

A STUDY ON EMOTIONAL INTELLIGENCE AND LEADERSHIP STYLES IN BHARAT HEAVY ELECTRICALS LIMITED (BHEL), TIRUCHIRAPPALLI

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ABSTRACT

Effective leadership is critical for today's rapidly changing organizations. Emotional intelligence has been identified by some as a crucial element needed for this effective leadership. Emotional intelligence involves ability of self-awareness, self regulation, self-motivation, and understanding one's emotions and managing relationships. A leadership style is of providing direction, implementing plans, and motivating people. There are many different leadership styles that can be exhibited by leaders at different fields. This paper attempts to identify the relationship between Leadership styles and emotional intelligence. This study was conducted on employees of Bharat Heavy Electricals Limited (BHEL), Tiruchirappalli. A structured questionnaire was developed and modified to gather information. The results from this study continue to add to the knowledge base existing on emotional intelligence and its relationship to leadership.

KEYWORDS: Emotional Intelligence, Motivation, Leadership, Self Regulation, Self Awareness

INTRODUCTION

Emotions are our responses to the world around us, and they are created by the combinations of our thoughts, feelings and actions. Emotional Intelligence (EI) is about how we manage our actions with both others and ourselves as a result of the emotions we feel. Education on EI is now part of many programs on training corporate leaders to become more effective. Because of the way emotions can play such a significant role in the way people work with one another and therefore affecting corporate profits, the business world jumped into this concept. Emotional intelligence includes four competencies. (i) Self – Awareness (ii) Self – Management (iii) Social awareness (iv) Relationship management. There are five types of Leadership Styles they are Autocratic, Paternalistic, Participative, Delegate and Free Reign style. There are leaders who possess multiple leadership styles which they display depending on the situations they face. When dealing with professionals, a more participative, democratic style may be appropriate.

REVIEW OF LITERATURE

- **Reddy Vijayabhaskar (2012)**, A long time success of a person at the workplace was attributed mainly to the intelligence. The higher is the level of job's complexity and authority, the greater is the impact of outstanding performance on the bottom line.
- **Sarahnau (2010)**, Emotion Intelligence (EI) is that mental ability that provides emotional sensitivity to an individual. EI plays a vital role in conflict resolution. It enables individuals to perceive rationale behind any idea or perspective and thereby, helps in resolving conflicts. The paper emphasizes on orienting the conflict resolution

practitioners in the principles of EI.

OBJECTIVES

- To identify the factors causing intensified emotions at work in BHEL, Trichy.
- To study the various leadership styles in BHEL, Trichy among the Executives.
- To analyze the impact of Leadership Styles on Emotional Intelligence.

METHODOLOGY

The research design is descriptive. A well structured questionnaire was used for this study. The Questionnaire was categorized on the basis of Self Awareness, Managing Emotions, Self Motivation, Empathy, Handling Relationship and Leadership. Primary Data was collected from the employees of Bharat Heavy Electricals Limited (BHEL), Trichy, 100 employees were chosen at random from various departments at executive grades. Simple random sampling was used for this study.

LIMITATIONS

- Emotional Intelligence is a wider area that the researcher can't cover all the aspects.
- This study relied on the respondents self assessment including self-reported performance levels which could not be cross checked with their immediate superior.
- The Study was conducted in Bharat Heavy Electricals Limited (BHEL), Trichy only. Hence the results cannot be generalized.

Tools Applied: Analytical Techniques are used to obtain findings to arrange the information in logical sequences from the raw data collected. SPSS package was used for analysis. The following statistical technique tools are used in the study for the purpose of analysis. ANOVA Test and Chi – Square

DATA ANALYSIS

Self Awareness

Table 1: Often Feel Depressed and Sad

S.No	Opinion	No. of Respondents	Percentage (%)
1	Strongly Agree	10	10
2	Agree	10	10
3	Neutral	40	40
4	Disagree	30	30
5	Strongly Disagree	10	10
	Total	100	100

Source: Primary Data

Interpretation

From the above table it is observed that out of 100 respondents, 40% of the respondents have Neutral opinion for often feeling depressed and sad, 30% of the respondents have disagreed, 10% of the respondents have strongly agreed, 10% of the respondents have Agreed and 10% of the respondents have strongly disagreed that they often feel depressed and sad.

Self Motivation

Table 2: Self Confident Person

S.No	Opinion	No. of Respondents	Percentage (%)
1	Strongly Agree	30	30
2	Agree	50	50
3	Neutral	10	10
4	Disagree	07	07
5	Strongly Disagree	03	03
Total		100	100

Source: Primary Data

Interpretation

From the above table it is observed that out of 100 respondents, 50% of the respondents have agreed that they are a self confident person, 30% of the respondents have strongly agreed, 10% of the respondents have neutral opinion, 07% of the respondents have disagreed and 03% of the respondents have strongly disagreed that they are a self confident person.

Empathy

Table 3: Easily Affected by My Friend's Emotions

S.No	Opinion	No. of Respondents	Percentage (%)
1	Strongly Agree	20	20
2	Agree	45	45
3	Neutral	20	20
4	Disagree	10	10
5	Strongly Disagree	05	05
Total		100	100

Source: Primary Data

Interpretation

From the above table it is observed that out of 100 respondents, 45% of the respondents have agreed that they are easily affected by their friend's emotions, 20% of the respondents have strongly agreed, 20% of the respondents have neutral opinion, 10% of the respondents have disagreed and 05% of the respondents have strongly disagreed that they are easily affected by their friend's emotions.

HYPOTHESIS 1

Null Hypothesis (Ho): There is no significant relationship between the Experience and Managing Emotions.

Alternative Hypothesis (H1): There is a significant relationship between the Experience and Managing Emotions.

ANOVA

Experience	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	205.689	4	51.422	266.783	.000
Within Groups	18.311	95	.193		
Total	224.000	99			

Interpretation

The calculated value of ANOVA is much more than the table value. So Null Hypothesis is Rejected and the Alternative Hypothesis is Accepted. Hence, there is a significant relationship between the Experience and Managing Emotions.

HYPOTHESIS 2

Null Hypothesis (Ho): There is no significant relationship between Education Qualification and Leadership.

Alternative Hypothesis (H1): There is a significant relationship between Education Qualification and Leadership.

Chi-Square Test

	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	198.231(a)	12	.000
Likelihood Ratio	198.640	12	.000
Linear-by-Linear Association	53.706	1	.000
N of Valid Cases	100		

a 12 cells (60.0%) have expected count less than 5. The minimum expected count is .64.

Interpretation

The calculated value of Chi – Square is much more than the table value. So the Null Hypothesis is rejected and the Alternative Hypothesis is accepted. Hence, there is a significant relationship between Education Qualification and Leadership.

HYPOTHESIS 3

Null Hypothesis (Ho): There is no significant relationship between Age group and Handling Relationship.

Alternative Hypothesis (H1): There is a significant relationship between Age group and Handling Relationship.

Anova

Age Group	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	29.943	2	14.972	14.987	.000
Within Groups	96.897	97	.999		
Total	126.840	99			

Interpretation

The calculated value of ANOVA is much more than the table value. So Null Hypothesis is Rejected and the Alternative Hypothesis is Accepted Hence, there is a significant relationship between Age group and Handling Relationship.

FINDINGS

- 40% of the respondents have Neutral opinion towards often feeling depressed and sad.

- 50% of the respondents have agreed that they are a self confident person.
- 45% of the respondents have agreed that they are easily affected by their friend's emotions.
- It was found that there is a significant relationship between the Experience and Managing Emotions.
- There is a significant relationship between Education Qualification and Leadership.
- There is a significant relationship between Age group and Handling Relationship.

SUGGESTIONS

- Some employees lack self-confidence, such employees should be given self motivation program.
- Avoid habitual responses and taking cool decisions under irritating and annoying situations. Such situation reflects high Emotional Intelligence.
- Under frustration people tend to respond emotionally not intelligently. So the Top management should find the reason for employee's frustration.
- Getting along with others having good and healthy interpersonal relations and emphasize helps people in distress reflects high Emotional Intelligence. So management can develop interpersonal relationship between the Top – Bottom – Low Level.

CONCLUSIONS

The emotions are induced by various factors at a work setting. When people are able to aware of the causes of emotions and their consequences they can create a congenial work atmosphere for higher order performance. From the finding drawn out through the data analysis using certain hypothesis testing and the personal observation, it can be concluded that certain aspects should be given more attention and majority of the employees on the whole are formed to have high emotional intelligence skills.

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