

Chapter VIII

FUTURE SCOPE AND CONCLUSION

Chapter VIII

FUTURE SCOPE AND CONCLUSION

8.1 Introduction

This chapter covers the future scope and conclusion of the research findings.

8.2 Future scope of research

From this study, it was found that there exists a strong positive correlation between Emotional Intelligence and Workplace outcomes. Now organisations have started realising the increased importance of enhancing the EI of their employees because of the role EI has in deciding the workplace outcomes and organisational performance. The factors such as work attitude, interpersonal facilitation and job performance are the outcomes which are influenced by EI.

But from the literature review, it was found that only a very limited attempts were made in the past to study the role of EI at the workplace, especially among the firms functioning in the state of Kerala. There is a dearth of studies on Emotional Intelligence of employees in the context of Kerala. This study focused on establishing the relationship between workplace outcomes and emotional intelligence of supervisors and managers of select Public Sector Firms in Kerala. It was carried out by including respondents from select Public Sector Firms in Kerala. A more detailed study is possible by including more number of Public Sector Firms.

Another possibility is to conduct the study by taking samples from private sector firms. A comparison among the different types of private sector firms such as manufacturing, service etc. can also be done. Comparative studies between firms in Public sector and Private sector can be done to know the differences if any existing among them with regard to the relationship between EI and the workplace outcomes. This study has taken supervisors and managers as respondents. Further studies can be done by including different categories of employees.

In the present study, with the purpose of bringing a focused attention, workplace outcomes such as work attitude, interpersonal facilitation and job performance were included. There are a number of workplace outcomes which will

determine the organisational effectiveness. There is a possibility of conducting further studies, by including other factors of workplace outcomes in different combinations and their relationship with EI. For instance, factors such as job satisfaction, performance management, organizational citizenship behaviour, employee motivation, decision making process, stress management etc. can be considered for carrying out further studies. Employees at different levels in the organisation can be included in further studies.

8.3 Conclusion

Emotional intelligence is related to workplace outcomes. Those who have well developed emotional competencies may have an edge over others to better manage people, establish relationships, assuming roles etc., for their own psychological wellbeing as well as organisational productivity. Emotionally intelligent people are able to derive positive values even from negative emotions. Organisations aim at attracting and retaining the best talents to enhance the performance. Workplace outcomes can be improved through emotional intelligence, which in turn would help to enhance organisational effectiveness. Hence organisations are required to consider emotional intelligence as an important element in their training and development programmes with the purpose of having a sustainable performance.

Researcher came across only a very limited number of studies conducted in the state of Kerala, which had given focussed attention on the relationship between EI and workplace outcomes. In the context of intensified competition, EI of employees play a crucial role in facing the competition effectively and to get an edge over the competitors. From the review of literature, it was clear that there exist a serious dearth of studies to establish the relationship between EI and workplace outcomes. The lack of knowledge in this area is the real gap that existed in the context of firms-both public and private sectors- in Kerala.

It was in this backdrop, an attempt was made by the researcher to study about the work attitude, job performance and interpersonal facilitation of supervisors and managers; and the relationship existing between EI and workplace outcomes, by taking samples from select Public Sector Firms in Kerala. Both primary and

secondary data were used for the study. Secondary data were collected from websites, journals, books, company records and other publications. Primary data were collected from the supervisors and managers of Public Sector Firms in Kerala, which were selected for the study. The population of the study includes all the supervisors and managers of public sector firms in Kerala. The total number comes to 13,838 (based on BPE Annual Report 2012-2013). Multistage proportional sampling method was used for the study. In each stage, a sampling procedure similar to stratified sampling was used for selecting supervisors and managers for the purpose of this study. Data were collected from 700 respondents (Managers and Supervisors) working in Public Sector Firms, selected for the study. Out of these respondents, 344 were Managers and 356 were Supervisors. Structured questionnaire was used for collecting primary data. The statistical techniques and tools used in the study were Descriptive analysis; Exploratory and confirmatory factor analysis; Structural Equation Modeling; ANOVA; Correlation and Regression analysis. For presenting the data, tables and charts were used.

Factor analysis and structural equation modelling provided a factor structure for workplace outcomes of supervisors and managers. The study proved that there is no significant difference among the workplace outcomes of supervisors and managers. Structural relationship of emotional intelligence was established. The result shows that there is no significant difference among emotional intelligence of supervisors and managers. The study results strongly support the relationship between emotional intelligence and work attitude. From the study it is revealed that the emotional intelligence of supervisors and managers positively affect their work attitude. The analysis proved that there is relationship between emotional intelligence and interpersonal facilitation of supervisors and managers of select public sector firms. Emotional intelligence of supervisors and managers has a significant effect on their interpersonal facilitation. The study proved that there is positive relation between emotional intelligence and job performance. Emotional intelligence of supervisors and managers has a positive impact on their performance. The age factor of respondents has significant difference on four emotional intelligence factors. Demographical factors of years of service and qualification have significant difference on the factor of managing emotions. Age group of

respondents have significant difference on work attitude factors. The factor of designation has significant difference on the factors of about work, About superiors and about management.. Demographical factor of qualification has significant difference on the factors of working condition and about co-workers. The age factor of respondents has significant difference on the factors of interpersonal facilitation. Demographical factor of qualification has significant difference on the expressive, beneficent and directive factors of interpersonal facilitation. The factor of designation has significant difference on the factors of helpful behaviour and directive. The age factor of respondents has significant difference on job performance factors.

Establishing the relationship between workplace outcomes and emotional intelligence of Supervisors and Managers in select Public Sector Firms in Kerala is the contribution of this study. By applying emotional intelligence, it is possible to improve the workplace outcomes such as job performance, interpersonal facilitation and work attitude. There exists scope for conducting further research in this area. A more detailed study is possible by including more number of Public Sector Firms. It is possible to conduct a study by taking samples from private sector firms. A comparison among the different types of private sector firms such as manufacturing, service etc. can also be done. Comparative studies between firms in Public sector and Private sector can be done. Further studies can be done by including different categories of employees. There is also a possibility of conducting further studies, by including other factors of workplace outcomes in different combinations and their relationship with EI.