	111	33.53
	≥51	55	16.62
2	Education		
	Graduate/BE/B.Tech	205	61.93
	M.Tech/MBA/Professional	111	33.53
	Undergraduate	05	1.51
	Did not give their Qualification	10	3.02
3	Work Experience		
	≤10 yrs	119	35.95
	11-20 yrs	86	25.98
	21 & above	126	38.07
4	Total Annual Income		
	≤10 lacs		
	11-15 lacs	144	43.50
	≥15 lacs	65	19.64
	Did not give their annual income	98	29.61
		24	7.25
5	Gender		
	Male	279	84.29
	Female	52	15.71

The mean age of the respondents was 39.72 and their mean job tenure was 16.69 years. The data was predominantly of male 84.29% and only 15.71% female employees. The sample was evenly distributed amongst various age groups 24.77% in less than 30 years. 25.08% were in the age group and 31-40/ 41-50, 33.53% above 16.62% in the above 51 years of age group. 61.93% population was graduate B.E./B.Tech, whereas 33.53% had higher education viz. M.Tech, MBA and other profession qualification and only 1.51% were undergraduates., 3.02% did not disclose their qualification. The work experience was also evenly distributed as 35.95% executives had less than 10 years of experience, 25.98% were in the 11-20 years of work experience & 38.07% had 21 years and above

work experience.

### **3.4 Instruments for Data Collection**

A self administered questionnaire was used for data collection. The questionnaire had 89 items under 3 scales vi, Emotional Intelligence, Work Place Spirituality and Personal Efficacy. The first section of the questionnaire collected demographic information.

#### **3.4.1 Demographic Information**

Demographic Information section included age, Gender, Educational, Qualification, Work Experience Organization, Managerial level position & tenure in present organization.

#### **Scoring**

1. Scoring is done manually.
2. The sum of all the four scores is total Personal Efficacy score. Other factors are:

Cognitive	-	1,5,9,13,17
Effective	-	2,6,10,14,18
Motivation	-	3,7,11,15,19
Selective	-	4,8,12,16,20

### **3.5 The Data Analysis**

Data )were analyzed through the statistical tools like correlation analysis (Cahyono & Hartijasti, 2012), regression analysis and ANOVA test to achieve the objectives of the study with 3.4.2.

#### **The Data Collection Tools**

Three Standardized scales were administered on each component of the samples. The details of these instruments are as under:

1. Work Place Spirituality (WPS) Scale
2. Emotional Intelligence (EI) Scale

### 3. Personal Efficacy (PE) Scale

#### 1. Work Place Spirituality (WPS)

##### *Profile*

Tool: Work Place Spirituality Scale (WPS)

Author: Dennis Duchon & Donde P. Ashmos (2000)

Nature: Verbal

Structure: 35 Items

Duration: No Limited time

Reliability Coefficient: High

Structure:

##### *Description*

1. The scale is self administering.
2. The subject is asked to interpret each item for himself/herself.
3. Responses are in terms of selecting any of the five choices, focus is laid on individual's reflections on different situations. The purpose of the test is not to disclose to him/her.
4. Unwarranted apprehensions or expectations are not raised in the mind of the subject.
5. The scale explores five dimensions of the Work Place Spirituality individual viz meaningful work.

##### *Administration*

1. The instructions printed on the scale are adequate to guide the individual to fill up the questionnaire.
2. After establishing rapport the subjects are asked to mark each item with any of the five choices.
3. There are no right or wrong answers to the statements or items.

##### *Scoring*

1. Scoring is done manually.

2. The items are answered in terms of strongly agree, agree, agree, neutral, disagree and strongly disagree and they are awarded the score of 1,2,3,4,5 respectively.
3. The sum of all the 35 items gives the individual perception of five factors of Work Place Spirituality.

S1	Meaningful work	-	1-7
S2	Condition for community	-	8-16
S3	Positive work unit values	-	17-22
S4	Organizational values	-	23-29
S5	Individual & the organization	-	30-35

## **2. Emotional Intelligence (EI) Scale**

### *Profile*

Tool: Emotional Intelligence (EI) Scale

Author: Anukool Hyde, Sanjot Pethe and Upinder Dhar (2000)

Nature: Verbal

Structure: 34 Items

Duration: No Limited time

Reliability Coefficient: High

Validity: High

### *Description*

1. The scale is self administering
2. The subject is asked to interpret each item for himself/herself.
3. Responses are in terms of selecting any of the five choices, focus is laid on individual's reflections to different situations. The purpose of the test is not disclosed to him/her.
4. Unwarranted apprehensions or expectations are not raised in the mind of the subject.
5. The scale explores ten dimensions of the Emotional Intelligence of an individual.

### *Administration*

1. The instructions printed on the scale are adequate to guide the individual to fill up the questionnaire.
2. After establishing rapport the subjects are asked to mark each item with any of the four choices.
3. There are no right or wrong answers to the statements or items.

### *Scoring*

1. Scoring is done manually.
2. The items are answered in terms of strongly agree, agree, agree, neutral, disagree and strongly disagree and they are awarded the score of 1,2,3,4,5 respectively.

## **3. Personal Efficacy (PE)**

### *Profile*

Tool: Personal Efficacy (PE)

Author: Udai Pareekh & Surabhi Purohit (2010)

Nature: Verbal

Structure: Four sets of items with five choices each.

Duration: No Limited time

Reliability Coefficient: High

Validity: High

### ***Description***

1. The subject is asked to interpret each item for himself/herself.
2. Responses are in items of selecting any of the five choices focus is laid on individual is reflections to different situations. It is not desirable to tell the subjects the exact purpose for which the tool is used.
3. Unwarranted apprehensions or expectations are not raised in the mind of the subject.
4. The scale yield the measure of managerial effectiveness..

### *Administration*

1. The instructions printed on the scale are sufficient to take care of the questions that are asked.
2. After establishing report the subjects are asked tick mark his or her choices against any of the five statements in each set..
3. There are no rights or wrong answers to the statements or items.

Data were analyzed through the statistical tools like correlation analysis, regression analysis and ANOVA test to achieve the objectives of the study with the help of SPSS 20.0.





## Results and Discussion

**4.1 Accomplishing the objective(i):** To study the Emotional Intelligence of Executives in select Indian Organizations.

The Emotional Intelligence scale comprised of 34 item consisting of 10 factors viz, Self Awareness, Empathy, Self Motivation, Emotional Stability, Managing relations, Integrity, Self development, value orientation, Commitment & Altruistic behaviour. To identify the consistency amongst the items 34 items were analysed for reliability statistics and the results revealed the value of Cronbach's Alpha ( $\alpha$ ) as .902 (Table 4.1.2)

**Table 4.1.1 Case Processing Summary**

		N	%
Cases	Valid	331	100.00
	Excluded(a)	0	0
		331	100.00

- a. List wise deletion based on all variables in the procedure

**Table 4.1.2 Reliability Statistics of Emotional Intelligence Scale**

Cronbach's Alpha	N of Items
.902	34

Factors of Emotional Intelligence scale contain Self awareness 4 items, Empathy 2 items, Self motivation 6 items, Emotional Stability 4 items, Managing relations 5 items, Integrity 3 items, Self development 2 items, Value orientation 2 items, Commitment 2 items and Altruistic Behaviour 2 items.

As shown in table 4.1.3, the highest significant correlation has been found between Self Awareness and Integrity (.577\*\*). The overall significant correlation of Emotional Intelligence with Self Awareness is also found to be (.765\*\*). Subsequently Emotional Intelligence has shown overall significant relationship with Empathy (.567\*\*), Self motivation (.778\*\*), Emotional Stability (.730\*\*), Managing relation (.731\*\*), Integrity (.743\*\*), Self Development (.666\*\*), Value Orientation (.619\*\*), commitment (.648\*\*) and Altruistic behavior (.649\*\*). Empathy has

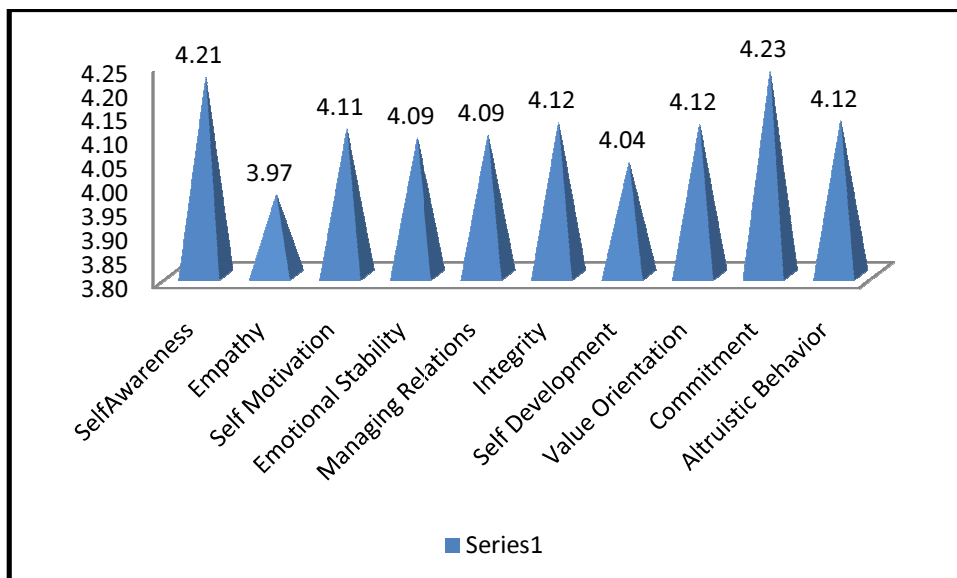
significant correlation with self-motivation (.420\*\*), Self Awareness (.275\*\*), Emotional Stability (.331\*\*), Managing Relations (.333\*\*), Integrity (.301\*\*), Self Development (.269\*\*), Value Orientation (.274\*\*), Commitment (.271\*\*) & Altruistic Behavior (.275\*\*).

Self Motivation has significant correlation with Managing Relations (.560\*\*), Integrity(.539\*\*), Self Development (.438\*\*), Value Orientation (.423\*\*), Commitment (.457\*\*) & Altruistic Behavior (.499\*\*). Emotional Stability has significant correlation with Managing Relations (.518\*\*), Integrity (.561\*\*), Self Development (.486\*\*), Value Orientation(.384\*\*), Commitment (.370\*\*) & Altruistic Behavior (.398\*\*). Managing relationship has significant correlation with Integrity (.508\*\*), Self Development (.457\*\*), Value Orientation (.352\*\*), Commitment (.374\*\*) & Altruistic Behavior (.454\*\*). Integrity has significant correlation with Self Development (.516\*\*) Value Orientation (.365\*\*), Commitment (.394\*\*) & Altruistic Behavior (.398\*\*).

Self Development has significant correlation with Value Orientation (.268\*\*) Commitment (.287\*\*) and Altruistic Behavior (.366\*\*). Value Orientation has significant correlation with Commitment (.425\*\*), and Altruistic behavior(.328\*\*). Commitment has significant correlation with Altruistic behavior(.331\*\*).

#### 4.1.1 Factors of Emotional Intelligence Scale

**Figure 4.1.1 Factors of Emotional Intelligence Scale**



**Table 4.1.3 Correlation of Emotional Intelligence Scale**

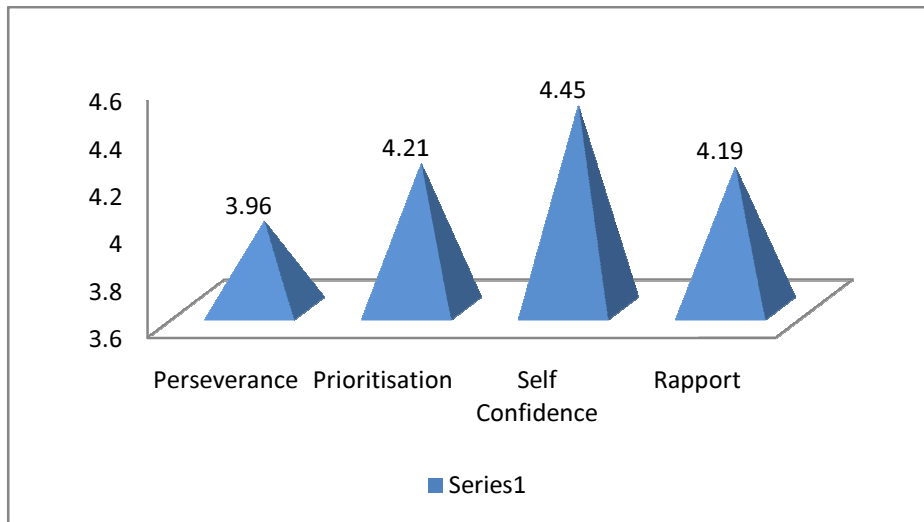
	MEAN	STANDARD DEVIATION	SELF-AWARE NESS	EMPATHY	SELF-MOT	EMOTIONAL STABILITY	MANAGERIAL RELATIONSHIP	INTEGRITY	SELF-DEVELOPMENT	VALUE ORIENTATION	COMMITMENT	ALTRUISTIC BEHAVIOUR	EMOTIONAL INTELLIGENCE
Self Awareness	4.21	.462	1										
Empathy	3.97	.660	.275**	1									
Self motivation	4.10	.440	.566**	.420**	1								
Emotional stability	4.08	.528	.454**	.331**	.549**	1							
Managing relations	4.09	.480	.565**	.333**	.560**	.518**	1						
Integrity	4.12	.498	.577**	.301**	.539**	.561**	.508**	1					
Self development	4.03	.590	.475**	.269**	.438**	.486**	.457**	.516**	1				
Value orientation	4.12	.583	.401**	.274**	.423**	.384**	.352**	.365**	.268**	1			
Commitment	4.22	.574	.544**	.271**	.457**	.370**	.374**	.394**	.287**	.425**	1		
Altruistic behaviour	4.12	.513	.481**	.275**	.499**	.398**	.454**	.398**	.366**	.328**	.331**	1	
EMOTIONAL INTELLIGENCE			.765**	.567**	.778**	.730**	.731**	.743**	.666**	.619**	.648**	.649**	1

\*\* . Correlation is significant at the 0.01 level (2-tailed).

The higher correlation amongst the self awareness, self motivation , Emotional stability, managing relations and integrity indicated that factors of Emotional Intelligence are important and significant for the executives. The current study examined relationships between Emotional Intelligence and work place spirituality and their impact on Personal efficacy. It was predicted that there would be a positive relation amongst different factors of Emotional Intelligence and total Emotional Intelligence. The Similar cause also justifies for low Significant relationship between Managing Relations and total Emotional Intelligence. An exploration into the out comes can be supported by further discussions in relation to Self Intelligence.

#### 4.1.2 Self Awareness

**Figure 4.1.2 Items of Self awareness factor of Emotional Intelligence Scale**



**Table 4.1.4 Inter-item Correlation of Self Awareness Factor of Emotional Intelligence Scale**

	Mean	Standard Deviation	Perseverance	Prioritisation	Self Confidence	Rapport
Perseverance	3.9698	.83430	1			
Prioritisation	4.2145	.66005	.221**	1		
Self Confidence	4.4592	.65180	.226**	.263**	1	
Rapport	4.1994	.79932	.114*	.131*	.208**	1

\*\* . Correlation is significant at the 0.01 level (2-tailed).

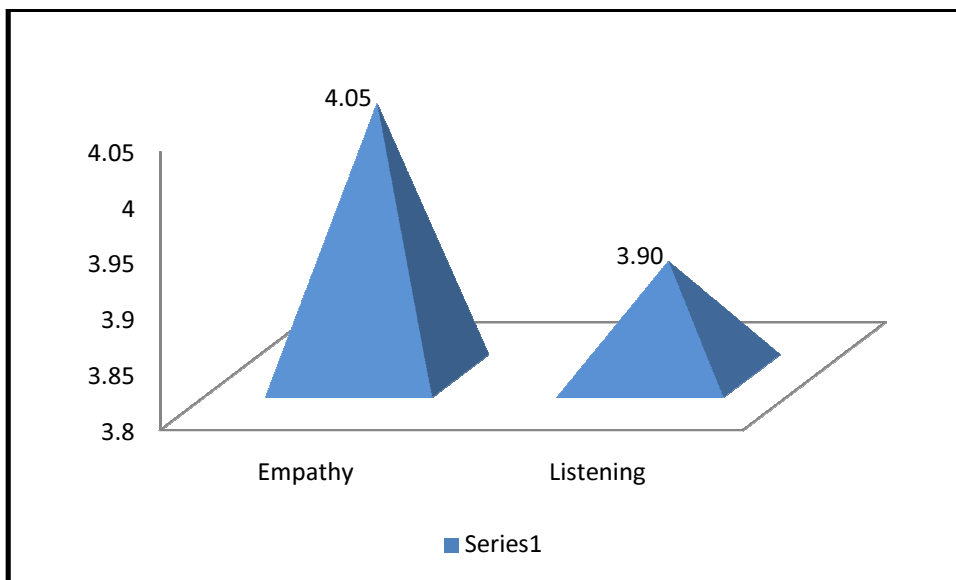
\* . Correlation is significant at the 0.05 level (2-tailed).

Perseverance has little significant relationship with Prioritisation(.221\*\*),Self confidence(.226\*\*) and Rapport(.114\*). Similarly Prioritisation has also very little significant relationship with Self confidence(.263\*) and Rapport(.131\*). Self confidence has no significant relationship with and Rapport(.208\*\*). One of the key elements of Emotional Intelligence is Self awareness, wherein the executives are required to be aware of not only their emotions but also that of their subordinates as well as their seniors. This information is of great use while interacting with them Stein, S. J., Papadogiannis, P., Yip, J. A., & Sitarenios, G. (2009). It helps them to understand the subordinates in a better and encouraging manner.

The self awareness influences performance and allows to be aware of our own emotions and Emotions of subordinates/ seniors. An integrated approach of honesty and right decision making motivate the executives in engaging and enlarging activities related to idea generations. Self Awareness amongst the Indian managers was found to play an important role in managing the workplace as those managers having high self awareness showed a better understanding of self as well as others and were more effective in the outcomes.

### 4.1.3 Empathy

**Figure 4.1. 3 Items of Empathy factor of Emotional Intelligence Scale**



**Table 4.1.5 Inter-item Correlation of Empathy Factor of Emotional Intelligence Scale**

Correlations				
	Mean	Standard deviation	Empathy	Listening
Empathy	4.0453	.73509	1	
Listening	3.9033	.84011	.405**	1

\*\* . Correlation is significant at the 0.01 level (2-tailed).

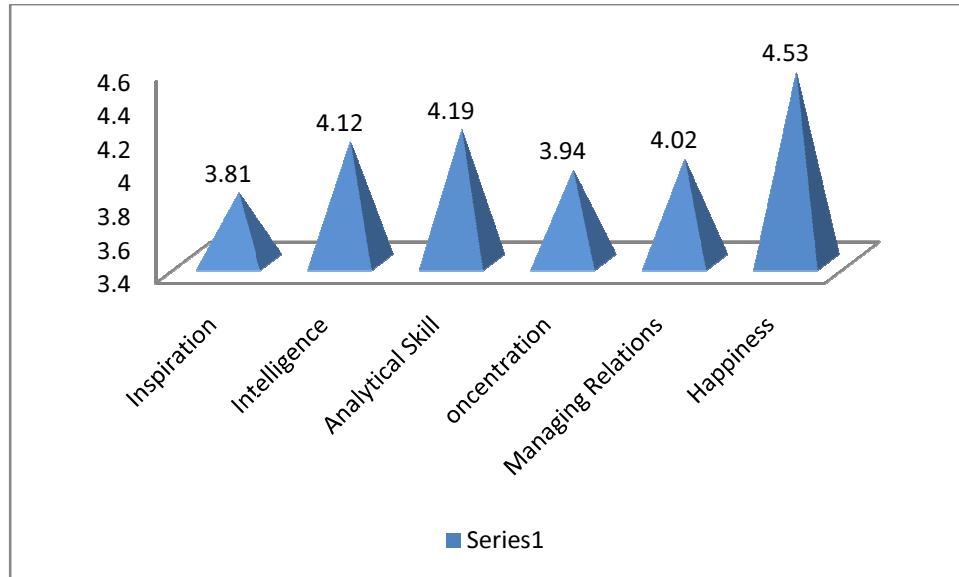
Empathy has significant relationship with Listening(.405\*). There is adequate support in the available literature that Empathy is positively associated with Emotional intelligence Polychroniou Panagiotis V.(2009),

Empathy develops an ability to successfully manage emotions of self and others (Barling et.al 2000) and (Palmer et.al 2001) suggested accurately perceive self motivation. Employees are driven by self interest and not by values. Employee’s personal goals are not aligned with organization vision, mission and goals.

In today's world the leadership styles of CEOs is also restricted by self interest as compared to larger interest of the society. Similar findings are supported by (Ash forth and Humfrey 1995). Empathy factor can nevertheless be of lesser importance as in work environment the seniors are required to display it to demonstrate how others feel about their actions. This will help them in better understanding with peers and subordinates Stein, S. J., Papadogiannis, P., Yip, J. A., & Sitarenios, G. (2009). The literature on emotional intelligence supports an important role of empathy in managing relations in the organization Mayer etal (), Mahsud, R.etal (2009). Jermy, Y. etal(2008). It was noted that executives having high empathy showed better profits and high earning for the organization.

#### 4.1.4 Self Motivation

**Figure 4.1.4 Items of Self Motivation factor of Emotional Intelligence Scale**



**Table 4.1.6 Inter-item Correlation of Self Motivation Factor of Emotional Intelligence Scale**

Mean	Standard deviation	E2	E4	E7	E8	E31	E34	
Inspiration E2	3.8157	.72980	1					
Intelligence E4	4.1208	.70746	.307**	1				
Analytical skills E7	4.1903	.66289	.286**	.416**	1			
Concentration E8	3.9486	.77092	.269**	.295**	.333**	1		
Managing Relations E31	4.0151	.81450	.198**	.276**	.214**	.247**	1	
Happiness E34	4.5317	.67063	.133*	.209**	.181**	.082	.174**	1

\*\* . Correlation is significant at the 0.01 level (2-tailed).

\* . Correlation is significant at the 0.05 level (2-tailed).

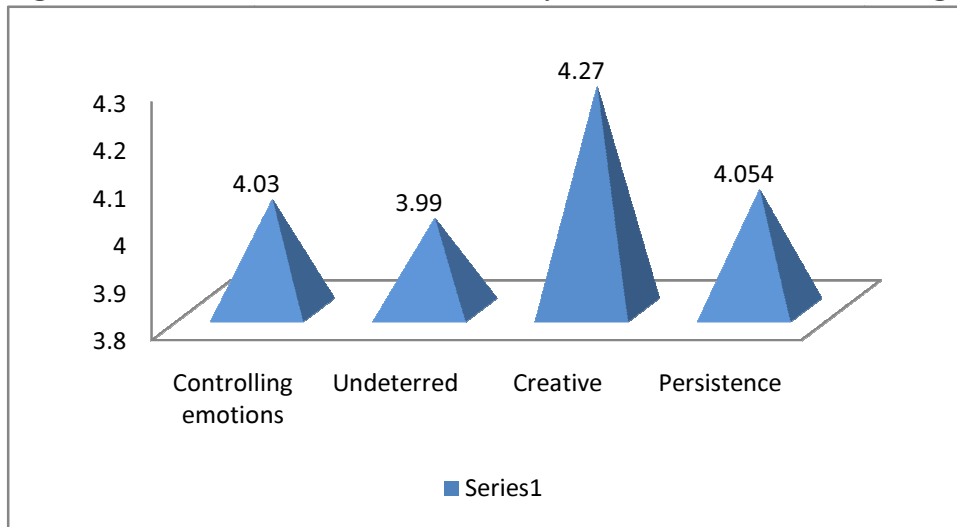
As shown in Table 4.1.6 Inspiration has shown a positive and significant relationship with Intelligence(.307\*\*), Analytical skills(.286\*\*), Concentration(.269\*\*), Managing Relations(.198\*\*) and Happiness(.133\*). Intelligence has shown a positive and significant relationship with Analytical skills(.416\*\*), Concentration(.295\*\*), Managing Relations(.276\*\*) and Happiness(.209\*\*). Analytical skills has shown a positive and significant relationship with Concentration(.333\*\*), Managing Relations(.214\*\*) and Happiness(.181\*\*). Concentration has shown a positive and significant relationship with Managing Relations(.247\*\*) and Happiness(.082). Similarly Managing Relations has shown a positive relationship with Happiness(.174). Self motivation has shown high significant correlation with managing relations (.560\*\*), emotional stability(.549\*\*), integrity (.539\*\*), self development (.538\*\*), altruistic behavior (.499\*\*), commitment (.457\*\*), value orientation (.423\*\*). In overall emotional intelligence the correlation with self motivation was found to be highly significant (.778\*\*). This can be understood by the fact that the work environment in the PSUs is not self encouraging, meaning thereby that majority of the employees are engaged in routine job having less opportunity for creativity and innovativeness. It was observe that by and large employees worked effectively in self governed teams Millward L.J. etal (2010). Self motivation was the key factor in EI which was found to be stimulating and prompting the managers to effectively manage the workplace. The managers not only motivated self but as leaders also motivated the team members. In addition, various reforms can be incorporated to enhance the productivity of the workforce (Sarker & Pathak, 2003).

The individuals consideration lead to in willingness to perform better through self and inspirational motivation. The positive relations between Emotional Intelligence self motivation is also supported by similar findings as in the current study. Self Motivation also create an ability to monitor oneself and develop competencies to monitor emotions at work place.



#### 4.1.5 Emotional Stability

**Figure 4.1.5 Items of Emotional Stability factor of Emotional Intelligence Scale**



**Table 4.1.7 Inter-item Correlation of Emotional Stability Factor of Emotional Intelligence Scale**

	Mean	Standard deviation	E14	E19	E26	E28
Controlling Emotions	4.0332	.93846	1			
Undeterred	3.9939	.88895	.266**	1		
Creative	4.2719	.68208	.095	.203**	1	
Persistence	4.0544	.68980	.287**	.312**	.297**	1

\*\* . Correlation is significant at the 0.01 level (2-tailed).

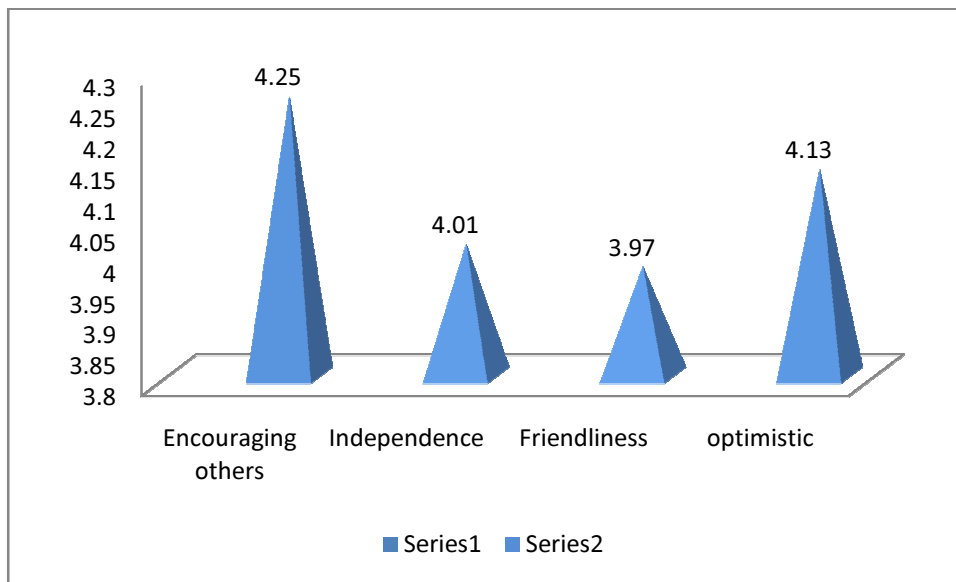
As shown in Table 4.1.7 Controlling Emotions has shown a positive and significant relationship with Undeterred (.266\*\*), Creative(.095) and Persistence. Undeterred (.266\*\*) has shown a positive and significant relationship with Creative(.203\*\*) and Persistence(.312\*\*). Creative(.095) has shown a positive and significant relationship with Persistence(.297\*\*).

George (2000) suggested that managing relationships and Emotional stability contributes to effectiveness of employees. Higher Emotional stability enhances problem solving approach and rightly identify issues and opportunities. This will improve positively the functioning of individuals and make them leaders. The followers feel influenced and become receptive and

supportive for the achievement of organizational goals. The commitment towards the organization & determination to identify solutions make effective leaders. Dulewicz, V.etal(1999) indicated that amongst the factors of emotional intelligence, emotional stability and resilience showed a first order level relationship. It also had strong relationship with self awareness, integrity and value orientation. In the Indian Organizations the successful mangers were found a good emotional stability which help them managing relations with peers and subordinates.

#### 4.1.6 Managing Relations

**Figure 4.1.6 Items of Managing Relations factor of Emotional Intelligence Scale**



**Table 4.1.8 Managing Relations Factor of Emotional Intelligence Scale Correlations**

	Mean	St.dev.	E1	E5	E11	E17
Encouraging others	4.2508	.77104	1			
Independence	4.0121	.93087	.059	1		
Friendliness	3.9758	.76239	.186**	.184**	1	
Optimistic	4.1333	.67552	.251**	.157**	.165**	1

\*\* . Correlation is significant at the 0.01 level (2-tailed).

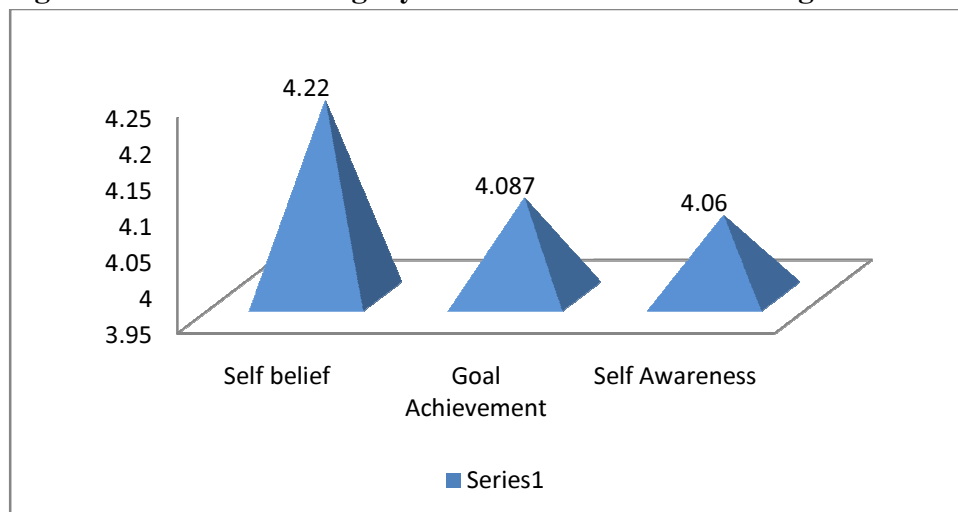
As shown in Table 4.1.8 Encouraging others has shown a positive relationship with

Independence(.059), Friendliness(.186\*\*) and Optimistic(.251\*\*). Independence has shown a positive relationship with Friendliness(.184\*\*) and Optimistic(.157\*\*). Friendliness has shown a positive relationship with Optimistic(.165\*\*). Managing relations has shown a significant correlation with self awareness (.565\*\*), self motivation (.560\*\*), emotional stability (.518\*\*), and empathy (.333\*\*).

However Emotional Stability and Managing Relations were found to be lower than expected. The results showed that Emotional stability may not be as high as predicted because of the nature of Industry does not give enough opportunity for personal growth and career. The lack of opportunity of merit force to take decisions irrespective of which many not be supported by inner consciousness of the employees. The Emotional Intelligence arouses confidence of individuals which results into managing relations and Emotional stability. Emotions play an important role in social interaction (Hartijasti, 2013) and interpersonal relationship Riggio, R.E. etal(2008), Gottman and his colleagues (Gottman, 1982; Gottman and Levenson, 1986; Gottman and Porterfield, 1981). It was found out that effective communication played and important role in maintenance and development of marriages. Possessing emotional and social skills was considered important to maintenance of higher quality social relationship and social support system. The lack of these qualities was considered responsible for breaking down the families and other relationships Perez and Riggio, 2003; Philippot etal, (2003)

#### 4.1.7 Integrity

**Figure 4.1.7 Items of Integrity factor of Emotional Intelligence Scale**



**Table 4.1.9 Inter-item Correlation of Integrity Factor of Emotional Intelligence Scale**

	Mean	St. Deviation	E16	E27	E32
Self Belief E16	4.2236	.71235	1		
Goal achievement E27	4.0876	.75168	.207**	1	
Self awareness E32	4.0634	.72544	.266**	.129*	1

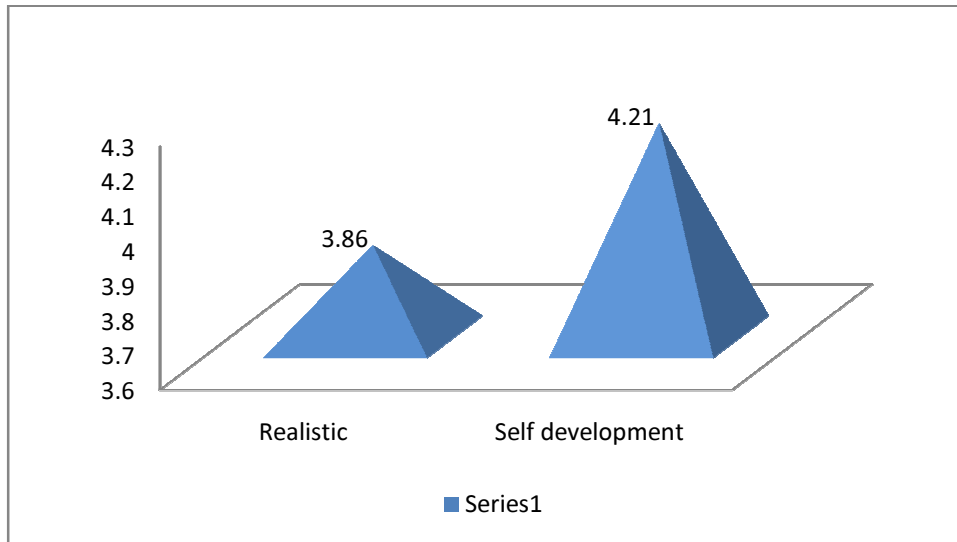
\*\* . Correlation is significant at the 0.01 level (2-tailed).

\* . Correlation is significant at the 0.05 level (2-tailed).

As shown in Table 4.1.9 Self Belief has shown a positive relationship with Goal achievement (.207\*\*) and Self awareness (.266\*\*). Goal achievement has shown a positive relationship with Self awareness (.129\*). Integrity has shown significant correlation with self awareness (.577\*\*), emotional stability (.561\*\*), self motivation (.539\*\*), and managing relations (.508\*\*). Amongst all the factors of emotional intelligence integrity has shown a high correlation with EI (.743\*\*) which clearly indicates that in the Indian context integrity base a significant role in managing emotions at workplace. In a study conducted in UK, public sector (Saha and Patwardhan, 2010) managers showed high scores or their counterparts in integrity and conscientiousnessDuleqlcz, V.etal(1999). In the present study the sample of public sector is around 65% and thereby supports the above study. Marques.J.F.(2007), Siti Sarawati Hj. J, Etal(2012), have suggested that integrity, sincerity and responsibility play an important role in improving the work output Without considerations of wages and benefits. Emotional Intelligence facilitates integrity (Caruso et.al).

#### 4.1.8. Self Development

**Figure 4.1.9 Items of Self Development factor of Emotional Intelligence Scale**



**Table 4.1.10 Inter-item Correlation of Self Development Factor of Emotional Intelligence Scale**

	Mean	Standard deviation	E30	E33
Realistic	3.8640	.78021	1	
Self development	4.2145	.72147	.235**	1

\*\* . Correlation is significant at the 0.01 level (2-tailed).

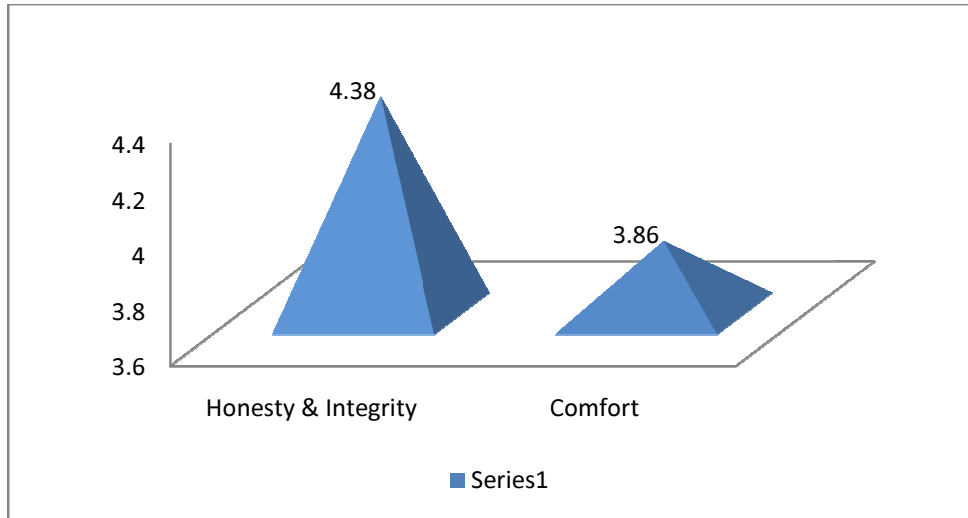
As shown in Table 4.1.10 Realistic has shown a positive relationship with Self Development (.235\*\*)

The Emotional self efficacy is related to assertive behavior and reduces aggression. The Emotional self efficacy perceive peer relationship with assertiveness & manage owns learning behavior. The Emotional component of Self Efficacy clarifies the understanding of circumstances. Self development shown high significant correlation with integrity (.516\*\*), emotional stability(.486\*\*), self awareness (.475), managing relation (.457\*\*), and self motivation(.438\*\*). In managing emotions development of self plays an important role. Garg, P. etal(2009) has suggested that self development a key component of emotional intelligence other factors such as self motivation, emotional stability, self development and altruistic behavior predicts deficiency focusing thereby indicating that those having these attributes seek the opportunity to reach the desired goals with confidence and enthusiasm. This may be due to the fact that the employees in

the sample were senior managers having considerable work experience had already undergone a lot of training and developmental programmes thereby had a fair opportunity for self development. Self development not only improves self awareness but also helps in controlling and regulating emotions.

#### 4.1.9 Value Orientation

**Figure 4.1.9 Items of Value Orientation factor of Emotional Intelligence Scale**



**Table 4.1.11 Inter-item Correlation of Value Orientation Factor of Emotional Intelligence Scale**

	Mean	Standard deviation	E21	E22
Honesty & Integrity	4.3807	.66523	1	
Comfort	3.8610	.83049	.206**	1

\*\* . Correlation is significant at the 0.01 level (2-tailed).

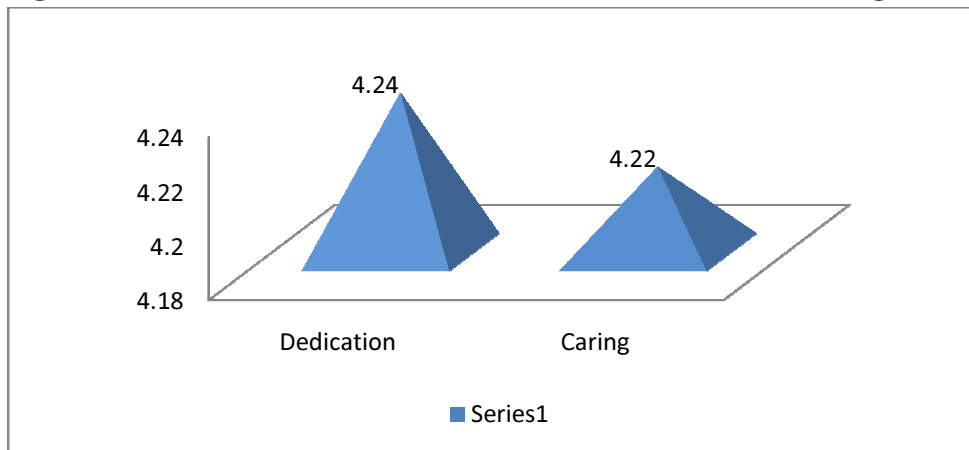
As shown in Table 4.1.1 Honesty and Integrity has shown a positive relationship with Comfort(.206\*\*).

The employee empowerment creates new opportunity for self development and value orientation.(Lowe, Kroeck, 1996). Value orientation was found to have significant correlation

with self motivation (.423\*\*), self awareness(.401\*\*), emotional stability (.384\*\*), Integrity (.365\*\*), Managerial relations (.352\*\*) & self development (.268\*\*). In the corporate world recent scandals taking place in Satyam, Lehman Brothers, Enron has generated a lot of interest in value orientation and ethical leadership (Mahsud, R.etal(2009). Values play a very important role in defining the core competencies of leadership which include honesty, fairness, empowerment and altruism (Brown & Trevino,2006). Marques,Joan F.(2006) has suggested that values and other attributes of emotional intelligence such as commitment, integrity, honesty and trust lead to ‘awakened leadership’ which is an all encompassing approach to leadership involving leaders awareness of the situation and his ability to control and regulate his emotions attuned to self, the stake holders and the environment thereby ensuring highest level of possible authentication. Many organization like Enron and Satyam are the examples of erosion of values and ethics in the present business scenario. The merger of cultures infuses emotional understanding in masses of both the cultures (Mahdavi, 2001).

#### 4.1.10 Commitment

**Figure 4.1.10 Items of Commitment factor of Emotional Intelligence Scale**



**Table 4.1.12 Inter-item Correlation of Commitment Factor of Emotional Intelligence Scale**

	Mean	Standard deviation	E23	E24
Dedication	4.2387	.65168	1	

Caring	4.2115	.67688	.497**	1
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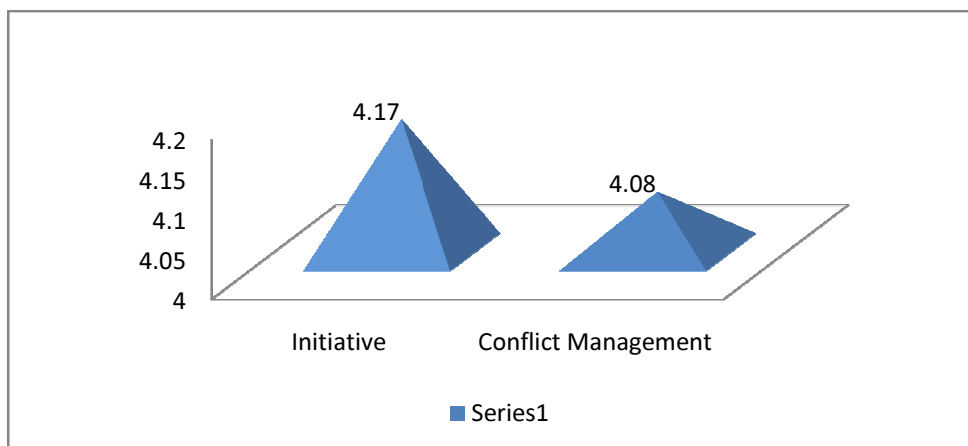
\*\* . Correlation is significant at the 0.01 level (2-tailed).

As shown in Table 4.1.12 Dedication has shown a significant relationship with Caring (.497\*\*).

Organizational commitment is the limit to which an individual identifies with the organization and is involved with the activities of the organization. It is the attitude of the employees towards the company Malhotra, N. etal(2004), Marques, J.F.(2007). In the present study commitment showed a high correlation with self awareness (.544\*\*), self motivation(.457\*\*), value orientation(.425\*\*) and integrity (.394\*\*). The managers in the present sample showed a great concern for the above factors, this may be due to the fact that the managers were mostly of the senior level and had adopted the above values which helped them in leading the subordinates with example. Majority of the organizations covered in the present study were profit making PSUs and private sector organizations where commitment to the organization was of high importance. Commitment with other qualities such as values, integrity, honesty & trust, vision, compassion, courage, forgiveness and creativity formed core of displaying EI amongst the executives Neal, J.(1997).

#### 4.1.11 Altruistic Behavior

**Figure 4.1.11 Items of Altruistic Behaviour factor of Emotional Intelligence Scale**





**Table 4.1.13 Inter-item Correlation of Altruistic Behaviour Factor of Emotional Intelligence Scale**

	Mean	Standard deviation	E3	E13
Initiative E3	.41662	.65102	1	
Conflict Management E13	4.0755	.63987	.268**	1

\*\* . Correlation is significant at the 0.01 level (2-tailed).

As shown in Table 4.1.13 Initiative has shown a positive relationship with Conflict management (.268\*\*)

Altruistic behavior has shown a high correlation with self motivation (.499\*\*), self awareness (.481\*\*) managing relation (.454\*\*), integrity (.398\*\*), self development (.366\*\*), commitment (.331\*\*), and empathy (.275\*\*). In the Indian organizations altruistic behavior has been found to be fairly high. This may be due to ingrained values and believes of the people. We are taught since our childhood to help the needy, to contributes significantly for people in distress. For example whenever and wherever natural calamities have taken place people have come out whole heartedly to help the people. This was amply seen in the earthquake of Latur, Tsunami in Tamilnadu and Kedarnath tragedy, wherein people from all over the country have shown tremendous concern for the people seeking help and support. Mahsud, R.etal(2009), has indicated that altruism is one of the key components of emotional intelligence which in combination with values and ethical leadership has contributed towards managerial effectiveness.

#### **4.2 Accomplishing the objective(ii): To study Work Place Spirituality in select Indian Organizations.**

The Work Place Spirituality scale comprised of 35 items distributed into 5 factors viz, meaningful work, Conditions for community Positive Work unit values, Organizational values, Individual & the Organization. To identify the consistency amongst the items, 35 items of Work Place

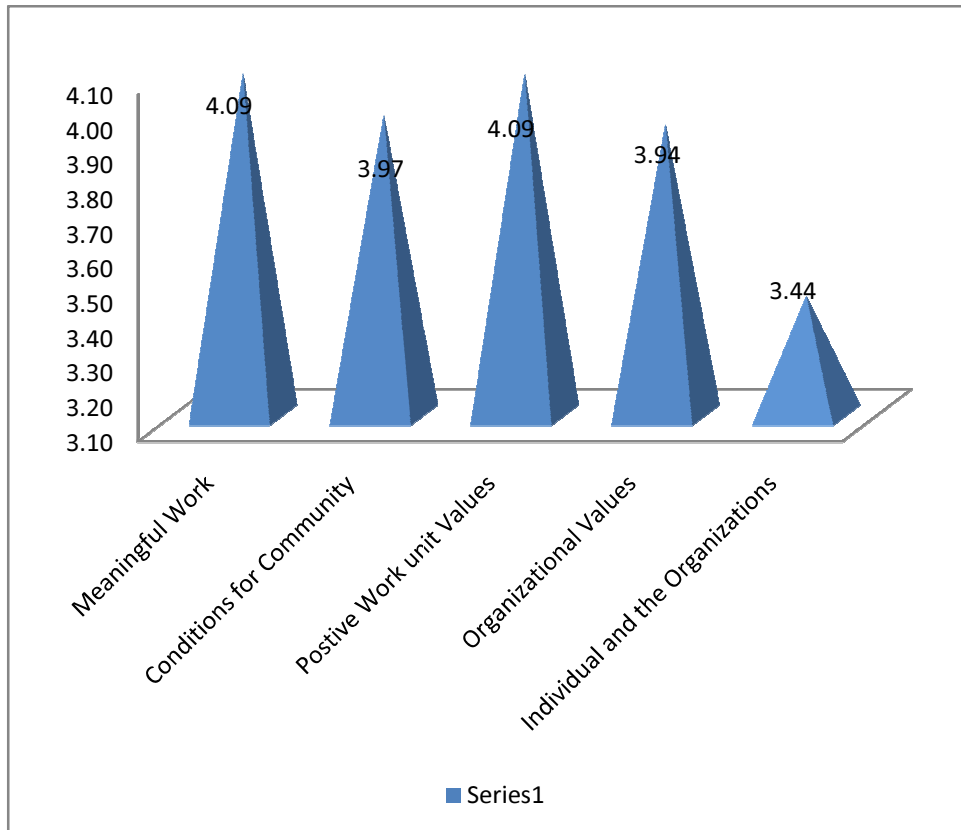
Spirituality were analysed for reliability Statistics and the results revealed the value of Cronbach's( $\alpha$ ) as .916 (Table 4.2.1.)

**Table 4.2.1 Reliability Statistics of Workplace Spirituality Scale**

Cronbach's Alpha	N of Items
.916	35

**4.2.1 Factors of Workplace Spirituality Scale**

**Figure 4.2.1 Factors of Workplace Spirituality Scale**



**Table 4.2.2 Correlation of Workplace Spirituality Scale**

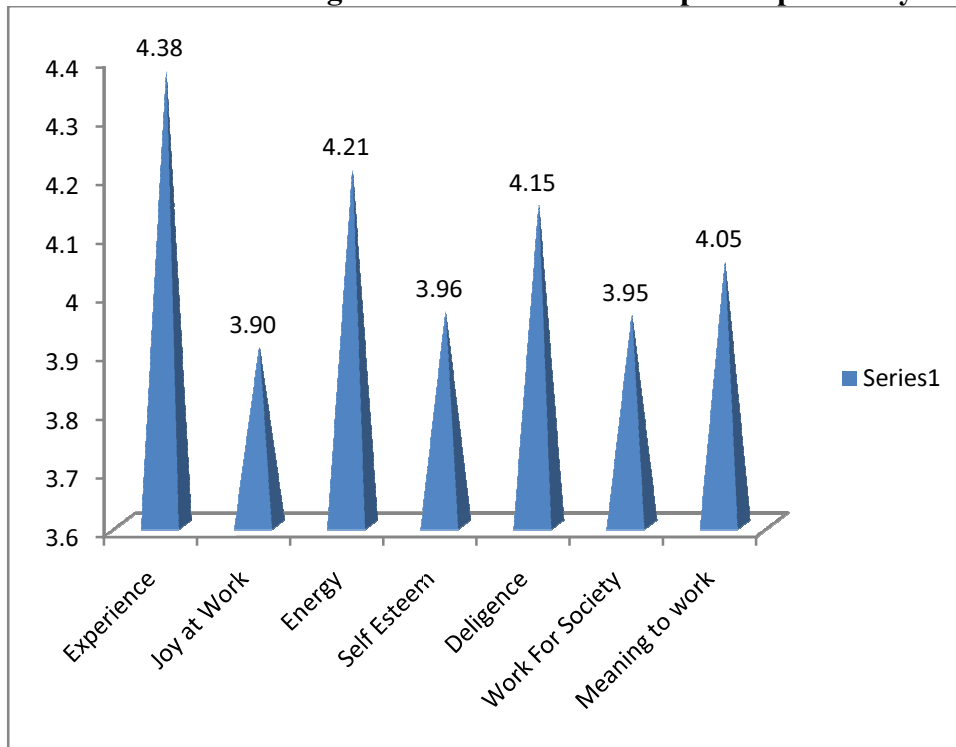
Mean	Standard Deviation	MEANINGFUL WORK	CONDITIONS FOR COMM	POSITIVE WORK UNIT	ORGANIZATION VALUE	INDIVIDUAL AND ORG.	SPIRITUALITY (WPS)	
Meaningful work	4.0855	.51095	1					
Conditions for Community	3.9664	.50865	.614**	1				
Positive work unit values	4.0861	.58233	.537**	.642**	1			
Organisational values	3.9422	.69372	.535**	.627**	.555**	1		
Individual & the Organisation	3.4466	.54061	.359**	.483**	.334**	.578**	1	
Workplace Spirituality			.759**	.844**	.780**	.857**	.698**	1

\*\* . Correlation is significant at the 0.01 level (2-tailed).

As shown in Table 4.2.2, meaningful work shows significant correlation with Conditions for community (.614\*\*), Positive Work Unit Values (.537\*\*), Organisational Values (.535\*\*), Individual and the Organization (.359\*\*). The overall value of Spirituality shows high significant correlation with meaningful work (.759\*\*), Conditions for Community (.844\*\*), Positive Work Unit Values (.780\*\*), Organizational Values (.857\*\*), and Individual and the Organization (.698\*\*). The conditions for community shows high significant correlation with Positive work unit values (.642\*\*), Organizational values (.627\*\*), and Individual & the Organization (.483\*\*). The Positive work unit values shows significant correlation with Organizational Value (.555\*\*) and Individual & the Organization (.334\*\*). Organizational Values and Individual and the Organization have significant correlation between each other (.578\*\*).

#### 4.2.2. Meaningful work

**Figure 4.2.2 Items of Meaningful work factor of Workplace Spirituality Scale**



**Table 4.2.3 Inter-item Correlation of Meaningful work Factor of Workplace Spirituality Scale**

**Table 4.2.3 Inter Item Correlation of Meaningful work factor of Workplace Spirituality Scale**

	Mean	St.dev.	SP1	SP2	SP3	SP4	SP5	SP6	SP7
Experience	4.3746	.65954	1						
Joy at Work	3.9033	.73630	.374**	1					
Energy	4.2054	.65604	.480**	.411**	1				
Self esteem	3.9637	.81569	.375**	.312**	.439**	1			
Diligence	4.1450	.86522	.324**	.346**	.374**	.390**	1		
Work for society	3.9577	.78123	.337**	.235**	.307**	.402**	.305**	1	
Meaning of work	4.0483	1.22255	.177**	.086	.176**	.208**	.137*	.196**	1

\*\* . Correlation is significant at the 0.01 level (2-tailed).

\* . Correlation is significant at the 0.05 level (2-tailed).

Work Experience has significant correlation with joy at work (.374\*\*), energy(.480\*\*), self esteem(.375\*\*), Diligence (.324\*\*) and work for society (.337\*\*). Joy at work has low significant relation with Energy (.411\*\*) Self Esteem (.312\*\*), Diligence (.346\*\*) Work for Society (.235\*\*). And Meaning at work(.177\*\*). Energy has significant relation with self Esteem (.439\*\*) Diligence (.374\*\*), Work for Society (.307\*\*) and Meaning at Work(.176\*\*). Self Esteem has significant relation with Diligence (.390), Work for Society (.402\*\*) and Meaning at Work(.208\*\*). Diligence has low significant relationship with Work for Society (.305\*\*) and Meaning at Work(.137\*\*). Work for society has low significant relationship with Meaning at Work(.196\*\*).

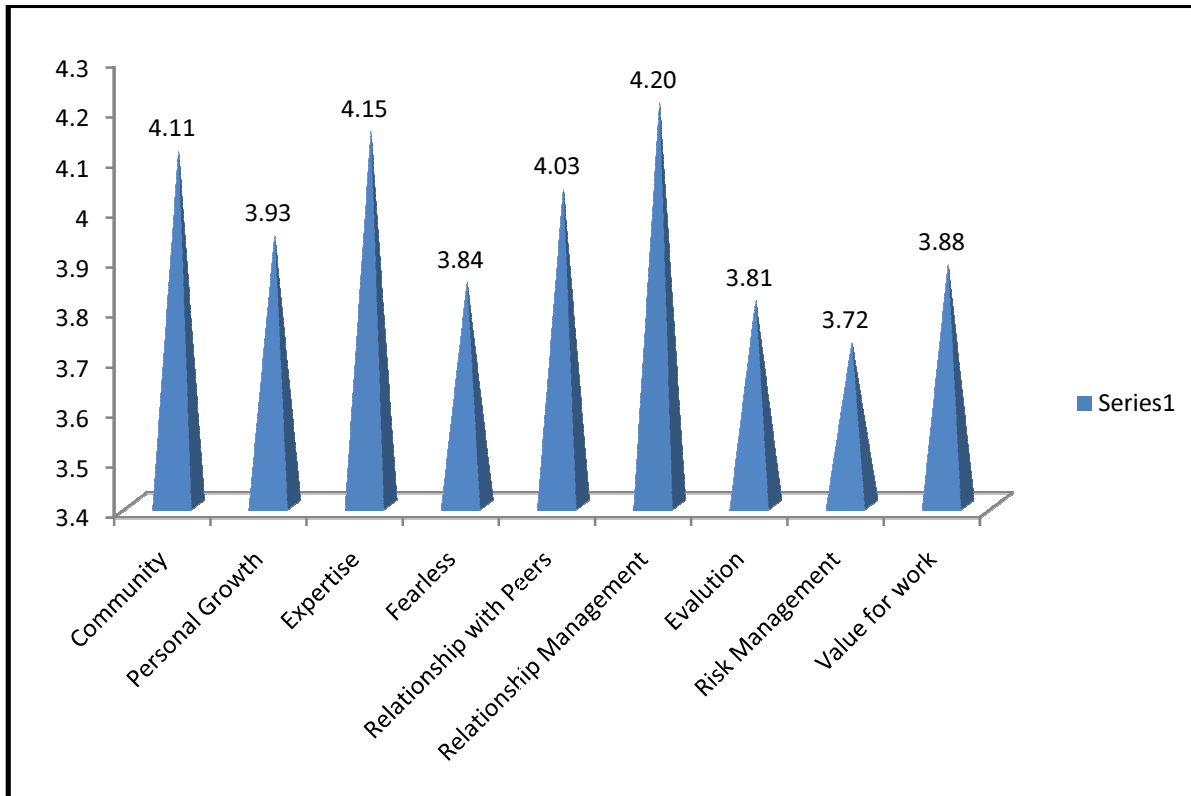
‘Man’s search for meaning is the primary motive of his life’ (Frankl, 1984). Modern work life has undergone rapid changes. Employees look for meaning in their work (Cartwright, S.etal (2006). Though there is no clear cut definition of ‘meaning at workplace’. It is linked to positive outcomes both for the employee as well as the organizations(Neck & Milliman, 1994). In the present study the inter item correlations have been found moderately significant and clearly indicate that the employees find their work meaningful but to a lesser extent. This may be due to several factors at the workplace which may range from effective management of change, organizational commitment, employee engagement (Holbeche & Springettm 2004; Milliman etal (2003). In the current business scenario experience have been found to be most significant factor followed by energy, diligence meaning at work, self scheme work for society and joy at work. It shows that people give a lot of credibility to their work experience.

In the organizational context people have not only questioned the purpose but have also shown their preference for values and ethics & sense of self worth. People also want alignment of their work with their personal values (Collins &Porras, 1994; Miller & Skidmore, 2004). The present day working environment provides a routine monotonous life style devoid of meaning, recognition variety purpose and satisfaction, which has resulted in a loss of enthusiasm, commitment and sense of fulfillment. People therefore are looking for a challenging, fruitful meaningful and worthwhile life rather than a 9- to 5 and Monday to Saturday kind of life (Terkel, 1972). Meaning of life is unique & specific for every individual and can only be achieved by him alone,(Frankl, 1985). At work place employees today are looking for a higher purpose and alignment of the work that they are performing with their values and beliefs & a sense of being

authentic (Kinjerski & Skrypneck, 2006, pp.16-17).

### 4.2.3. Conditions for Community

Figure 4.2.3 Items of Conditions for Community factor of Workplace Spirituality Scale



## Conditions for Community

Table 4.2.4 Inter Item Correlation of Conditions for Community factor of Workplace Spirituality Scale

		St.Dev.	SP8	SP9	SP10	SP11	SP12	SP13	SP14	SP15	SP16
Mean											
Community	4.1088	.78641	1								
Personal growth	3.9396	.82166	.414**	1							
Expertise	4.1480	.75427	.213**	.401**	1						
Fearless	3.8459	.84413	.263**	.423**	.264**	1					
Peer relations	4.0332	.72746	.359**	.343**	.350**	.477**	1				
Relationship mgmt.	4.2054	.73450	.444**	.307**	.147**	.261**	.379**	1			
Evaluation	3.8097	.88251	.327**	.427**	.206**	.359**	.340**	.388**	1		
Risk mangement	3.7251	.86337	.290**	.370**	.240**	.258**	.251**	.242**	.365**	1	
Value of work	3.8822	.80605	.312**	.346**	.213**	.263**	.296**	.297**	.424**	.458**	1

\*\* . Correlation is significant at the 0.01 level (2-tailed).

Community has shown low significant correlation with Personal .Growth (.414\*\*), Expertise (.213\*\*), Fearless(.263\*\*) Peer relations (.359), Relationship Management (.444\*\*), Evaluation (.327\*\*) Risk Management (.290\*\*) and value for work (.312\*\*). Personal Growth has low significant relations with expertise (.401\*\*) Fearless (.423\*\*), Peer Relation (.343\*\*), Relationship management (.307\*\*), Evaluation(.427\*\*) Risk Management(.370\*\*) and Value of work(.346\*\*). Expertise has shown low significant correlation with Fearless(.264\*\*), Peer relations(.350\*\*) Relationship management(.147\*\*), Evaluation(.206\*\*) Risk Management (.240\*\*) and value of work (.213\*\*). Fearless has shown significant relationship with Peer relations(.477\*\*), Relationship Management(.261\*\*), Evaluation (.359\*\*), Risk Management(.258\*\*) and Value of work(.263\*\*).Peer relations has shown low significant

relationship with Relationship Management (.379\*\*) Evaluation(.340\*\*) Risk Mangement(.251\*\*) Value of work(.296\*\*). Relationship Management has shown significant relationship with Evaluate (.388\*\*), Risk Management (.242\*\*) and Value of Work (.297\*\*).

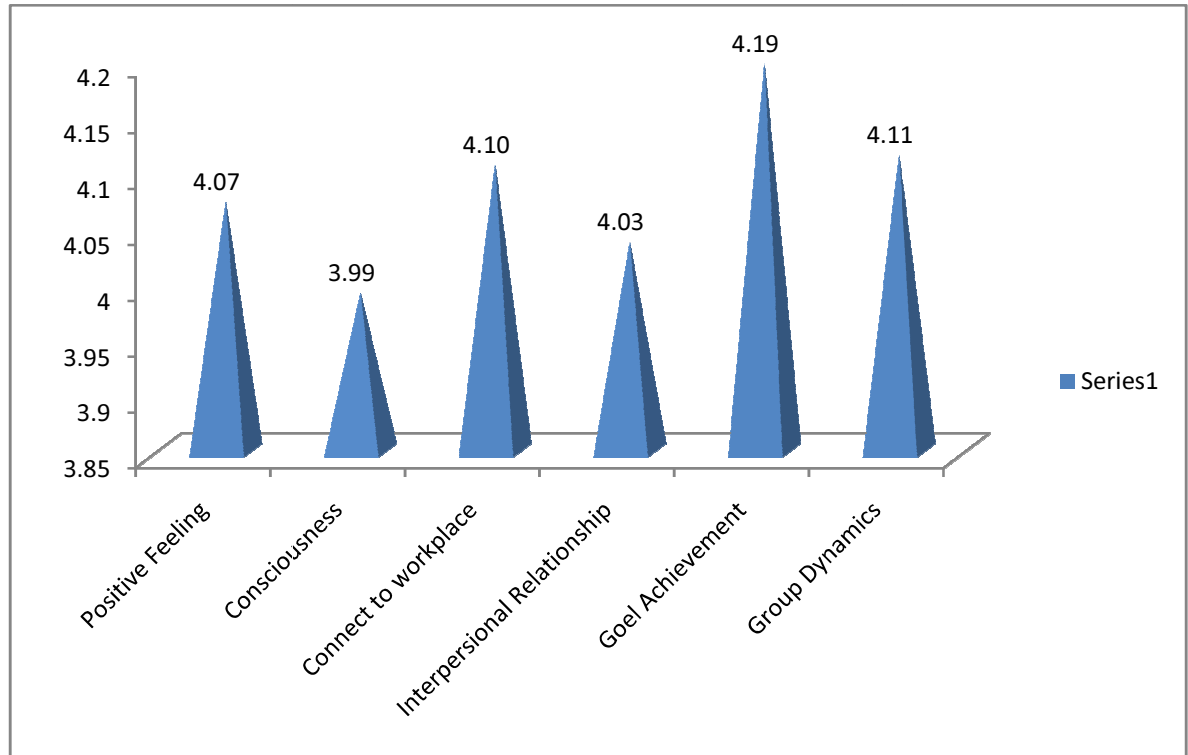
Evaluation has shown low significant relationship with Risk Management (.365\*\*) and Value of Work (.424\*\*). Risk Management has moderate significant relationship with Value of work(.458\*\*). While looking for meaning in life, a purpose larger than self, individual tend to look for connectedness to others and a common purpose to attain spiritual transcendence (Kinjerski & Skrypneck, 2006, pp.16-17). The earlier industrial society and workplace was characterized by bureaucratic channels which led to alienation and isolation (Bolman & Deal, 1995; Whetaley, 1992). The work place is changing now, it is being recongnised as a community of its own kind (Ashmos, D.P. & Duchon (2000). The results as above have shown a high and significant correlation with meaningful work (.614\*\*) which supports the definition of work place spirituality given by (Ashmos etal(2000), Milliman etal (2003) and Fry, L.(2003).

Community at the workplace is based on the belief that people are connected to each other with in the organization and outside; . People see themselves connected to each other and feel that there is some kind of relationship existing between ones inner self and the inner self of others (Maynard, 1992; Miller, 1992), Neal and Bennett (2000). The feel of connectedness with others involves a deeper meaning of bonding with others including support, freedom of expression an care for each other.



#### 4.2.4 Positive Work Unit Values:

**Figure 4.2.4 Items of Positive Work Unit Values factor of Workplace Spirituality Scale**



**Table 4.2.5 Inter Item Correlation of Positive Work Unit Values factor of Workplace Spirituality Scale**

	Mean	St.dev.	SP17	SP18	SP19	SP20	SP21	SP22
Positive feeling	4.0725	.68371	1					
Consciousness	3.9909	1.27085	.217**	1				
Connect to workplace	4.1057	.74121	.415**	.210**	1			
Interpersonal relationship	4.0363	.72939	.469**	.219**	.559**	1		
Goal achievement	4.1964	1.20131	.285**	.063	.375**	.272**	1	
Group dynamics	4.1148	.75003	.480**	.208**	.507**	.568**	.271**	1

\*\* . Correlation is significant at the 0.01 level (2-tailed).

Positive feeling has low significant relationship with consciousness(.217\*\*), Connect to workplace to work place (.415\*\*), Interpersonal relation (.469), Goal achievement (.285) and Group dynamics(.480). Consciousness has low significant relation with Connect to workplace (.210\*\*), Interpersonal Relationship(.219\*\*), Group Dynamic (.208\*\*) and least significant relation Goal Achievement(.063\*\*).Connect to work place has a significant relationship with Interpersonal Relationship(.559\*\*), Goal Achievement(.375\*\*) and Group Dynamics (.507\*\*), Interpersonal Relationship has low correlation with Goal Achievement(.272) and significant correlation with Group Dynamics(.568\*\*).Goal Achievement has low significant correlation with group dynamics (.271\*\*).

**4.2.5 Organisational Values**

**Figure 4.2.5 Items of Organisational Values factor of Workplace Spirituality Scale**

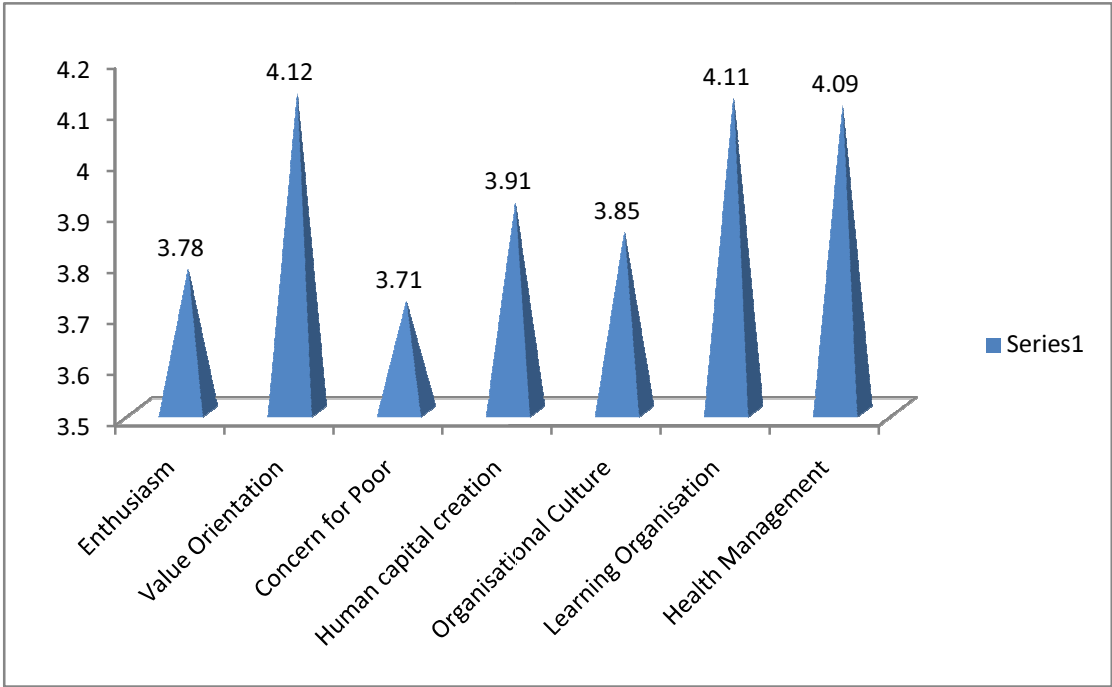


Table 4.2.6 Inter Item Correlation of Positive Work Unit Values factor of Workplace Spirituality Scale

	Mean	St.Dev.	SP23	SP24	SP25	SP26	SP27	SP28	SP29
Enthusiasm	3.7795	1.06586	1						
Value orientation	4.1239	.81263	.521**	1					
Concern for poor	3.7160	.98058	.462**	.455**	1				
Human capital creation	3.9094	.90333	.476**	.630**	.477**	1			
Organisational culture	3.8520	.85235	.508**	.630**	.544**	.691**	1		
Learning organisation	4.1148	.80083	.488**	.621**	.370**	.580**	.584**	1	
Health management	4.0997	.86289	.423**	.596**	.510**	.657**	.543**	.496**	1

\*\* . Correlation is significant at the 0.01 level (2-tailed).

Enthusiasm has shown a significant correlation with Value Orientation (.521), Concern for poor (.462\*\*), learning organization(.488). Human capital creation(.476), Organisational Culture (.508\*\*), Learning Organization (.488\*\*) and Health Management(.423\*\*). Value Orientation (24) has shown significant correlation with concern for poor (.455\*\*) Human Capital Creation(.630\*\*), Organisational Culture (.630\*\*), Learning Organization (.621\*\*), and Health Management (.596\*\*). Concern for poor has shown significant correlation with Organisational Culture (.544\*\*), Health Management (.510\*\*), Human Capital creation (.477\*\*) Learning Organisation (.370\*\*), and Health Management(.510\*\*). Human Capital creation has shown significant correlation with Organisational Culture(.691), Health Management (.657) and Learning Organization (.580\*\*). Organizational Culture has shown significant correlation with Learning Organization Culture (.584\*\*) and Health Management. Organizations and workplace are governed by certain values and ethics which are the guiding principles of governance. These days majority of Indian PSUs are having well documented Vision/ Mission / Values statements written in their key documents and displayed prominently at vantage locations. This is to foster a value based work culture and environment in the organization. Values form a fundamental basis of governance and is considered to be an essential element of work place spirituality (Ashmos& Duchon, 2000). In Indian workplace values play an important role in defining the work culture (Banerjee, S.(2008). Hofstede (1980) describes Indian society has ‘collectivist’ as individuals identify themselves as part of one or more groups such as family and coworkers (Triandis, 1989). There is a strong imprint in the minds of the people about Indian traditions (Eaton, 2006), rituals and customs(Lal, 1996), Symbols and signs (Vilanilam, 2005) which play an important role in defining the work place behavior. Religion also plays an important role in defining the work place

behavior of the employees. Rituals and Festivals are an essential part of everyday life of individuals. For example Festivals such as Holi, Diwali, Dushera, Eid, Moharam, Guru Parab, and many other local festivals are celebrated with fervor and gaiety. Durga Pooja, Ram Navami, Krishna Janamshtmi, Shivratri, Goody Friday are important religious festivals. People are religious by nature and in case of failures in life justify the same as, '*Prabhu ki aisi he iccha thi*' this was destined and the course of event couldn't have been altered (Peter, 2002).

#### 4.2.6 Individual & the Organization

Figure 4.2.6 Items of Individual & the Organization factor of Workplace Spirituality Scale

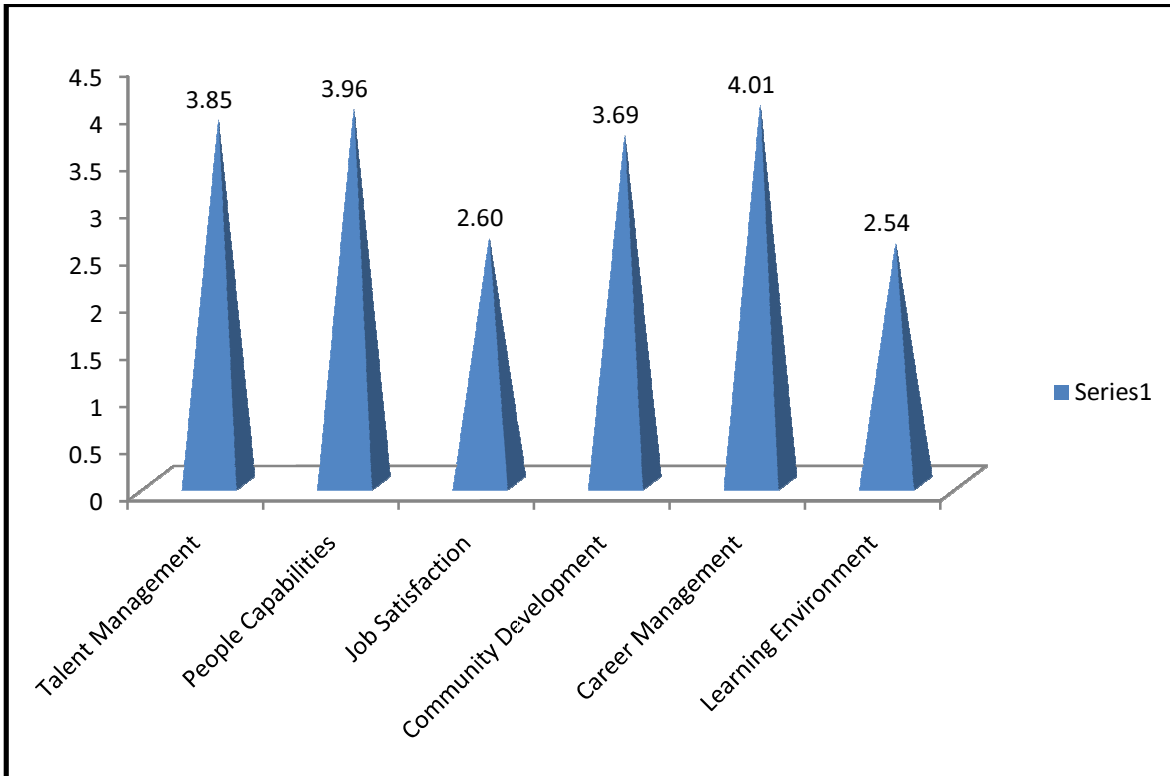


Table 4.2.7 Inter Item Correlation of Individual & the Organization factor of Workplace Spirituality Scale

	Mean	St.dev.	SP30	SP31	SP32	SP33	SP34	SP35
Talent Management	3.8580	.79834	1					
People capabilities	3.9698	.82700	.549**	1				
Job satisfaction	2.6012	1.21276	.013	.012	1			
Community development	3.6918	.88518	.410**	.451**	.122*	1		
Career Management	4.0151	.82925	.484**	.562**	-.042	.382**	1	
Learning environment	2.5438	1.20367	-.124*	-.175**	.583**	.010	-.245**	1

\*\* . Correlation is significant at the 0.01 level (2-tailed).

\* . Correlation is significant at the 0.05 level (2-tailed).

#### **Individual and the Organization:**

Talent Management has shown significant correlation with People Capabilities (.549\*\*), Career Management (.484\*\*) Community Development(.410) and low Relationship with Job Satisfaction (.013\*\*). It has shown and inverse correlation with Learning Environment(-.124\*\*) People Capabilities has significant correlation with Career Management- (.562\*\*). Community Development- (.451\*\*) and low significant correction with Job Satisfaction (.012) and inverse correlation Learning Environment (-.175\*\*). Job Satisfaction has shown significant correlation with learning environment (.583\*\*), Low Relation with Community Development (.122), and Inverse Relationship with Career Management (-.042). Community Development has shown Low Relation with Career Management(.382\*\*) and Learning Environment(.010). Career Management has shown inverse correlation with Learning Environment (-.245\*\*). Organization place a key role in an individuals life. Since employees spend a considerable part of their life in the organization, the activities & business being carriedout there in play a crucial role in defining spirituality in the individual. Though employee in the present day organizations are insecure and frighten due to various reasons (Anderson, 2000; Friedman etal; Brandt, 1996; Whyte, 1994), they however are depended on the organization to fulfill their needs and other requirement which includes there connectedness within and outside the organization. It has been reported that organizations high in work place spirituality have given better results over their counter parts by 86%(Lloyd, 1990). Employees having higher levels of spirituality have displayed better adaptability to

change (Salzmann, 1997), better stress resiliency. They have shown more commitment and resolve to organizational call for action (Mohrman et al.(1998). Such organizations have fostered such cultures which have encouraged creativity and individuation resulting into improved capacity to change work process and processors (Maccoby, 1988).

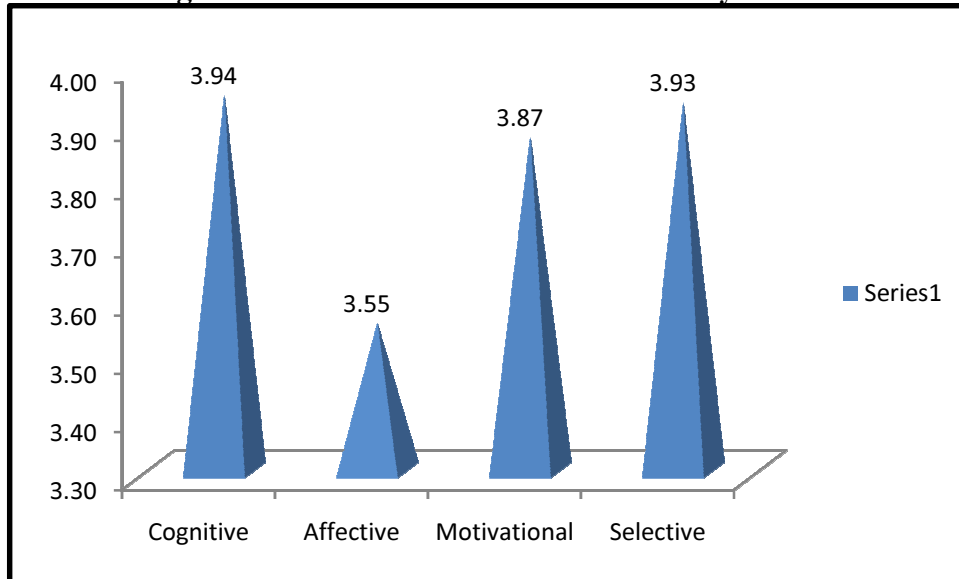
**4.3 Accomplishing the objective(i): To study Personal Efficacy of Executive in select Indian Organizations**

**Table 4.3.1 Reliability Statistics of Personal Efficacy Scale**

Cronbach's Alpha	N of Items
.838	20

**4.3.1 Correlation of factors of Personal efficacy scale**

**Figure 4.3.1 Factors of Personal Efficacy Scale**



The Personal Efficacy comprises of 20 items distributed into 4 factors i.e. cognitive, affective motivational and selective. To identify the consistency amongst the 20 items of Personal Efficacy scale where analyse for reliability statistic an the result revealed the Cronbach's

Alpha as .838(Table-4.3.1). The cognitive factor of Personal Efficacy scale has shown high significant cancellation with Affective (.577\*\*), Motivational (.675\*\*) & Selective (.595\*\*). The Affective factor has shown high significant relation with Motivation (.639\*\*) and Selective (.466\*\*). Motivational factor has shown a significant relation with Selective (.591\*\*). The overall Personal Efficacy scale has shown high significant correlation amongst Cognitive (.845\*\*), Affective(.821\*\*) Motivation (.868\*\*) and Selective (.795\*\*).

**Table 4.3.2 Correlation of Personal Efficacy Scale**

	Mean	St.Deviation	COGNITIVE	AFFECTIVE	MOTIVATIONAL	SELECTIVE	Pers.Effic
COGNITIVE	3.9414	.46509	1				
AFFECTIVE	3.5535	.56666	.577**	1			
MOTIVATIONAL	3.8707	.48688	.675**	.639**	1		
SELECTIVE	3.9317	.51291	.595**	.466**	.591**	1	
Personal Efficacy			.845**	.821**	.868**	.795**	1

\*\* . Correlation is significant at the 0.01 level (2-tailed).

### 4.3.2 Cognitive factor

Figure 4.3.2 Items of Cognitive factor of Personal Efficacy Scale



**Table 4.3.3 Inter Item Correlations of Cognitive factor of Personal Efficacy Scale**

	Mean	St.deviation	PE1	PE5	PE9	PE13	PE17
Self Dependence	4.1662	.80125	1				
Clarity at Work	4.3293	.68558	.413**	1			
Influence by others	3.0000	1.07309	.042	-.086	1		
Job involvement	4.3172	.60726	.277**	.425**	-.112*	1	
Self satisfaction	3.8943	.91337	.223**	.220**	.130*	.186**	1

\*\* . Correlation is significant at the 0.01 level (2-tailed).

\* . Correlation is significant at the 0.05 level (2-tailed).

Self dependence has shown significant correlation with clarity at work(.413\*\*) and influence by others (.042), job involvement (.277\*\*) and Self Satisfaction (.233\*\*).

Clarity at work has shown significant correction with Job involvement (.425\*\*) and Self Satisfaction (.220\*\*) and inverse correction with Influence by others (-.086)..

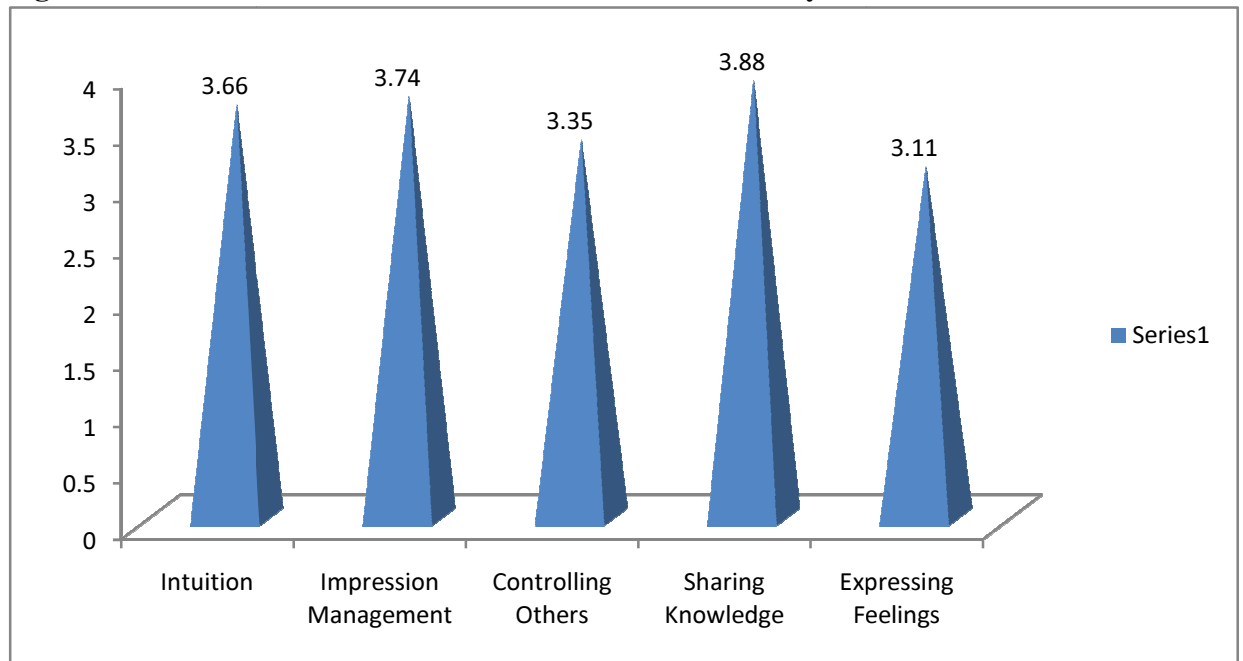
Influence by others has shown inverse correlation with Job involvement (-.112) and low correlation with Self Satisfaction (.130\*). Job Involvement has shown low correlation with Self Satisfaction (.186\*\*). ‘Personal Efficacy refers to beliefs in once capacities to mobilize the motivation, cognitive resources and courses of action to meet given situational demands’(Wood and Bandura, 1989).

Everyone is aware of his strengths, his abilities and the possible objectives and goals of his life, but he is not sure of his mental strengths to carve out a work action plan to achieve them. Personal Efficacy is that belief which motivates a person to help him achieve the desired goals. In the present study clarity at work has shown a significant correlation with self dependence (.413\*\*) there by meaning that in attaining ones objectives it is very important to be sure of the objectives and the goals, ‘what am I suppose to do?’. This is coupled with the knowledge of self and ones abilities. Influence by others has shown a negative correlation with clarity at work (-.086) thereby meaning that those who are clear about the job are not easily influenced by others. Job involvement has also shown a negative correlation with influence by others (-.112). This also indicated that in the present study those employees who were involved with their jobs were not easily influenced by others.



### 4.3.3 Affective fator

**Figure 4.3.3 Items of Affective factor of Personal Efficacy Scale**



**Table 4.3.4 Inter Item Correlation of Affective factor of Personal Efficacy Scale**

	Mean	St.deviation	PE2	PE6	PE10	PE14	PE18
Intuition	3.6677	.83746	1				
Impression Management	3.7432	.87935	.299**	1			
Controlling others	3.3565	1.00895	.255**	.308**	1		
Sharing Knowledge	3.8852	.83781	.084	.166**	.271**	1	
Expressing feelings	3.1148	1.08102	.139*	.146**	.310**	.122*	1

\*\* . Correlation is significant at the 0.01 level (2-tailed).

\* . Correlation is significant at the 0.05 level (2-tailed).

Intuition has shown significant correlation with Impression Management (.299\*\*), Controlling Others (.255\*\*), and low significant correlation with sharing Knowledge(.084\*\*) & Expressing feelings (.139\*).

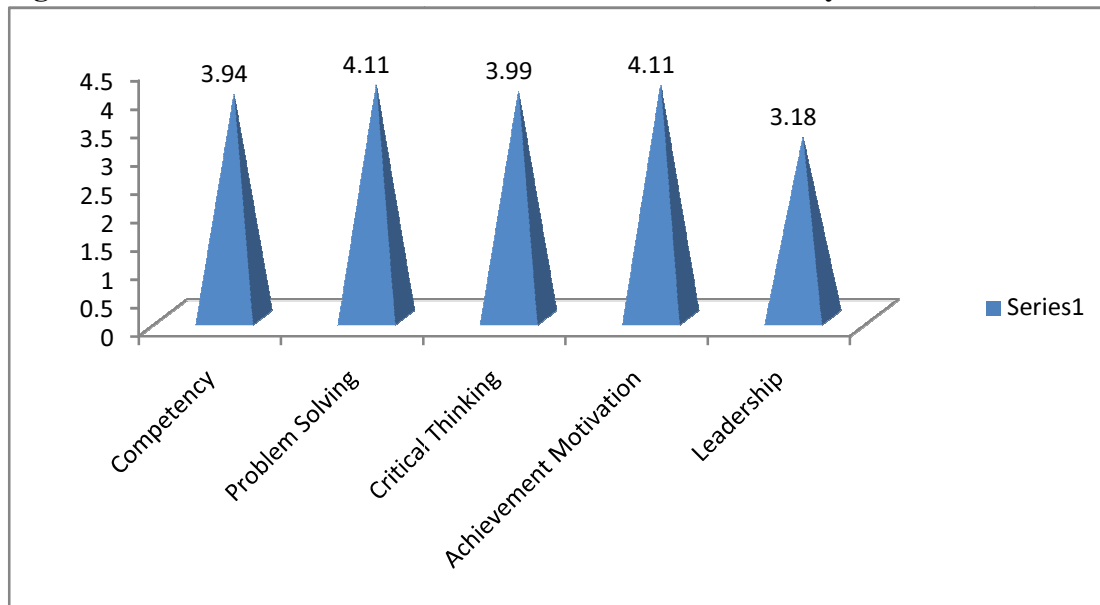
Impression Management has low significant correlation with Controlling others (.308\*\*), Sharing Knowledge (.166\*\*) and Expressing feelings (.146\*\*).

Controlling others has low significant with Sharing Knowledge(.271) & Expressing feelings (.310). Sharing Knowledge low significant with Expressing feelings (.122\*\*). ‘Affective processes are those which regulate emotional states and elicitation of emotional reactions.’

Bandura, A(1977). The researchers and psychological theorists have worked for years to know how the mind works in processing, representing, organizing and retrieving information (Bandura, A.etal (2003). The emotions were treated usually as consequence of actuating events rather than the results of psychological working. It has been clarified that affect plays an important role in regulation of human self development and change. Affect influences cognitive, motivational & attentional process (Bower, 1992; Carstensen, 1992; Gross & Munoz, 1995; Larsen, 2000; Nolen- Hoeksema, 1991). Affect forms the basis of long term relationships and is responsible for their durability (Bandura, A. (1986). Present study has shown that affect has a significant relationships with motivational selective and cognitive factors which indicates that in determining the overall personal efficacy it has a significant contribution.

#### 4.3.4 Motivation factor

**Figure 4.3.4 Items of Motivation factor of Personal Efficacy Scale**



**Table 4.3.5 Items of Motivation factor of Personal Efficacy Scale**

	Mean	St.deviation	PE3	PE7	PE11	PE15	PE19
Competency	3.9426	.78607	1				
Problem solving	4.1148	.62192	.429**	1			
Critical thinking	3.9970	.65827	.251**	.230**	1		
Achievement motivation	4.1118	.71956	.402**	.276**	.225**	1	
Leadership	3.1873	1.10698	.267**	.088	.047	.194**	1

\*\* . Correlation is significant at the 0.01 level (2-tailed).

Competency has significant correlation with Problem Solving (.429\*\*), Critical Thinking (.251\*\*). Achievement motivation (.402\*\*) & Leadership (.267\*\*). Problem Solving has low significant correlation with critical thinking(.230\*\*) Achievement motivation(.276\*\*) and low (.088). Critical Thinking has low significant correlation with Achievement motivation(.225\*\*) and Leadership (.047). Achievement motivation has low significant correlation with Leadership(.194\*\*).

The study shows that motivation is one of the key factors which regulates the personal efficacy (.675\*\*). Amongst other factors of motivation, achievement motivation was the most significant (.402\*\*) along with problem solving abilities (.429\*\*). This may be due to the fact that majority of the executives were having high achievement orientation coupled with problem solving trait. The achievement motivation is characterized by high concern for excellence, competition with the standards set by one self or others in achieving the targets and goals even choosing alternative paths in attainment of the same(Pareekh, 2010). Self beliefs of efficacy is the key factor in the self regulation of motivation (Bandura, 1994). In case of failure people who consider themselves highly efficacious attribute these failures to insufficient efforts and low ability. There are several instances where people do not pursue the objective due to lack of confidence in their capabilities and poor self motivation.

### 4.3.5 Selective factor

Figure 4.3.5 Items of Selective factor of Personal Efficacy Scale

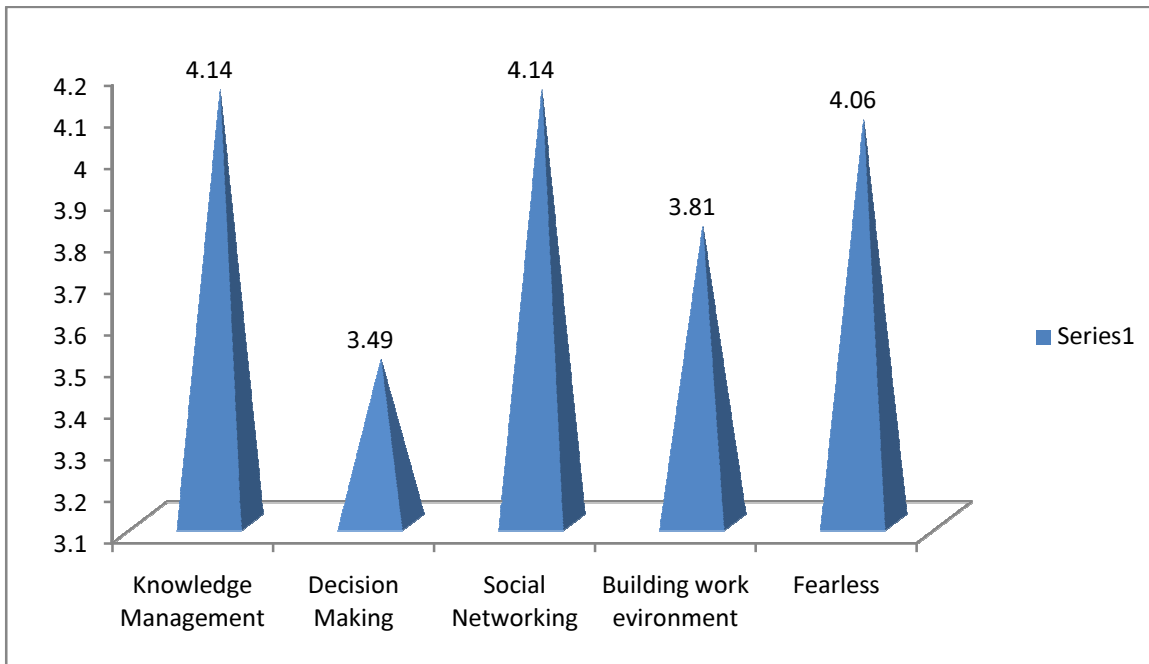


Table 4.3.6 Items of Selective factor of Personal Efficacy Scale

	Mean	St.deviation	PE4	PE8	PE12	PE16	PE20
Knowledge management	4.1420	.64743	1				
Decision making	3.4924	.97348	.317**	1			
Social networking	4.1420	.68827	.301**	.203**	1		
Building work environment	3.8127	.97295	.206**	.178**	.266**	1	
Fearless	4.0695	.85529	.239**	.166**	.241**	.205**	1

\*\* . Correlation is significant at the 0.01 level (2-tailed).

Knowledge Management has shown low correlation with Decision Making (.317\*\*), Social networking(.301\*\*), Building work environment(.206\*\*) and Fearless (.239\*\*). Decision Making has shown low significant relation with Social Networking (.203\*\*), Building work environment(.178\*\*) and Fearless (.239\*\*). Social networking(.203\*\*) has shown low correlation with Building work environment(.266\*\*), and Fearless(.241\*\*). Building work environment has shown low correlation with fearless (.205\*\*). The present

study shows that the selective behavior plays a significant role in self efficacy beliefs as people are the products of their own environment, they avoid to the extent possible those activities which they are unable to cope up with. Never the less they do take challenging tasks which they feel they are capable to handle (Bandura, 1994). This may be due to the work environment where in they are operating and as such certain competencies, values & interests are cultivated as a consequence there own. People as a matter of fact are selective in their behavior as and when they get an option or opportunity they opt for choices which they find comfortable with (Behjat, S. 2012). Studies have corroborated that selective factor plays a critical role in determining personal efficacy beliefs (Bakker etal, 2006; Christian and Slaughter, 2007; Llorens etal, 2007). This may be due to the influence of personal efficacy beliefs on motivational behavior which encourages high effort, dedication, persistence & Job involvement. People high on personal efficacy take up challenging task and have a better control over their environment and resources which they tend to optimize and this pushes them towards higher engagement at work (Libano, *et al* , 2012). The presents sample belongs to professional public and private sector companies, the personal efficacy of majority of the officials was found to be on the higher side. This can be attributed to the fact that the officials were able to obtained higher satisfaction as a result of making choices in their carrier which were on account of a selective behavior.

#### 4.4. Means, Standard Deviations and inter-correlations among all the variables under study

	Mean	S.D	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22
1. SA	4.21	0.46	1																					
2.EMP	3.97	0.66	.275**	1																				
3.SMO	4.10	0.44	.566**	.420**	1																			
4. ES	4.08	0.52	.454**	.331**	.549**	1																		
5. MR	4.09	0.48	.565**	.333**	.560**	.518**	1																	
6.INTG	4.12	0.49	.577**	.301**	.539**	.561**	.508**	1																
7. SD	4.03	0.59	.465**	.269**	.438**	.486**	.457**	.516**	1															
8. VO	4.12	0.58	.401**	.274**	.423**	.384**	.352**	.365**	.268**	1														
9. COM	4.22	0.57	.544**	.271**	.457**	.370**	.374**	.394**	.287**	.425**	1													
10. AB	4.12	0.51	.548**	.275**	.499**	.398**	.454**	.398**	.366**	.328**	.331**	1												
11.EI	4.10	0.36	.765**	.567**	.778**	.730**	.731**	.743**	.666**	.619**	.648**	.649**	1											
12. MW	4.08	0.51	.406**	.238**	.400**	.361**	.341**	.450**	.368**	.379**	.353**	.304**	.520**	1										
13. CFC	3.96	0.50	.394**	.245**	.416**	.397**	.383**	.468**	.374**	.420**	.355**	.322**	.548**	.614**	1									
14. PWUV	4.08	0.58	.276**	.204**	.287**	.276**	.294**	.355**	.256**	.289**	.349**	.230**	.411**	.537**	.642**	1								
15.OV	3.94	0.69	.271**	.186**	.261**	.310**	.318**	.354**	.365**	.371**	.303**	.189**	.427**	.535**	.627**	.555**	1							
16. IAO	3.44	0.54	.122*	.213**	.259**	.237**	.256**	.196**	.272**	.198**	.178**	.159**	.308**	.359**	.483**	.334**	.578**	1						
17. WS	3.90	0.44	.367**	.272**	.403**	.397**	.401**	.458**	.414**	.419**	.388**	.299**	.556**	.759**	.844**	.780**	.857**	.698**	1					
18. CGN	3.94	0.46	.392**	.232**	.447**	.367**	.408**	.388**	.363**	.357**	.390**	.356**	.538**	.466**	.464**	.368**	.403**	.443**	.538**	1				
19. AFF	3.55	0.56	.239**	.249**	.290**	.266**	.236**	.288**	.239**	.233**	.289**	.269**	.380**	.344**	.370**	.247**	.250**	.495**	.423**	.577**	1			
20. MOT	3.87	0.48	.363**	.336**	.452**	.470**	.422**	.452**	.367**	.312**	.391**	.420**	.578**	.435**	.442**	.307**	.324**	.423**	.481**	.675**	.639**	1		
21.SLT	3.93	0.51	.494**	.283**	.438**	.435**	.425**	.487**	.380**	.404**	.424**	.408**	.603**	.526**	.539**	.439**	.516**	.410**	.615**	.595**	.466**	.591**	1	
22. PE	3.82	0.42	.443**	.330**	.484**	.458**	.442**	.482**	.401**	.389**	.446**	.433**	.625**	.529**	.543**	.406**	.445**	.535**	.616**	.845**	.821**	.868**	.795**	1

1.SA-Self Awareness 2.EMP- Empathy 3.SMO-Self Motivation 4.ES- Emotional Stability 5. MR- Managing Relations 6.INTG- Integrity  
7.SD- Self Development 8.VO- Value Orientation 9. COM- Commitment 10. AB- Altruistic Behaviour 11. Emotional Intelligence:  
12. MW- Meaningful work 13. CFC- Conditions for community 14. PWUV- Positive work unit values 15. OV- Organisation Values 16. IAO Individual and the  
Organisation. 17 Workplace Spirituality(W.S) 18. CGN - Cognitive 19. AFF\_ Affective 20 MOT- Motivational Behaviour 21SLT- Selective Behaviour 22. PE- Personal  
Efficacy.

In Table 4.3.7 Inter-correlations among all the variables under study were worked out. It was found out that overall Personal Efficacy had a significant correlation with Emotional Intelligence(.625\*\*). Further correlation between overall Emotional intelligence and factors of Personal efficacy scale were worked.

As shown is table 4.3.7 the highest significant correlation has been found between Overall EI and Selective factor of Personal Efficacy (.616\*\*,  $p < .05$ ). This was followed by Motivation (.578\*\*,  $p < .05$ ), Cognitive(.538\*\*,  $p < .05$ ) and lastly by Affective(.380\*\*,  $p < .05$ ). This could be mainly due to the fact that executives in Select Indian organizations have shown preference for Selective factor of Personal efficacy over other factors. Selection is a natural process and individuals given an opportunity have shown tendency to prefer selection or choice in their decision making process. Selection is clearly visible in an individual's decision making choices, be it a selection of a job, or a position or a sector. Individuals show their preferences for a place of their choice for posting. The research has conclusively brought out this point (Bandura A.,1993) Even organizational work environment presents a classical example for the selective efficacy of individuals in the organizations. Individuals prefer to join the social groups with which their ideology matches and they feel comfortable as there is a tendency that group members will tend to acknowledge them as a result there is an increase in their self esteem. Children are found to choose peers who have similar values and interests (Bandura A.,1993) . Affective factor has shown a relatively low correlation with EI (.380\*\*), this may be due to the fact that the study was carried out in select Indian organisations which are premier PSUs and Navratna Companies of the Government of India, where there is a relatively low opportunity for coping behaviour. The jobs are secure and a strong feeling of security prevails amongst its employees.

Correlation of overall Personal Efficacy was applied to all the factors of Emotional Intelligence. Self Motivation(.484\*\*) had the highest correlation with Personal efficacy. This was closely followed by Integrity(.482\*\*), Emotional Stability(.458\*\*), Commitment(.446\*\*), Self Awareness(.443\*\*), Managing Relations(.442\*\*), Altruistic Behaviour(.433\*\*), Self Development(.401\*\*), Value Orientation(.389\*\*) and lastly by Empathy(.330\*\*).

This is an important and relevant finding as majority of the individuals in these organizations even may not find alignment of their personal objectives, mission and values with that of the organization or precisely that of the leadership in these organizations yet their inspiration to work in the organizations derives from the concept of self motivation. This points out that there is a gap between the intent and objective of the leadership with majority of the employees who find themselves somehow out of the place in the organization. This fact has been corroborated in interviews with the senior officials in the organization who have affirmed the above finding. Such employees have shown that it is their self motivation which keeps them moving in the organization.

Literature also supports this as Self motivation plays an important role in transformational leadership. Since Self motivation is closely followed by Integrity, it implies that majority of the employees have not compromised their Integrity and along with their self motivation Integrity has played a major role in sustaining their Personal Efficacy Polychroniou Panagiotis (2009). The another important finding of the research study is the importance of integrity in influencing the personal efficacy of individuals in public sector organization. Existing literature also supports that integrity as an important emotional intelligence dimension is prevalent in public sector employees Dulewicz & Higgs (1999) .The sample of Indian executives in our study also depicts the same trend thereby ascertain that for executives working in Indian organizations integrity is an important and crucial aspect as far as personal efficacy is concerned.

Next factor is Emotional Stability which is closely following the first two factors. This reveals that employees have shown a level head even in adverse circumstances in the organisation even against odds they have maintained their Emotional Stability. Nevertheless the employees have shown a fair amount of commitment towards the organisation, to which they belong to Malhotra, N., & Mukherjee, A. (2004). Self awareness and Managing relations closely follow the above results. This indicates that the employees do not have a reasonably good control over their self awareness as well as managing relations Stein, S. J., Papadogiannis, P., Yip, J. A., & Sitarenios, G. (2009). However, top leadership those who have good self awareness and control over their emotions are able to motivate their employees. Since majority of sample was from technical side or the line function in these organizations, they showed a lack of these attributes in the employees.



The next factor was Altruistic Behavior, which shows that Indians do show concern for others, though the same was observed in moderation in the existing sample. Self Development was relatively low in the sample which is rather surprising. However it can be justified that since majority of these organizations have a well defined career path and even if one does not excel in the organization as he/she feels that since their values do not align with the values of the organisation whatever path they have chosen will not be detrimental to their careers.

Value Orientation and Empathy are last in the analysis, which shows that there has been a decline in the Value system in the organisation. further, the employees have shown low Empathy which is a matter of concern. The same however can be justified keeping in mind the present socioeconomic scenario in the Organisation as well as the country, wherein people have shown low concern for others due to increasing self-centeredness in the society. Earlier we had joint families in the society, which has been replaced with nuclear societies which have shown decline in Empathy.

Similarly, Correlation of overall Personal Efficacy was applied to all the factors of Workplace Spirituality. Conditions for Community(.543\*\*) had shown the highest correlation with Personal efficacy. This was closely followed by Individual and the Organisation(.535\*\*), Meaningful work(.529\*\*), Organisational values(.445\*\*) and Positive Work Unit Values(.406\*\*). These results show an interesting trend in the organisations. Instead of focussing on Meaningful work they have shifted to Conditions for Community. This indicates that apart from finding meaning in their work, they have shown a strong need and desire to connect to other human beings(Ashmos, Duchon,2000).

The employees do not wish to be alienated and they find the workplace where they spend a considerable part of their lives as a kind of community. Employees have longings for community, meaning, dignity and love in organisational context, where they feel that their role is more than that of a mere cog in the wheel.(Wheatley, 1992, p-12). Individual and the Organisation follows this, meaning thereby that other than connect with the Community, employees are seeking relationships in the organisations in their day to day experiences, Conger(1994). Connecting with the organisation helps the employees to overcome loneliness, disappointment and pain in the work

environment. Vaill(1998).

**4.5. Accomplishing objective IV: To study the impact of Emotional Intelligence (EI) and Workplace Spirituality (WPS) on Personal Efficacy (PE).**

In order to accomplish objective IV, to empirically investigate the impact of emotional intelligence and workplace spirituality on personal efficacy the researcher performed regression analysis. In the technique of regression analysis the dependent variable (Personal efficacy) was regressed on Emotional intelligence and workplace spirituality. The results of the regression analysis indicated that independent variables (EI and WPS) explained 49.2% variance in dependent variable (Personal Efficacy). Further the standardized regression coefficients indicates that both the dependent variables are significant predictors of personal efficacy with (EI  $\beta = .409, p < .05$ ) and (WPS  $\beta = .389, p < .05$ ). The results of regression analysis is displayed in Table below

Table 4.5.1: Regression Results with PE as dependent variable

Variables	B	Sig. level	R values
Workplace spirituality	0.389	0.000**	
Emotional Intelligence	0.409	0.000**	
R <sup>2</sup>			0.495
Adjusted R <sup>2</sup>			0.492

\*\* p<0.05

Further for better understanding of how the independent variables are impacting the dependent variables, the researcher has performed the separate regression analysis on different factors of personal efficacy as dependent variables. First, to empirically investigate the impact of emotional intelligence and workplace spirituality on Cognitive personal efficacy the researcher performed regression analysis. In the technique of regression analysis the dependent variable (Cognitive Personal Efficacy) was regressed on Emotional intelligence and workplace spirituality. The results of the regression analysis indicated that independent variables (EI and WPS) explained 37.0% variance in dependent variable (Cognitive Personal Efficacy). Further the standardized regression coefficients indicates that both the dependent variables are significant predictors of personal efficacy with (EI  $\beta = .345, p < .05$ ) and (WPS  $\beta = .348, p < .05$ ). The results of regression analysis is displayed in Table below.

#### 4.5.1 Regression Results with Cognitive as dependent variable

Table 4.5.2 : Regression Results with Cognitive as dependent variable

Variables	B	Sig. level	R values
Workplace spirituality	0.348	0.000**	
EI	0.345	0.000**	
R <sup>2</sup>			0.373
Adjusted R <sup>2</sup>			0.370

\*\*p<0.05

Second, to empirically investigate the impact of emotional intelligence and workplace spirituality on Affective personal efficacy the researcher performed regression analysis. In the technique of regression analysis the dependent variable (Affective Personal Efficacy) was regressed on Emotional intelligence and workplace spirituality. The results of the regression analysis indicated that independent variables (EI and WPS) explained 20.4% variance in dependent variable (Affective Personal Efficacy). Further the standardized regression coefficients indicates that both the dependent variables are significant predictors of personal efficacy with (EI  $\beta = .210$ ,  $p < .05$ ) and (WPS  $\beta = .306$ ,  $p < .05$ ). The results of regression analysis is displayed in Table below.

#### 4.5.2 Regression Results with Affective as dependent variable

Table: Regression Results with Affective as dependent variable

Variables	$\beta$	Sig. level	R values
Workplace spirituality	0.306	0.000**	
EI	0.210	0.000**	
R <sup>2</sup>			0.209
Adjusted R <sup>2</sup>			0.204

\*\*p<0.05

Third, to empirically investigate the impact of emotional intelligence and workplace spirituality on Motivational personal efficacy the researcher performed regression analysis. In the technique of regression analysis the dependent variable (Motivational Personal Efficacy)

was regressed on Emotional intelligence and workplace spirituality. The results of the regression analysis indicated that independent variables (EI and WPS) explained 36.7% variance in dependent variable (Affective Personal Efficacy). Further the standardized regression coefficients indicates that both the dependent variables are significant predictors of personal efficacy with (EI  $\beta = .449$ ,  $p < .05$ ) and (WPS  $\beta = .232$ ,  $p < .05$ ). The results of regression analysis is displayed in Table below.

#### 4.5.3 Regression Results with Motivational as dependent variable

Table: Regression Results with Motivational as dependent variable

Variables	$\beta$	Sig. level	R values
Workplace spirituality	0.232	0.000**	
EI	0.449	0.000**	
R <sup>2</sup>			0.371
Adjusted R <sup>2</sup>			0.367

\*\*  $p < 0.05$

Lastly, to empirically investigate the impact of emotional intelligence and workplace spirituality on Motivational personal efficacy the researcher performed regression analysis. In the technique of regression analysis the dependent variable (Motivational Personal Efficacy) was regressed on Emotional intelligence and workplace spirituality. Similar kind of method has been used in previous studies (Pathak et al., 2008). The results of the regression analysis indicated that independent variables (EI and WPS) explained 47.6% variance in dependent variable (Affective Personal Efficacy). Further the standardized regression coefficients indicates that both the dependent variables are significant predictors of personal efficacy with (EI  $\beta = .377$ ,  $p < .05$ ) and (WPS  $\beta = .407$ ,  $p < .05$ ). The results of regression analysis is displayed in Table below.

#### 4.5.4 Regression Results with Selective as dependent variable

Table: Regression Results with Selective as dependent variable

Variables	$\beta$	Sig. level	R values
Workplace spirituality	0.407	0.000**	
EI	0.377	0.000**	
$R^2$			0.479
Adjusted $R^2$			0.476

\*\*p<0.05

Further the researcher also examined the independent dimensions of independent variable (Emotional intelligence) in impacting dependent variable (Personal efficacy) to reach at more valid conclusions. For this the researcher has regressed the dependent variable (Personal efficacy) on 10 dimensions (Self awareness, Empathy, Self motivation, Emotional Stability, Managing relations, Integrity, Self Development, Value orientation, Commitment and Altruistic behavior). The results indicate that the independent dimensions of emotional intelligence explained 38.2% variance in dependent variable (Personal efficacy). Further standardized coefficients revealed that all the dimensions of emotional intelligence are not significant predictors of Personal efficacy. Out of the 10 dimensions only 3 dimensions are significantly predicting variation in personal efficacy with Integrity ( $\beta=0.145$ ,  $p<.05$ ), Commitment ( $\beta=0.178$ ,  $p<.05$ ), and Altruistic behavior ( $\beta=0.144$ ,  $p<.05$ ) and 7 dimensions were found to be insignificant predictors of Personal Efficacy with Self awareness ( $\beta=-.018$ ,  $p>.05$ ), Empathy ( $\beta=0.076$ ,  $p>.05$ ), Self motivation ( $\beta=0.068$ ,  $p>.05$ ), Emotional Stability ( $\beta=0.089$ ,  $p>.05$ ), Managing relations ( $\beta=0.071$ ,  $p>.05$ ), Self Development ( $\beta=0.082$ ,  $p>.05$ ), and Value orientation ( $\beta=0.091$ ,  $p>.05$ ). The results are also displayed in Table below.

**4.5.5 Regression Results of the factors of Emotional Intelligence with PE as dependent variable**

Table: Regression Results of the factors of Emotional Intelligence with PE as dependent variable

Variables	B	Sig. level	R values
Self awareness	-.018	0.779	
Empathy	0.076	0.122	
Self motivation	0.068	0.289	
Emotional Stability	0.089	0.134	
Managing relations	0.071	0.235	
Integrity	0.145	0.019	
Self Development	0.082	0.138	
Value orientation	0.091	0.077	
Commitment	0.178	0.001	
Altruistic behavior	0.144	0.007	
R <sup>2</sup>			0.401
Adjusted R <sup>2</sup>			0.382

\*\* p<0.05

Similarly the researcher also examined the independent dimensions of independent variable (Workplace Spirituality) in impacting dependent variable (Personal efficacy) to better understand the role of WPS . For this the researcher has regressed the dependent variable (Personal efficacy) on 5 dimensions of Workplace Spirituality (Meaningful work, Conditions for community, Positive work unit values, Organizational values, Individual and organization). The results indicate that the independent dimensions of workplace spirituality explained 43.4% variance in dependent variable (Personal efficacy). Further standardized coefficients revealed that all the dimensions of workplace spirituality are not significant predictors of Personal efficacy. Out of the 5 dimensions only 3 dimensions are significantly predicting variation in personal efficacy with meaningful work ( $\beta=0.287$ ,  $p<.05$ ), Conditions

for community ( $\beta=0.217$ ,  $p<.05$ ), Individual and organization ( $\beta=0.346$ ,  $p<.05$ ) and remaining two dimensions were found to be insignificant predictors of personal efficacy with positive work unit values ( $\beta=0.038$ ,  $p>.05$ ) and Organizational values ( $\beta=-.068$ ,  $p>.05$ ). The results are also displayed in table below.

#### 4.5.6 Regression Results of factors of WPS with PE as dependent variable

Table: Regression Results of factors of WPS with PE as dependent variable

Variables	B	Sig. level	R values
Meaningful work	0.287	0.000	
Conditions for Community	0.217	0.001	
Positive work unit values	0.031	0.581	
Organizational values	-.068	0.266	
Individual & the organization	0.356	0.000	
R <sup>2</sup>			0.443
Adjusted R <sup>2</sup>			0.434

\*\*  
p<0.05

The personal efficacy demonstrates high perception, and higher motivations towards managing self system. The Emotional Intelligence strongly supports social intelligence which results into employee participation and higher self efficacy (Kokkinos,2012) Gardner and Stough, 2001). These results represent a potentially useful area of self motivation, Managing Relations, Self Development and Integrity. Somewhat similar findings have also been reported in other studies (Yammarino et.al 1993). We may interpret from the results that an executive is self aware, highly committed, at the workplace to, utilize self motivation and Integrity.

Emotional Intelligence improves executives ability to manage relations, self development and commitment at Work place. This study also examines Work place-Emotional Intelligence to complement the self and to identify the ability to understand emotion of others. It also controls positive and negative emotional within one self and provides effective work environment in the organization.

This research makes an attempt to develop an integrated research model linking emotional intelligence, workplace spirituality with personal efficacy. Results of the study lead us to conclude that personal efficacy is enhanced by emotional intelligence and work place spirituality. It was established during the study that all the variables independent and dependent had a strong relationships with each others. Personal Efficacy played a significant role in an individual's personality and amongst its various factors selective behavior followed by cognitive factor displayed a strong tendency to influence the same. Both emotional intelligence as well as work place spirituality work side by side to enhance personal efficacy. During the study it was observed that EI & WPS had certain common factors and some where these factors overlap. These factor were value orientation, integrity and altruistic behavior. Similarly motivation factor was common in emotional intelligence and personal efficacy both. In fact in the study of behavioral aspects of OB, it is very difficult to have pure and absolute factors. Studies on EI and WPS both have enumerated several factors other than the ones covered in the above study This is mainly because of the fact that researches are going on all of them and standard definitions are yet to be coined. The present study was conducted mainly in Northern India specially in public and private sector organizations, where in the organizational culture displayed a fairly secure work environment which is reflected in the results. It is expected that had the sample size been larger and a wider section of organizations such as government, un-organized sector and cooperatives, banks etc. could had been covered in the study, we may have obtained somewhat different results. This is one of the limitations of the study. Results and outcomes of the study are relevant and provide scope for further research, the purpose is served to a larger extent. The research on work place spirituality is more significant as the Indian society and civilization is considered to be of spiritual background and the results clearly support this. The emergence of meaningful work, condition for community and individual & the organization as significant predictors of WPS has made a significant contribution to the study of the subject. The employees have tried to seek the answers to the question, 'Who am I ? What am I looking for? And What am I doing?'. Feeling of community, brother hood and social concern are important for an Indian. In an organization, it is important to make the employees valued and appreciated, because of which they get motivated and they work harder and be more loyal toward the organization (Sekhar, Patwardhan and Singh, 2013).



If one looks at the calendar of activities throughout the year we find that people like to be associated with fair and festivals such as *Holi, Deepawali, Eid, Good Friday, Christmas, Onam, Pongal, Baisakhi, Dussehra* etc. There is a festivity even at the local level where people like to participate and display their connectedness with community, society and religion. The work place is also affected by these activities as people take leaves for celebrating these activities. These spiritual dimensions are reflected in individual beliefs and value system with that of the organization. Since in the present times workplace has become a larger community, spirituality has touched the individual in many ways which is amply reflected in our results. Emotional Intelligence remains to be one of a significant factors responsible for personal efficacy. Since our sample mainly included senior level executives as the average age of the sample was 39.72 years and their mean job tenure was 16.69 years. Majority of the sample included unit heads/heads of departments/group heads and therefore, it can also be inferred that EI and WPS are predictors of Managerial effectiveness and leadership.



## Conclusion

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### 5.1 Conclusion:

The study emotional intelligence and workplace spirituality as predictors of personal efficacy was a novel attempt to peep into behavioral aspects of Indian managers. Personal efficacy was chosen as a dependent variable mainly with a view to assess the potential and self belief of an individual to succeed in the Indian business environment. Individuals are unique. No two individuals are alike or similar in nature or behavior. The success of any business enterprise depends upon sound HR policies, healthy, environment and culture. Even though the business environment is getting more and more complex, the traditional four P's of business have become less significant and the fifth P- people have increasingly become more important as a competitive factor (Colan 2009). Organizations operate in a global village the boundaries of which are shrinking day by day. Never the less the challenge before the HR manager is to correctly identify the core issues and find suitable and cost effective solutions to achieve sustainable and profitable growth of the enterprise.

The main objective of the research was to study the emotional intelligence of executives in select Indian organizations. The instrument chosen for the study was found to be of high reliability and therefore the results obtained were also quite significant. Emotions play a very important role in deciding the destiny of an individual in an organization. Emotions are the key to interpersonal relationships and its proper regulation is highly significant in the workplace. The main finding of the study is that both emotional intelligence and work place spirituality are significant predictors of personal efficacy (EI  $\beta = .345$ ,  $p < .05$ ) and (WPS  $\beta = .348$ ,  $p < .05$ ). The results indicated that the independent dimension of emotional intelligence explained 38.2% variance in the dependent variables (personal efficacy). The study revealed that out of ten dimension of emotional intelligence only three dimension were significant predictors of personal efficacy. These were Integrity ( $\beta = 0.145$ ,  $p < .05$ ), Commitment ( $\beta = 0.178$ ,  $p < .05$ ), and Altruistic behavior ( $\beta = 0.144$ ,  $p < .05$ ). The other 7 dimension were not as significant as the above three. This may be due to the fact that the study has been carried out in the Indian context, work environment, culture and

atmosphere which are quite different from the west. The five factors of Goleman, D. viz. self awareness, managing emotions, self motivation, empathy and managing relations (Goleman, D. 1995) are lesser predictors of personal efficacy. In the present Indian context employees are feeling dearth of values, integrity, commitment and altruistic behavior which may be pointing out to certain under currents in the organizational behavior. This aspect provides further inputs for future research.

Similarly independent dimension of work place spirituality was examined in impacting dependent variable (Personal efficacy). In case of work place spirituality also out of the five dimension only three dimensions significantly predicted variation in personal efficacy. These were meaningful work ( $\beta=0.287$ ,  $p<.05$ ), Conditions for community ( $\beta=0.217$ ,  $p<.05$ ), and Individual and organization ( $\beta=0.346$ ,  $p<.05$ ). Remaining two dimensions were in significant predictors of personal efficacy. Meaningful work along with connectedness with community i.e. society as well as the organization were the main factors responsible for personal efficacy. It is an important observation, that whereas while studying emotional intelligence, integrity, commitment and altruistic behavior scored very high on the other hand while studying work place spirituality, organizational values and positive work unit values were found to be in significant. This dimensions needs to be further explored in other organizations to arrive at better results.

## **5.2 Implications of the study**

The present study has focused on select India organizations and the results are quite relevant from the point of view of the present work culture in the organizations. For example in the recruitment policies adopted by the organizations reliance is more on IQ tests, linguistic ability, group discussion and interviews. This methodology has its own limitations as it is unable to predict an individual's behavior at the workplace. There are instances where employees after their induction were found to be of unsound mind and temperament, which resulted in subsequent IR issues and caused a lot of embarrassment to the management. The recruitment process needs to be relooked into. Since recruitment is a critical activities as a bad choice in the beginning may cause a lot of inconvenience and trouble in the organizations. Recruitment process therefore need to be more thorough and result oriented. Part of emotional intelligence and spiritual factors can be incorporated into this process. Self awareness , Empathy. Emotional stability, Managing relations, integrity, value and ethics, commitment are essential factors required for proper induction.

Similarly in spirituality thrust can be given to positive work unit values, organizations values and meaningful work. Such HR interventions will be of great use to the organizations which will be benefited in the long run.

In the HR and OB curricula there is scope for inclusion of these variables with more emphasis on case studies on these lines for better dissemination of knowledge. Spirituality being a new concept has not received a very encouraging response from the academicians, where as looking into the present society where materialism is on the rise and there is continuous degradation and degeneration in the society, there is an urgent need for upliftment of values and ethics in the organizations. The ancient Indian scriptures such as *Vedas*, *Upnishads*, *Samhitas*, *Bhagwad Gita* are a rich source of invaluable information and knowledge which needs to be incorporated in the modern OB syllabus after proper examination. *Bhagwad Gita and Chanakya Neeti* provide invaluable and timeless principles for leadership. India was said to be *Jagadguru* (Teacher of the world), since time immemorial. The ancient wisdom of Indian scriptures did not find adequate representation in the modern OB curricula. Due to tumultuous nature of business today, there is an increasing need to incorporate the age old Indian principles in management education. The present study has opened new vistas for future research.

**5.3 Limitations of the study:** The study was carried out in select Indian organizations mainly power public sector undertakings and some other private sector companies mainly in North India. The data was collected mainly from middle and senior level officials which cannot be generalized. Most of the companies offered stable jobs where turnover was less and the job security was relatively very high. The study could have included sample from such industry wherein turnover is high and job security is less. While conducting the research on personal efficacy emotional intelligence and work place spirituality were chosen as independent variables, where as there are many more factors responsible for personal efficacy. Future research could investigate other factors which influence personal efficacy; these could be organizational commitments, psychological detachment, work life balance etc. We assume that the present study could provide some insight into the issues of personal efficacy. It has opened new vista for future research and has been able to open up a dialogue for further investigation into the subject.

The dimensions of emotional intelligence and work place spirituality have had their limitations as only a few factors have been studied. During the study it came out that for emotional intelligence in Indian context some more variables can be studied such as self regulation. For the study of work place spirituality the factors such as compassion, love, and happiness can be added as the present scope of work place spirituality is not holistic and requires further exploration for a more meaningful study of the subject. In the present study the quantitative technique of questionnaire was used which cannot be fully relied on as there may be faking while answering the questionnaire. The study was carried out only amongst middle and senior level executives which has limited the scope of the study. Cross sectional data could have been used such as supervisor and workman and also those who are stake holders of these companies. Experimental and longitudinal studies should be taken up in future to establish causality .This could have been supplemented with detailed interviews of senior level executives of these organizations who could throw light on those aspect of the study which could not have been covered due to inherent design of the study. The sample size is limited i.e. only 341 samples have been used, a larger sample may be in thousands would have been used to improve usability and generalizability of the results.

All the three variables used in the study focus on individual trait and not on the organization. The attention has been given to self only except for work place spirituality which is concerned with the individual as well as the organizations. Industry or the business houses today are more inclined to HR interventions which take place at organizational/ unit levels. The study of work place spirituality can be taken up at organizational level, which may include the culture as well as values and ethics applicable in the organizational. The study even though focused on individual traits, opens vista for research at organization level where in deeper meaning of work at the organizational level can be addressed to. Spirituality at organizational level addresses the issue of larger interest of mankind rather than taking up business meant only for generating profits. Gradually, realisation in the society is growing about the mundane course of activities in the business environment, growing materialism is also causing unrest and emptiness in the minds of the people. Spirituality has tremendous potential to answer this issue, provided organisations are ready take a call and make conscious efforts to link the business with a larger objective and goal. Industries associated with weapons of destruction, armaments, tobacco, alcohol will be under the scanner, when people will be questioning the very basis of that particular business.

#### **5.4 Suggestions for future research**

There are several potential areas of further research which results from the above study. Regarding the development of EI traits we can have research based on data bases used by large organizations, who maintain such data bases of their employees in their training centres. Executives are visiting these training centres periodically and are also undertaking such tests. They also answer demographic questions during the sessions. Study can be conducted to major the development of EI traits amongst these executives over a period of time. Earlier EI factor can be correlated with other factors to study the other variables which contribute towards improvement of efficacy of the executives. It is still not sure, whether EI can be developed, however it is suggested by various studies that it is possible to develop and inculcate spirituality (Tischler, L., 2002). In the study of work place spirituality several other variables such as leadership practice (Duchon & Ploman, 2005; Fry. et al., 2005), organizational development (French & Bell, 2001), work attitudes etc. The area of present study in spirituality focused on the work place. Limiting spirituality to work place will not be fair as spirituality encompasses a much wider area of scope. The study can include religion, religiosity, spiritual values & practices etc.

The present study focused mainly on middle and senior level executives of PSUs & private sector organizations which had limited scope. Studies can be carried out on a larger sample which may include employees from unorganised sector as well and we may include non executive as well, to understand the concept of spirituality on a broader scale. The future study may also take into consideration interviewing a cross sectional sample of employees to find real perception of spirituality by the individuals. This may open new vistas for future research.





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## List of Conferences and attended and Publications

### 1. Conference

Sl.No.	Date	Event	Organised by
1	December 5-6, 2011	Paper presented on Impact of Emotional Intelligence on personal efficacy.	JK Laxmipat University, Jaipur
2	22-23 Nov, 2013	Paper presented titled a "Workplace Spirituality and its significance in business world".	<b>Northern Regional Conference ISTD, Dehradun Chapter.</b>
3	8-9 March' 2014	Presented a paper titled "Workplace Spirituality and leadership in Indian Organisation" at ICRSB14- International Conference on Research & Sustainable Business.	Deptt. of Management Studies IIT- Roorkee.

### 2. Publication of papers

Sl.No.	Title of paper	Name of Journey	Period
1	Role of workplace spirituality on Personal efficacy in select Indian Organizations.	Omarananda Business Review	accepted
2	Impact of Emotional Intelligence on Personal efficacy in Select Indian PSUs.	<b>Vedaang Journal of SGRR, Dehradun</b>	accepted





**INDIAN INSTITUTE OF TECHNOLOGY ROORKEE  
DEPARTMENT OF MANAGEMENT STUDIES**

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Dear participants,

Human resource has become the most valuable asset of an organization. Performance of any organization largely depends on the knowledge, skills, and abilities of its human resource and its effective utilization. Development of the employees is a significant function of an organization in present context. In this study we intend to explore the impact Emotional Intelligence, Spirituality on Personal efficacy.

In this direction the attached questionnaire is a tool to help us understand your perceptions on the above said factors as you have work experience in the organization. Your response will add value to our research as well as to the literature. We therefore request your response to the survey. Your response will enhance the reliability of the findings of this research. In return for your participation, we undertake to respect strictly your anonymity by using your responses only as statistical data for the research.

Completed questionnaire may be sent through email at following email ids:

[acjoshi.thdc@gmail.com](mailto:acjoshi.thdc@gmail.com)

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Thank you in anticipation, for your helpful response.

Yours sincerely

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**Emotional Intelligence Scale**  
( Hyde , Pethe and Dhar (2002)

Name:

Age:

Gender:

Organization:

Designation:

Length of Service in current organization:

Total Length of service:

Education:

Annual Income:

<b>List of Final Items Constituting the Scale (English Version)</b>						
Sl. No.	Questions	Strongly Agree	Agree	Neutral	Dis-agree	Strongly Disagree
1	I can encourage others to work even when things are not favourable					
2	People tell me that I am an inspiration for them.					
3	I am able to encourage people to take initiative.					
4	I am able to make intelligent, decisions using a healthy balance of emotions and reason.					
5	I do not depend on others' encouragement to do my work well.					
6	I can continue to do what I believe in, even under severe criticism,					
7	I am able to assess the situation and then behave.					
8	I can concentrate on the task at hand inspite of disturbances.					
9	I pay attention to the worries and concerns of others					
10	I can listen to someone without the urge to Say something					
11	I am perceived as friendly and outgoing.					
12	I have my priorities clear.					
13	I can handle conflicts around me.					
14	I do not mix unnecessary emotions with ,issues at hand.					
15	I try to see the other person's point of view.					
16	I can stand up for my beliefs.					
17	I can see the brighter side of my situation.					
18	I believe in myself.					
19	I am able to stay composed in both good and bad situations.					
20	I am able to stay focused even under pressure.					
21	I am able to maintain the standards of honesty and integrity.					
22	I am able to confront unethical actions of others.					
23	I am able to meet commitments and keep promises.					
24	I am organized and careful in my work.					
25	I am able to handle multiple demands.					
26	I am comfortable with and open to novel ideas <b>and new</b> information.					
27	I pursue goals beyond what is required and-expected of me.					
28	I am persistent in pursuing goals despite obstacles and setbacks.					
29	I have built rapport and made and maintained personal friendships with work associates.					
30	I am able to identify and separate my emotions.					
31	I think that feelings should be managed.					
32	I am aware of my weaknesses.					
33	I feel that I must develop myself even when my job does not demand it.					
34	I believe that happiness is a positive attitude.					



**Spirituality at work Scale**  
(*Donde P. Ashmos & Dennis Duchon,*

Sl. No.	Questions	Strongly Agree	Agree	Neutral	Dis-agree	Strongly Disagree
		1	2	3	4	5
1	I can encourage others to work even when things are not favourable					
2	People tell me that I am an inspiration for them.					
3	I am able to encourage people to take initiative.					
4	I am able to make intelligent, decisions using a healthy balance of emotions and reason.					
5	I do not depend on others' encouragement to do my work well.					
6	I can continue to do what I believe in, even under severe criticism,					
7	I am able to assess the situation and then behave.					
8	I can concentrate on the task at hand inspite of disturbances.					
9	I pay attention to the worries and concerns of others.					
10	I can listen to someone without the urge to say something					
11	I am perceived as friendly and outgoing.					
12	I have my priorities clear.					
13	I can handle conflicts around me.					
14	I do not mix unnecessary emotions with ,issues at hand.					
15	I try to see the other person's point of view.					
16	I can stand up for my beliefs.					
17	I can see the brighter side of my situation.					
18	I believe in myself.					
19	I am able to stay composed in both good and bad situations.					
20	I am able to stay focused even under pressure.					
21	I am able to maintain the standards of honesty and integrity.					
22	I am able to confront unethical actions of others.					
23	I am able to meet commitments and keep promises.					
24	I am organized and careful in my work.					
25	I am able to handle multiple demands.					
26	I am comfortable with and open to novel ideas and new information.					
27	I pursue goals beyond what is required and-expected of me.					
28	I am persistent in pursuing goals despite obstacles and setbacks.					
29	I have built rapport and made and maintained personal friendships with work associates.					
30	I am able to identify and separate my emotions.					
31	I think that feelings should be managed.					
32	I am aware of my weaknesses.					
33	I feel that I must develop myself even when my job does not demand it.					
34	I believe that happiness is a positive attitude.					

## PERSONAL EFFICACY SCALE (PES)

*(Pareek U & Purohit S, 2010)*

Read each statement given below and indicate how often you behave in this way. This Instrument will help you to know more about your personal efficacy. There is no right or wrong answer. Write your response on this sheet, against the corresponding number given in the key below.

Be honest and frank with your responses.

Sl. No.	Questions	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
		1	2	3	4	5
1	In spite of following others' footprints, I generally prefer to work on my own way•					
2	I can predict what anyone is going to say to me .					
3	I am able to handle any situation.					
4	I always know what I am doing.					
5	I have clarity in my mind regarding my actions towards my task.					
6	I want to make impression on others in a group.					
7	I can solve the problem according to the situation.					
8	I never do what I don't want to do.					
9	I easily get influenced by others' actions.					
10	I want to control the people while participating in group activity.					
11	I persist in activities which I think are critical.					
12	I believe in building networking with people.					
13	I get fully involved in the entire task I do.					
14	I am satisfied after discussing my problem in group.					
15	I always set a higher target after completing one goal					
16	I like to build relationship with every person I meet.					
17	I get more satisfaction if I do my own work effectively without bothering about the result.					
18	I hesitate to express my feelings to others.					
19	I want others to say what to do and what not to do.					
20	I am not afraid of accepting any kind of work given to me.					