

SELF-AWARENESS DIMENSION OF EMOTIONAL INTELLIGENCE: A PREDICTOR OF MANAGERIAL EFFECTIVENESS

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ABSTRACT

The success of any organization depends largely on tapping the potential in the workplace who are committed to organizational goals, service quality, commendable behaviour and formulate the tasks according to the plans. Maxwell (1995) stated that many organizations fail because of they were not able to tap the potentials. The only reward they give their employees is a pay cheque. But successful organizations develop the relationship between employer and employee. Managers should deal with the challenging issues with subsist in Employees State Insurance Corporation. For subordinates or employees to commit themselves to the company's vision, mission and goals, top level management promote a productivity culture in organization. In Employees State Insurance Corporation, they have significant roles which challenge for managerial effectiveness and direct job performance. It is apparent that evaluating the quality of performance of any establishment is an essential part to meet the beneficiaries' needs and expectations. Managerial effectiveness in terms of realistic evaluation facilitate organizational development, analysing the system, implementation, transformation, building healthy work relationship to meet the needs of their clients through emphasizing the strengths and weaknesses. The managerial effectiveness is best measured in terms of actions taken with the objectives of promoting improvement and directions in ESIC. It is the process by which the organizational management system undergoes subsequent evaluation initiated by the managers, mechanisms to strategically run the organizations for efficiency and productivity to establish good camaraderie among employees of ESIC. In this study self-awareness a dimension of emotional intelligence determined to examine the impact on managerial effectiveness. For this study 400 employees of ESIV were chosen on the basis of purposive sampling.

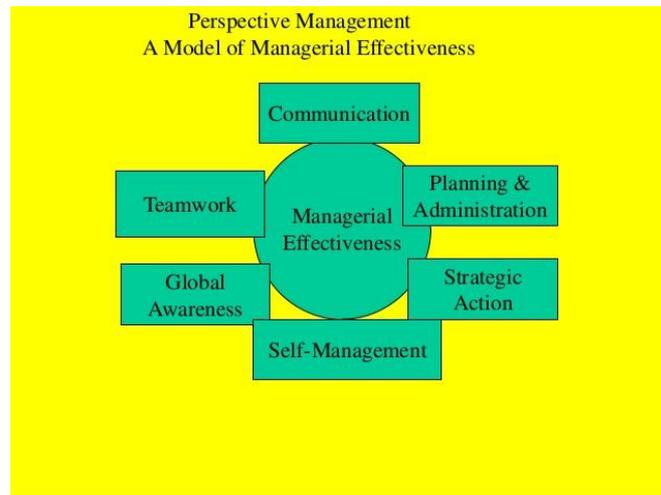
Keywords: Self-Awareness, Emotional Intelligence, Managerial Effectiveness, healthy work relationship

INTRODUCTION

Managerial effectiveness is recognized as one of the most important determinants of organizational success in fast changing environment. The extent to which any organization is able to achieve its goals or objectives depends upon how effectively its managers adapt themselves to dynamic market forces and achieve results.

An analysis of the major determinants/dimensions of managerial effectiveness revealed that although it can be expressed in terms of personal or job related dimensions, result orientation is of the utmost importance. In the nutshell, it can be said that the extent to which a manager achieves the output requirement-goals and objectives determines the managerial effectiveness. Managerial effectiveness is the backbone in ESIC.

FIGURE 1: THE DEVELOPMENT OF MODEL BASED ON MANAGERIAL EFFECTIVENESS IN ESIC



The above model of perspective management included managerial effectiveness as the outcomes of teamwork, planning & administration, self-management, strategic action, communication etc. These all dimensions are concerned with the achievement of manager's goals. The application of the perspective management should promote managerial effectiveness under dimensions as:

Managing oneself, such as optimal utilization of time; Managing people, such as effective delegation and team building; Compliance with regulatory and professional standards, Strategic planning, such as making clear the mission and goals of the organization at different levels;

Fostering interdisciplinary and relationship within a unit or area of responsibility;

The institution as a whole, such as facilitating collaboration among the different disciplines involved in growth and development of the organization.

Since Independence, India has taken several effective steps towards rapid industrialization and economic prosperity. These steps have generated industrialization and work-force into modern industrial society. Good measures for workers' protection and health care have been the main target since the India's First Five-Year Plan. Since then Indian Government has been giving more emphasis on the enhancement of social security measures in the interests of working community as in a developing country with a planned economy like ours wedded to ushering in a welfare state, preservation of industrial peace is of vital importance, for a unhindered and accelerated growth of national economy promotion of social security.

In this way our government decided to operate sound and effective social security measures. There should be much attention at grass root level for better social security measure which can deal with the part played by the government in strengthening the employees' and employers' relationship with the motives of health, safety, protection and welfare of workers. Social security is, no doubt a subject of topical labour interest as it is an issue of world-wide discussion and deliberations with a great importance. Hence, this study has paved a path for managerial effectiveness which is influenced by the emotional intelligence in displaying the capabilities and managing the things at workplace effectively. This study has examined how the attribute of emotional intelligence helps employees in enhancement of their competencies and efficacy in task accomplishments.

LITERATURE REVIEW

Yoon Jik, C., & Poister, T. H. (2014) have explained the association between the principles and strategies of managerial aspects, faith in leadership, teamwork and performance of organizations with emotional intelligence. The study has tested the ideas by structural equation model analysis applying data from an employee survey conducted for the ESIC in 2010.

Lorinkova, N. M., Pearsall, M. J., & Sims Jr., H. P. (2013) explained theories from the leadership and team development literatures to determine vagueness regarding the relative benefits of empowering for the effectiveness of managerial powers. Directive leadership in teams focuses on team development processes over time. Teams led

by a directive leader at the outset outperform those led by an empowering leader. The results are based on longitudinal performance data.

Yaping, G., Tae-Yeol, K., Deog-Ro, L., & Jing, Z. (2013) adopted multilevel approach, the study examined how team goal orientation may relate to team creativity and individual creativity. The study also theorized and examined the bottom- up process linking individual creativity and team creativity. For this study data were collected from various sources; 485 members of ESIC department. The results indicated that a team performance avoidance goal was negatively related- to both team ingenuity and individual creativity through team information exchange whereas team learning goal and team performance approach goal were positively related.

Chang, J., Sy, T., & Choi, J. (2012) have investigated EI at the group level in spite of increasing attention to emotional intelligence (EI) in the workplace. This study proposed that emotional intelligence indirectly exert influence on managerial effectiveness by determining embryonic team dynamics as an average member. The results show that both average members of emotional intelligence and leaders of emotional intelligence are positively associated with intra-team trust based on 91 teams, which in turn positively related to team performance.

Bart De Jong (2012) EI and Managerial Effectiveness: A Meta-Analysis of Critical Contingencies and Mediated Mechanisms, this study intended to amalgamate the scrutinized the literature and resolve assorted findings from previous research. This study explained a wide-ranging integrative model of the relationship between trust and team effectiveness, concerning with different types of moderators (attributes of trust, team and outcome) and intermediaries.

RESEARCH METHODOLOGY

Objective of the Study

To study the impact of Self-Awareness a dimension of Emotional Intelligence on Managerial Effectiveness in Employees State Insurance Corporation.

Hypothesis of the Study

H₁: Self-Awareness, dimension of Emotional Intelligence have a significant impact on Managerial Effectiveness.

Research Approach: Descriptive approach was undertaken for the study to examine the impact of the Self-Awareness, dimension of emotional intelligence affecting managerial effectiveness.

Universe: The population is consisted of ESIC employees 4.3 lacs in India, 1200 employees in M.P and 400 employees in Indore city.

Sample Size: The population of the study consists of 400 employees. For effective coverage and lower cost, Convenience Sampling Technique was used to select the participating respondents.

Data Collection

The data collection methods were used in this research involves the search for primary data. For the primary data a survey was conducted by a carefully developed questionnaire, to measure the variables of emotional intelligence and managerial effectiveness. The study depended mainly on the primary data collected through a well-framed and structured questionnaire to elicit the well-considered opinions of the respondents. A close-ended questions were asked to analysis the pre-determined objectives.

Survey Instrument: A self-structured questionnaire was based on five point Likert Scale constructed to accomplish the objectives of the study.

Statistical Analysis of Data

The statistical package for social science (SPSS, Version 20.0) was used to analyze the quantitative data. The reliability test was conducted to verify the internal consistency of the variables obtained in the sample. The Correlation & Regression Analysis was applied.

H₁: Self-Awareness, dimension of Emotional Intelligence have a significant impact on Managerial Effectiveness.

RESULTS

Table 1: Correlations			
		Managerial Effectiveness	Self-Awareness
Pearson Correlation	Managerial Effectiveness	1.000	.337
	Self-Awareness	.337	1.000
Sig. (1-tailed)	Managerial Effectiveness	.	.000
	Self-Awareness	.000	.
N	Managerial Effectiveness	400	400
	Self-Awareness	400	400

Above table shows the correlations and it is evident from this table that Pearson’s correlation coefficient between Self-Awareness, dimension of Emotional Intelligence and Managerial Effectiveness is 0.337 which is significant since the significant value (p- value) 0.000 is less than 0.05. Therefore, we may conclude that there is significant association between Self-Awareness, dimension of Emotional Intelligence and Managerial Effectiveness. Furthermore, since the value of correlation coefficient r suggests a weak but positive correlation, we can use a regression analysis to Model the relationship between the variables.

Table 2: Model Summary									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.337 ^a	.113	.111	1.03453	.113	50.907	1	398	.000

a. Predictors: (Constant), Self-Awareness

Over all model summary shows the value of multiple correlation coefficient R=0.337, it is the linear correlation coefficient between observed and model predicted values of the dependent variable, Its large value indicates a strong relationship. R² the coefficient of determination is the squared value of the correlation coefficient. Adjusted R²=0.111, R² change is also 0.113 and these values are significant which shows that overall strength of association is noteworthy. The coefficient of determination R² is 0.113; therefore, 11.3% of the variation in Managerial Effectiveness is explained by Self-Awareness, dimension of Emotional Intelligence.

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	54.483	1	54.483	50.907	.000 ^b
	Residual	425.957	398	1.070		
	Total	480.440	399			

a. Dependent Variable: Managerial Effectiveness

b. Predictors: (Constant), Emotional Intelligence

ANOVA is used to exhibit model’s ability to explain any variation in the dependent variable. ANOVA table exhibits that the hypothesis that all model coefficients are 0 is rejected at 1% as well as 5% level of significance which means that the model coefficients differ significantly from zero. In other words we can say that there exists enough evidence to conclude that slope of population regression line is not zero and hence, Self-Awareness, dimension of Emotional Intelligence is useful as predictor of managerial effectiveness.

Table 3: Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
	B	Std. Error	Beta			Lower Bound	Upper Bound
1 (Constant)	2.852	.147		19.460	.000	2.564	3.140
Self-Awareness	.287	.040	.337	7.135	.000	.208	.366

a. Dependent Variable: Managerial Effectiveness

In the table, the model explains about 11.3 per cent coefficient of determination between Self-Awareness and Managerial Effectiveness and hence, Self-Awareness is useful as predictor of Managerial Effectiveness. From the table of coefficients, the regression equation can be obtained as

$$\text{Self-Awareness} = Y = 2.852 + .287 X_1 \text{ Managerial Effectiveness}$$

The hypothesis namely; “Self-Awareness, dimension of Emotional Intelligence have a significant impact on Managerial Effectiveness” is supported so it is concluded that self-Awareness, dimension of Emotional Intelligence have a significant impact on Managerial Effectiveness. Therefore, hypothesis is supported.

Findings:

The study supports the findings of Chang, J., Sy, T., & Choi, J. (2012) that personal effectiveness is explained by the contribution of self-awareness by handling conflict effectively and concluded the findings towards coordination of various tasks. The study found that employees aware about their own emotions, it is helpful in increasing the managerial functions more efficiently. Being awareness about own emotions when the individual is in pressure focused on managerial effectiveness.

The study was followed by a huge shift towards globalization, with many organizations undergoing mergers, acquisitions, strategic alliances and privatizations. A steady rise in short-term contracts, as a result, possibly, of the deregulation of long-term contracts and the limited requirements on permanent employment in many countries was witnessed. Other changes included new patterns of working, such as self-regulated work and team work, an increased reliance on computerized technology and a move towards a more flexible workforce, both in number of employees and in their skills and functions. The study found that employees have inter-personal skills in coordinating the task and have the competency to get work done with team spirit. The findings disclosed that employees have potentiality to set the goals and review priorities.

For carrying out the research, on ESIC, emotional intelligence skills were identified as they are responsible for achieving the results by relying more on people, as their ability to lead quickly and flexibly, initiate system-wide organizational change, while inspiring and energizing their followers, cannot be discounted for. Hence, the focus of the organizations has shifted towards understanding as well as developing the behaviour of the employees through self-awareness, so that they can really prove to be productive as well as effective for the organization. Since every human being is a unique entity as far as his psychological framework is concerned, therefore all human beings in an organization cannot be treated alike. Hence a need was felt for managing people in such a way that their emotional arrangement is given due consideration while considering the self-awareness. Emotional intelligence seems like a logical framework to help build such behaviours and relationships. It is social intelligence that enables people to recognize their own, and other peoples’ emotions. Moreover, it enables people to differentiate those emotions, and

to make appropriate choices for thinking and action. An endeavour had been made through this research to investigate the utility of emotional intelligence in moderating job stress and enhancing overall performance of the business executives.

The findings disclosed that Self-awareness is an internal reflection through one can gain the ability to understand and interpret one's feelings. This is also a capability to be significant about thoughts and make changes to behaviour which can lead to thoroughly understanding about one's self, as well as to have a better understanding of others. Study puts a strong emphasize on the importance of self-awareness in facilitating interactions with colleagues, supporting productive leadership and teamwork skills and guiding in making perfection in job performance. Team members have to pay attention on their feelings while allowing uncontrolled emotions that affects the dynamics and culture of the team. Bart De Jong (2012) reveals that effective team members are self-confident, which is insightful of their own emotional self-awareness, and ability to control their emotions.

CONCLUSION

The study found that Self-awareness is an internal reflection through one can gain the ability to understand and interpret one's feelings. The hypothesis found that Self-Awareness, dimension of Emotional Intelligence have a significant impact on Personal Effectiveness, dimension of Managerial Effectiveness. Hence, hypothesis is supported that Personal Effectiveness, dimension of Managerial Effectiveness is explained by Self-Awareness, dimension of Emotional Intelligence.

This is also a capability to be significant about thoughts and make changes to behaviour which can lead to thoroughly understanding about one's self, as well as to have a better understanding of others. Lorinkova, N. M., Pearsall, M. J., & Sims Jr., H. P. (2013) put a strong emphasize on the importance of self-awareness in facilitating interactions with colleagues, supporting productive leadership and teamwork skills and guiding in making perfection in job performance. Team members have to pay attention on their feelings while allowing uncontrolled emotions that affects the dynamics and culture of the team.

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