

**A Study on Emotional Intelligence: A Strategies Tool for the Empowerment of Emerging Managers**

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**Abstract**

World is waiting to see the generation Z, considered as the most powerful human resource on the earth. Empowerment of such generation is what matters for the future progress. One should see empowerment as the power addition rather than power creation. This power addition should be a process of summation of already existent power resource with innovative power. The paper attempts put forward the process of identifying that innovative power with awareness of emotional intelligence. Emerging managers will be empowered through self awareness of their strengths and preventing weaknesses. This is possible through emotional intelligence. They should construct their personality through developing the ideal traits like Workaholic, Leadership, Self Management and Assertive of Emotions. Emerging managers with these qualities come under the group of ideal generation (iGen). The analysis in this paper is also providing the evidence, that, being emotionally intelligent a person can achieve all these traits. To make this point more evident the paper tries to measure the impact of emotional intelligence on these traits through a catalyst called personality growth initiative scale (PGIS). Having intention and initiation to develop one's own personality is the beginning of all empowerment. At the end the paper suggests that, empowerment of emerging managers should start from knowing and understanding oneself which comes from the awareness of emotional intelligence.

**Keywords:** Emotional Intelligence, Ideal Generation (iGen), Personality Growth Initiative (PGI)

**Introduction**

Being appropriate to the situations make human more mature. It is generalised that people with more maturity are mostly admired because where attitude fails maturity speaks. This maturity in every person mostly comes from the experiences. So maturity development needs lot of time (i.e.) age. This leads to the fact that older persons are perceived to have more maturity while younger have less maturity. Youth in management education are called as emerging managers, considered and called as pillars of future development, have less maturity. Less maturity always misleads the person and disturbs the harmony between their thoughts and actions. And these type of actions sometimes create negative impact on the society and in this process world is losing some precious support from generation Z. Having low levels of maturity is the present deficiency of generation Z and there is a remedy for this because everything which is measured can be managed.

Emotional intelligence of the person can guide a person towards appropriate levels of maturity. Getting maturity is a process of knowing oneself and others. Knowing oneself involves knowing the abilities of brain. Simply it does not know the intelligent quotient it is the acknowledgement of emotional quotient is what makes

difference. Emotional intelligence, (Peter Mayer and Salovey, 1990) has got gradual importance in the recent period, is actually defined as “A form of social intelligence that involves the ability to monitor one’s own and others feelings and emotions, to discriminate among them, and to use this information to guide ones thinking and action”. Budding managers are in the need of such type of social intelligence which enhances their thinking process and changes them as positive thinkers.

Emotional intelligence improves the person in the ground of non-cognitive abilities. In addition to cognitive abilities like reasoning, verbal, mathematical etc, non-cognitive abilities should also contribute to the person’s intelligence. In fact there is a research which suggests that emotional and social abilities will enhance the functioning of cognitive abilities (marshmallow studies, Stanford).

Emotions are the internal driving forces that motivate a person towards positive or negative ends. So emotions combine person’s behavioural traits, feelings, reactions, perception and in turn support him to form a character and finally a good personality. Good personality yields positive results. So emotions forms a base for ideal personality and ideal group of emerging managers i.e., **Ideal Generation (iGen)**. iGen is in drastic need of emotional management to achieve success and make some foot prints to further generations. Emotional management needs developing emotional intelligence. Emotional intelligence is a process of knowing themselves through a strict introspection. It is a 4 step process starts with identifying emotions, understanding emotions, expressing emotions and managing emotions.

How it works:

**Identifying emotions:** Identifying mood and situation and the range of emotion like anger, joy, Sad, hate, grief, loneliness, boredom, rejection etc.

**Understanding emotions:** Understanding whether it is a positive or negative emotion matching the emotion with the mood and situation

**Expressing emotion:** Positive should be expressed and negative should be controlled.

**Managing emotions:** Management of emotions through the eye on other person’s emotions

Sir Daniel Goleman (1995) identified the five 'domains' of EQ as: Knowing your emotions, managing your own emotions, motivating yourself, Recognising and understanding other people's emotions, managing relationships, i.e., managing the emotions of others.

a) Self-awareness – the ability to read one's emotions and recognize their impact while using gut feelings to guide decisions.

- b) Self-management – involves controlling one's emotions, impulses, and adapting to changing circumstances.
- c) Social awareness – the ability to sense, understand, and react to others' emotions while comprehending social networks.
- d) Relationship management – the ability to inspire, influence, and develop others while managing conflict.

This practise of emotional management makes the iGen capable of managing any kind of situation without hurting themselves and others. iGen should develop a personality of particular traits. Those qualities are Workaholic, Leadership, Self management and Assertive of Emotions.

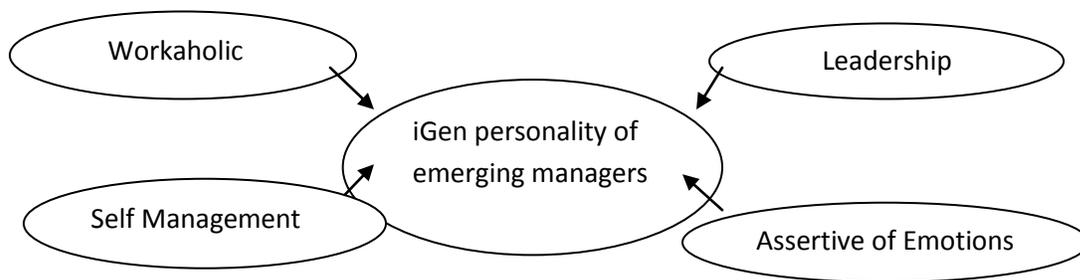
**Workaholic:** Workaholic is a person who addicts to work and enjoys the work. Their loves towards the work generates dedication and a positive passion and make them ambitious. Imagine the result if the whole youth in the world are workaholics.

**Leadership:** Leadership is a quality of the person that influences others in the process of accomplishment of their goals.

**Self management:** Self management is a skill of directing one's own activities in the right direction without the aid of external catalyst. This makes a person strong and energetic and passionate.

**Assertive of emotions:** Being assertive means understanding what type of emotion he/she is experiencing and preventing negative to happen.

The group of people possessing these types of characteristics combines iGen. IGen is the younger generation who can do their work with all passion and self leaders and managers of their life. iGen are able to reduce the negative emotions in the society like hatred and sprinkles all the positives in the world. With iGen the world with peace is not a distant dream. How it looks:



**Present study**

The study attempts to put forward the personality traits of the most wanting iGen, the young emerging managers. It describes that; the personality of manager should possess four ideal characteristics namely, Workaholic, Leadership, Self management and Assertive of Emotions. The present study assumes that these ideal characteristics can be developed by everyone by themselves without any external training. This is possible with awareness of one important power of brain i.e., Emotional Intelligence. The study predicts that youth can generate and develop these personality traits by studying their emotional intelligence. If they are aware of the aspect that emotions guide the persons and they have the power to identify, understand, express and manage them, they can become self mentors and even to

others. Based on this particular aspect, the study tries to assess the personality of the young managers. The persons who have intention to grow their personalities can develop these characteristics. So the study measures the empirical relation between personality growth initiative and the four ideal personality traits of the youth. It in turn measures how this relationship is influenced by the awareness of emotional intelligence.

**Therefore the objective and hypotheses of the study are:**

1. To define the personality traits of iGen, the most wanting young managers.
2. To develop a strategy called emotional intelligence which energise the young managers in the positive directions
3. To explore the relationship between personality growth initiative and four personality traits of iGen.
4. To measure the influence of emotional intelligence on the relationship between personality traits and personality growth initiative.

**Hypothesis**

H1: There is appositive relationship between personality growth initiative (PGI) and the ideal personality traits

H2: There is a significant difference in the positive relationship between PGI and ideal personality traits with the awareness of Emotional Intelligence concept.

**Methodology**

A survey was conducted to examine the relationship between PGI and the personality traits. Total 60 students were selected through convenient and purposive sampling from the final year (MBA) studying different specialisations at affiliated colleges of University of Madras. 60 questionnaires were distributed for the first time and 51 completely filled up questionnaires marked with response 1 have been returned showing 85% of response rate. The mean age of sample was 21 years and comprising of 49 male and 12 female students. These 51 questionnaires were used for further analysis to examine the relationship between PGI and personality traits and the influence of emotional intelligence on the relationship.

**Measures**

Two reliable and validated instruments were used to collect the data for the study. They are mentioned below

**Personality Growth Initiative Scale (PGIS) (Robitscheck, 1998)**

The PGIS was used to assess the PGI (Robitscheck, 1998). Personal growth initiative is a person's active and intentional involvement in changing and developing as a person. The PGIS consists of nine items rated on a 1-6 likert type scale with 1 indicating strongly disagreement and 6 indicating strongly agreement. Scores were calculated by summing the responses of the items, and ranged from 9-54. Higher score on the scale indicates higher PGI and lower score on the scale indicates lower PGI.

**Self constructed questionnaire to test four personality traits**

The self made questionnaire was used to assess the personality traits. It consists 20 items rated on 5 point likert scale with 1 indicating strongly disagreement

and 5 indicating strongly agreement. 1-5 items assess the workaholic nature, 6-10 items assess the leadership quality, 11-15 items assess self management skill and 16-20 items assess assertiveness of emotions. For questionnaire (see appendix). The reliability estimate of the questionnaire was measured with the help of Cronbach Alpha. The alpha value was measured and it was 0.997 which indicates the questionnaire measures actual construct with highly acceptable accuracy.

**About Awareness Session**

The awareness session on emotional intelligence covered the aspects like:

- a) Working style of brain and its abilities
- b) Emotional intelligence-the core competency of brain
- c) Practising emotional management
- d) Range of emotions and their experiences
- e) Key managers of emotions
- f) Identifying and managing stressors.
- g) Self management skills
- h) Practising happiness
- i) Being self motivators
- j) Leaders are made.

The awareness of these aspects made them to know their inner strengths, qualities and weaknesses and made them knowing oneself is the beginning of all wisdom (Aristotle).

**Results and Discussion**

To attain the objective of the study correlation analysis was conducted between the PGI and the four dimensions of personality traits. The results are reported in the following tables:

**Table 1** represents a significant positive relationship between PGI and personality traits with the calculated r -value=0.887(p<0.01 level).

<b>Table 1: Pearson correlation Between PGI and personality traits(N=51)</b>	
<b>Variable</b>	<b>Personality Traits</b>
<b>PGI</b>	0.887**
Note: **significant at p<0.01 level; PGI=Personality Growth Initiative	

**Table 2** shows significant positive relationship between four dimensions of personality traits with PGI. The four dimensions namely workaholic, leadership, self management and assertive of emotions are positively related with PGI at p<0.01 level, with the calculated r values as 0.885, 0.901, 0.903 and 0.856 respectively.

**Table 2: Pearson Correlation Between PGI and dimensions of personality traits(N=51)**

Variable	Workaholic	Leadership	Self management	Assertive of emotions
PGI	0.885**	0.901**	0,903**	0.856**

Note: \*\*significant at p<0.01 level; PGI=Personality Growth Initiative

From the above results it is evident that PGI is positively related with all the dimensions of personality traits. This indicates that initiation to develop the personality leads to the development of leadership qualities and self management skills and vice versa. These are the results of the first response from the sample before the awareness session. The following are the results after the awareness session.

**Table 3** represents a significant positive relationship between PGI and personality traits with the calculated r -value=0.921(p<0.01 level) calculated after awareness program.

**Table 3: Pearson correlation Between PGI and personality traits(N=51)**

Variable	Personality Traits
PGI	0.921**

Note: \*\*significant at p<0.01 level; PGI=Personality Growth Initiative

Table 3 shows significant positive relationship between four dimensions of personality traits with PGI. The four dimensions namely workaholic, leadership, self management and assertive of emotions are positively related with PGI at p<0.01 level, with the calculated r values as 0.927, 0.923, 0.905 and 0.93 respectively.

**Table 4: Pearson Correlation Between PGI and dimensions of personality traits(N=51)**

Variable	Workaholic	Leadership	Self management	Assertive of emotions
PGI	0.927**	0.923**	0,905**	0.93**

Note: \*\*significant at p<0.01 level; PGI=Personality Growth Initiative

The above result indicates a significant increase in the correlation values between the dimensions of personality traits and PGI. Table 5 shows the percentage increase in the correlation values of the dimensions with PGI before and after the awareness session.

**Table 5 comparison between the values of correlation between dimensions of personality traits and PGI before and after the awareness session.**

<b>variable</b>	<b>Workaholic</b>	<b>Leadership</b>	<b>Self Management</b>	<b>Assertive of Emotions</b>	<b>Total</b>
<b>Before the session</b>	0.885	0.901	0.903	0.856	0.887
<b>After the session</b>	0.927	0.923	0.905	0.93	0.921
<b>Percentage increase</b>	4.7%	2.4%	0.2%	8.6%	3.9%

From table 5 it is evident that there is 8.6% increase in the relation of assertive of emotion with PGI after the awareness session. A total increase of 3.9% is observed which is significant in terms of positivity. This increase in percentages of correlation value between dimensions and PGI depicts the effectiveness of awareness session on the minds of the students. This shows the impact of awareness of emotional intelligence on the minds of the students. It is also observed that people are able to identify their abilities and qualities clearly after the awareness session.

**Conclusion**

The findings of this study provide evidence that emotional intelligence awareness and practise by the emerging managers can create difference in their skill identification and behavioural traits. It is observed that most of the emerging managers can fall under iGen group having ideal qualities like workaholic, leadership, self management and assertive of emotions. It is also observed from the study that the development of these ideal characteristics results in the personality development. The increased percentages are the results of 6-hour awareness session which is very less in terms of time.

**Limitations and Future Guidelines**

There are certain limitations of the study that must be acknowledged. First the sample selected for the study involves only management graduates of educational institutions and not the young personnel from workplace. Secondly, when compared to male, the female percentage of respondents is very low. Thirdly, the sample size 51 is very low. The data collected from the emerging managers is through convenient sampling which restricts the generalization of findings to other groups. In future the study may involve more number of female participants, and emerging managers of different age groups and different education background.

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