

Effect Of Self Awareness, Self Regulation, Self Motivation, Empathy And Social Skill On Leadership Behaviour Of Employees Working In It Sector

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Abstract

This paper analyse the effect of emotional intelligence factors among the IT employees leadership behavior. For this purpose emotional intelligence has been measured with 5 dimensions namely self awareness, self regulation, self motivation, empathy and social skill. Further, leadership behavior has been analyse with 2 dimensions namely transformational and transactional behavior. Questionnaire used as a research tool for collecting data from the employees relating to emotional intelligence and leadership behaviour. Asif, et. al., (2011) tool is considered for measuring emotional intelligence of the employees and Bass and Avolio (2004) tool has been consider as measuring leadership behavior of the employees. Descriptive research is applied for this research. Convenient sampling is used for collecting primary data from the employees. The collected data have been analysed with descriptive statistics, correlation and regression analysis. From the analysis, it is inferred that employees are having moderate level of emotional intelligence and most of them using transformational leadership behavior. Further, it is also noted that emotional intelligence have positively influenced leadership behavior of the employees.

Keywords : Self-Awareness, Self Regulation, Self Motivation, Empathy, Social Skills, Transformational, Transactional Behaviour and Employees.

Introduction

Emotional intelligence includes aspects such as self-awareness, emotional management, and self-motivation. Emotional intelligence helps people to be more aware of their interpersonal style, recognize and manage the impact of their thoughts and behavior, develop their ability to judge social dynamics in the work place and understand how well they manage and improve their relationship (Church, 1997). Self-aware leaders realistically assess their emotional abilities and look towards others for constructive criticism which builds self-confidence and gives them a strong outlook on their capabilities to become successful in their endeavours (Cote and Miners, 2006). Although all areas of emotional intelligence are important, self-awareness provides the foundation and is often thought to be the most important for leaders. Self-awareness is critical to genuine leadership and development.

Self-management refers to the act of taking responsibility for one's emotion. It helps to achieve one's goals and to overcome the stumbling blocks. Self management is the ability to keep people own emotions and impulses in check, to remain clam in potentially volatile situations and to maintain self control irrespective of their emotions (Kunнанatt, 2004).

Self motivation is the drive and energy to achieve the clear solution. It also make an impact to balance short and long-term goals with an ability to pursue demanding goals in the face of rejection or questioning. Self-motivation or self-efficacy is potentially the most effective aspect of emotional intelligence (Vali Nowzari, 2015).

Empathy has the ability to detect emotions (e.g., ability to read nonverbal cues) in others, grasping their meaning, and acting to satisfy the needs of others. Empathy is need for healthy relationships is empathy (Kunнанatt, 2004). The building of an empathic relationship is difficult for many managers as it challenges them to reach beyond the facts and functions of a task, and into the feelings and emotions of the person carrying out the task (Talent, 2009).

Human skills allow a leader to assist group members working cooperatively to achieve common goals. Human skill is the capacity to get along with others. People skill encompass social judgment and it is defined as the capacity to understand people and social systems. The leader who has social judgment skills, easily mingle with others, in work and also solve problems and support within an organization (Punia, 2005).

Effective leadership is the most important factors for the organizational performance. Poor leadership leads to failure and good leadership leads to success. Most off the employees believe that their organizations are not well managed and the main reason that employees stay or leave the organization is based on how they are treated by their leaders. A good leader requires a mix of knowledge, skills and abilities such as emotional intelligence, integrity, drive, self-confidence, intelligence and knowledge of the selective discipline (Prati, et. al., 2005). Leadership is the activity of influencing an individual or group to achieve some goal or objective. Leadership touches the human spirit, which has always been the work of art and aesthetics. It is not surprising, therefore, that good leaders have always thought of leadership as more of an art than a science. Robert and Chad Nehrt (2006) stated that leadership has above all an emotional phenomenon. A good leader must have a mixture of qualities such as to fight, to cry, to make mistakes, to admit them, to absorb the pain, and resilient enough to bounce back and keep moving.

Review of Literature

Julian, et. al., (2000) found transactional leadership namely, contingent reward was associated with emotional intelligence. Palmer, et. al., (2001) study suggested that emotional intelligence is an important component of effective leadership. Ruderman, et. al., (2011) found that higher levels of emotional intelligence were associated with increased performance.

Sivanathan and Fekken (2002) concluded that transformational behaviours were positively related to leaders self reports of emotional intelligence and effectiveness. Transformational leadership was not related to either self report of moral reasoning or supervision ratings of effectiveness. High level emotional intelligence and moral reasoning interacted to influence transformational leadership.

Lisa Gardner and Stough (2002) concluded that the transformational leaders were more effective than transactional behaviours. Emotional intelligence correlated transformational leadership. Barbara, et. al., (2003) revealed that higher levels of individual emotional intelligence translate into more effective leadership. Barbara and Shilpa (2003) found that significant difference in the emotional intelligence scores among male and female managers.

Srivastva and Bharamanaikar (2004) showed that emotional intelligence significantly related with transformational leadership and success. An emotionally intelligent person was more successful in all spheres than a person who possessed less emotional intelligence skills. Downey, et. al., (2006) indicated that there is a positive relationship between emotional intelligence and transformational

leadership. William, et. al., (2006) confirmed that the extra ordinary effectiveness power of transformational leadership in predicting organizational effectiveness.

Hopkins (2005) stated that the leadership styles of successful men and women are also different, with men who exercise gender role-incongruent leadership styles being unsuccessful. Women leaders must behave more androgynously, showing a combination off gender role-congruent and incongruent behaviours to be successful.

Elizabeth, et. al., (2007) showed that team leader emotional intelligence was significantly related to group intelligence and it led to team performance. Singh (2007) emphasis on employees on employees to develop their relationship skills in order to become effective leaders. Panagiotis (2009) concluded that the emotional intelligence components of supervisors have positively associated with transformational leadership which help to increase the team effectiveness and also motivates the subordinates.

Sarminah (2009) indicated that the staff at the senior level management secured the highest emotional intelligence compared to staff at the middle level management. Daind (2009) concluded that the emotional intelligence has significant relationship with great number of leadership outcomes, including effectiveness transformational leadership, leader member exchange, follower job satisfaction.

Bratton Virginia, et. al., (2011) confirmed that there has been a strong and significant relationship between the intrapersonal subscales of emotional quotient index and follower ratings of leadership of under estimators. Lisa (2011) confirmed that there was no relationship between the various components of emotional intelligence and extra efforts.

Ming-Ten, et. al., (2011) revealed that a supervisor's emotional intelligence style had a significant positive influence on their leadership style. Majid, et. al., (2011) revealed that transformational leadership has been directly and positively related with organizational commitment. Also results showed that emotional intelligence moderates the relationship between transformational leadership and organizational commitment. Bano (2013) indicated that the relationship between leadership style and emotional intelligence was positive and significant.

Research Problem

It is under force to change according to the technological development, research, financial modifications, cost control and effective utilization of resources. The organizational sudden climatic change is in for competing in the market. This change in climate is to be accepted and adopted by employees at all levels. Basically, these needs to be felt at the managerial level and then it could be easier to go down the lane for meeting these changes the management wanted to study

the emotional intelligence level which is happened to be the base of successful managers. Executives need to understand that problems can be better solved by managing emotions. There may be a direct influence on organizational productivity and effectiveness with emotional intelligence. The emotional intelligence is high associated with the better conflict control mechanism. Executives possessing the emotional intelligence and spiritual quotient can manage well and show better performance and derive high job satisfaction.

Managerial skills leading to effective performance are based on emotional intelligence. This helps not only in their performance but as well as getting the work done by their subordinates who were conventional government employees. Leadership ability, decision making ability and conflict management styles are emotionally driven.

Objective of the Study

- ❖ This study aims to analyse the effect of self awareness, self regulation, self motivation, empathy and social skills on leadership behavior of the employees working in IT sector in Chennai.

Hypothesis of the Study

Self awareness, self regulation, self motivation, empathy and social skills is not have effect on leadership behavior of the employees.

Materials and Methods of the Study

For measuring emotional intelligence Asif, et. al., (2011) has been adopted for this study. This tool consist of 5 dimensions. Here, self-awareness has been analysed with 3 statements, self regulation has been analysed with 5 statements, self-motivation has been analysed with 4 statements, empathy has been analysed with 5 statements and social skills has been analysed with 8 statements. Further, Bass and Avolio (2004) multi factor leadership behavior tool is adopted to analyse the leadership behavior of the employees. Leadership behavior has been analysed with 2 dimensions, namely transformation and transactional behavior. Transformational leadership has been analysed with 20 statements and transactional behavior is analysed with 12 statements.

This questionnaire has been distributed among 338 employees working IT sector, Chennai by convenience sampling method. The collected data have been entered into Statistical Package for Social Science software package. This research is basically descriptive in nature. Descriptive statistics, correlation and regression have been applied to answer the research objective. The result is discussed below.

Result and Discussion

Goleman (1998) described that emotional intelligence comprises of self-awareness, self-regulation, self-motivation, empathy and social skills. This paper also consider the same 5 dimensions among the employees working in IT sectors in Chennai. Employees opinion has been derived towards the emotional intelligence factors in the 5 point scale. The result is shown on the figure 1 to 5.

Fig. 1. Level of Self-Awareness

The figure – 1 showed that the level of self awareness of the employees. Here, 51.72% of the employees have higher level self awareness followed by 42.24% of the employees have moderate level of self-awareness and 6.4 % of employees have the least level of self awareness. It is noted that most of the employees are having higher level self awareness.

Golemans (1995) found that effective leaders demonstrate self awareness, which means they have high level of self-confidence and the ability to assess their strengths and weaknesses. The higher level of self awareness has been associated with emotional intelligence.

Fig. 2 : Level of Self-Regulation

The figure – 2 showed that the level of self regulation of the employees. Here, 67.8% of the employees have higher level self regulation followed by 26.6% of the employees have moderate level of self regulation and 5.6% of the employees have the least level of self regulation. It is noted that most of the employees are having higher level self regulation.

Boyatzis, et. al., (2000) found that the leaders are having higher level of self regulation which has been motivated them to lead the organization in effective way.

Fig. 3 : Level of Self Motivation

Figure - 3 showed that the level of self motivation of the employees. Here, 48.6% of the employees have higher level self motivation followed by 45.8% of the employees have moderate level of self motivation and 5.6% of the employees have the least level of self motivation. It is noted that most of the employees are having higher level self motivation.

Maxwell (1999) found that the leaders have a high desire in achieving and are constantly optimistic in any situations whereas unmotivated leaders were found to be pessimistic and may give up earlier. Highly self motivated leaders who have a high drive to meet their objectives and standards are result oriented.

Fig. 4 : Level of Empathy

Figure - 4 showed the level of empathy of the employees, 52.6% of the employees have higher level empathy followed by 43.8% of the employees have moderate level of empathy and 3.6% of the employees have the least level of empathy. It is noted that most of the employees are having higher level empathy.

Goleman, et. al., (2002) found that most of the employees had empathy skills. Emotional intelligence leaders are empathetic, fair and have balanced perspective and sound judgment.

Fig. 5 : Level of Social Skills

The figure - 5 showed the level of social skill of the employees. Here, 49.8% of the employees have higher level social skills followed by 38.7% of the employees have moderate level of social skills and 11.5% of the employees have the least level of social skills. It is noted that most of the employees are having higher level social skills.

Bradberry and Greaves (2009) found that social individual is an effective persuader and is able to manage teams effectively. Employee high in social skills are able to accurately read other peoples emotions and comprehend their situation.

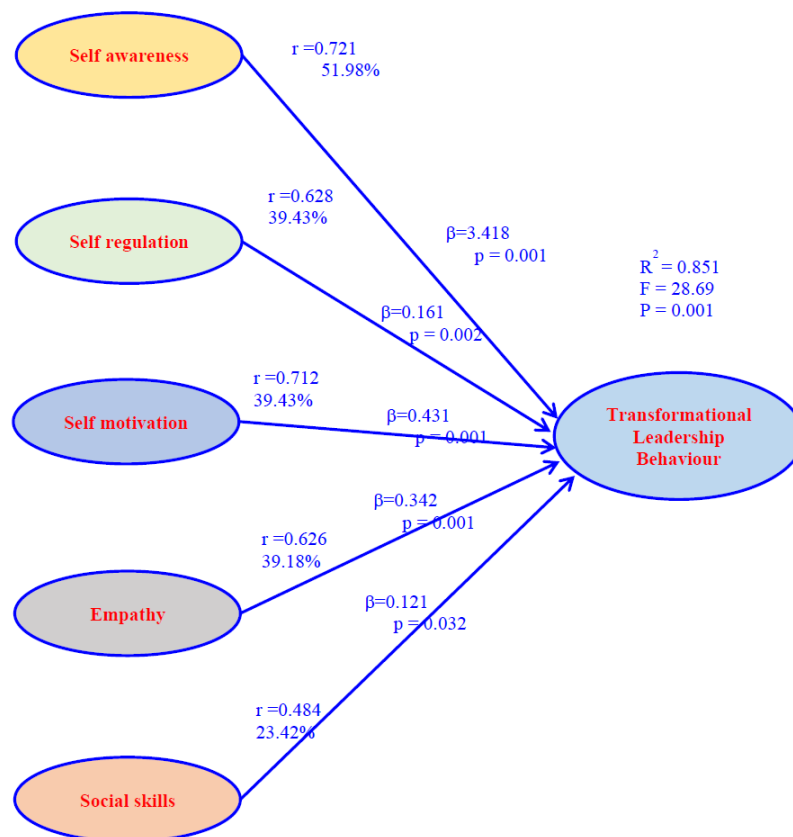


Fig. 6 : Effect of Emotional Intelligence Factors on Transformational Leadership Behaviour

Figure - 6 explains the influence level of emotional intelligence factors on transformational leadership behaviour of the employees. Pearson correlation and multiple linear regression are applied to know the effect of self awareness, self regulation, self motivation, empathy and social skill on transformational leadership behavior of employees. From the correlation r-values, it is observed that self awareness has secured r-value of 0.721, self regulation have r-value of 0.628, self motivation have r-value of 0.712, empathy secured r-value of 0.626 and social skill have r-value of 0.484 towards transformational leadership behavior. The corresponding p-values are significant. It is inferred that emotional intelligence factors are having relationship with transformational leadership behavior. The squared correlation values indicates the strength of relationship between emotional intelligence factors and transformational leadership behavior. Here, self awareness has the influence of 51.98% on transformational leadership behavior, self regulation has the influence of 39.43% on transformational leadership behavior, self motivation influence the transformational leadership behavior at 50.69%, empathy has the influence of 39.18% on transformational leadership behavior and social skill has the influence on transformational leadership behavior at 23.42%.

From the above information, it is revealed that self awareness and self motivation have more relationship with transformational leadership behavior of the employees. Further, multiple linear regression is applied to know the strength of association between emotional intelligence factors and transformational leadership behavior of the employees. From the regression model summary the adjusted R^2 -value is found to be 0.821 and corresponding F-value is 28.69 which is significant ($P=0.001$) at one % level. Thus, it is stated that the emotional intelligence factors significantly influenced the transformational leadership behavior at 82.1% level. Further, the Beta (β) values indicates the variance explained by the emotional intelligence factors on transformational leadership behavior. Here, the β -value of self awareness and transformational leadership behavior is found to be at 3.418. It is noted that to have one unit of transformational leadership behavior of employees, the self awareness of employees is influenced at 3.418 level remain other factors constant. Such a way, to have one unit of transformational leadership behavior, self motivation is influenced at 0.431 level, empathy is influenced at 0.343 level, self regulation is influenced at 0.61 level and social skill is influenced at 0.121 level. From the above information it is inferred that emotional intelligence factors have effect on transformational leadership behavior. Here, self awareness, self motivation and empathy are the strong predictors of transformational leadership behavior than the self regulation and social skills.

Fig. 7 : Effect of Emotional Intelligence Factors on Transactional Leadership Behaviour

Figure - 7 portrays the relationship and influence of emotional intelligence factors on transactional leadership behavior of the employees. Pearson correlation test is applied to know the strength of relationship between emotional intelligence factors and transactional leadership behavior. The correlation r-value of self awareness and transactional leadership behavior is 0.572 and the squared correlation value is 26.21, which shows that self awareness has the 26.21% positive relationship with transactional leadership behavior of the employees. Self regulation and transactional leadership behavior r-value is 0.542 and the squared correlation value is 29.37, which shows that self regulation is having 29.57% positive relationship with transactional leadership behavior. The r-values of self motivation and transactional leadership behavior is 0.586 and squared r-value is 32.33 which means self motivation has 34.33% positive relationship with transactional leadership behavior. The r-value of social skill and transactional leadership behavior is 0.612 and squared r-value is 37.45, which means social skill have 37.45% relationship with transactional leadership behavior. From the information, social skill, self motivation and empathy are having more relationship with transactional leadership behavior of the employees. Multiple linear regression is applied to examine the effect of emotional intelligence factors on transactional leadership behavior.

From the regression analysis summary, the adjusted R^2 value is 0.628 and the corresponding F-value is 16.18 which is significant ($P = 0.001$) at one % level. It shows that the emotional intelligence factors have influenced the transactional leadership behavior at 62.8 % level. Further the beta (β) value indicates the strength of association between emotional intelligence factors and transactional leadership behavior. Here, social skill has the highest beta value ($\beta = 0.328$) followed by self regulation ($\beta = 0.182$), self motivation ($\beta = 0.148$), empathy ($\beta = 0.121$) and self awareness ($\beta = 0.104$). It is inferred that social skill, self regulation and self motivation are the factors strongly predicts the transactional leadership behavior of the employees.

Empathy, self-confidence and self-awareness are the core foundation in the visionary of transformational leadership (Goleman, Boyatzis, and McKee, 2002). Dasborough (2006) found transactional leaders are predicted to display lower levels of self awareness, self management, empathy and social skills compared to their transformational leaders. Sosik and Megarian (1999) had suggested some aspects of emotional intelligence that would facilitate transformational leadership. First, empathy is necessary for transformational leaders who display individual consideration to the followers. Barling, et. al., (2000) found emotional intelligence to be positively associated with the three dimensions of transformational

leadership. Emotional intelligence has significant relationship with the transformational leadership (Daus and Ashkanasy, 2005). The result of this study also follows the same result of the stated studies. Here also, the three dimensions viz., self awareness, self regulation and empathy make a difference in the transformational leaders.

Findings and Recommendations

From the analysis it is found that most of the employees are having higher level self awareness. Few of them are having the least level of self awareness. It shows that employees recognized their emotions and managed easily. Employees are aware of their own strength and limitations. Employees judged their capabilities and their self worthiness. Self regulation of the employees has been at higher level. It is revealed that the employees are checking their disturbing emotions and desires and they regulated themselves. Employees are maintaining their honesty and integrity and also they are flexible in handling changes. Most of the employees are having higher level of self motivation. It shows that employees persistence in pursuing their goals and their eagerness to act on opportunities. Empathy is found to be at higher level among the employees. It shows that employees respect others feelings in positive manner. They analyze group off people emotions and maintain cordial relationship. Higher level of social skills is found among the employees which shows that employees listen others carefully and reply convincing message inorder to achieve the goal. Self awareness, self regulation and self motivation have positive relationship and predicts more on the transformational leadership behavior. So transformational leaders should be aware about their strength and capabilities. Transformational leader should feel comfortable with new ideas, approaches and information. They should align with the goals of organization and also understand others needs and encourage other abilities. Social skills and empathy have strongly predicted the transactional leadership behavior so the transactional leader should negotiate and resolve the disagreements. They should inspire and guide individual and group. They should work with others and also maintain good relationship towards achievement of the organizational goal.

Conclusion

This study aimed to analyse the influence of self awareness, self regulation, self motivation, empathy and social skill on leadership behavior of the employees working in IT sector. This study result showed that the above said factors have positive impact on leadership behavior of the employees working in IT sector. It is always the strength for organization to have effective leaders. From this study it is inferred that emotional intelligence makes a difference in the leadership behavior. Leaders having high emotional intelligence are found to be of transformational

leadership behavior than the transactional leadership behavior. Better self awareness, self regulated and empathy make the employees to become transformational leader. These factors help in building transformational leader.

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