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Impact of emotional intelligence on stress level in managers of various organisations and their coping mechanisms

• Vaishnavi Shree • Saman Fatima • Saloni Jayaswal
• Neena Verma

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Corresponding Author : Neena Verma

Abstract : *The objective of the present study was to see "The Impact of Emotional Intelligence on stress level in Managers of various Organizations and their coping Mechanisms". Two hypotheses were formulated - (1) Managers with high EQ will show low level of stress. (2) Problem focused coping mechanism will be used more by the managers with moderate level of stress. A sample of 150 managers ranging from 25 to 35 years of age was selected through Incidental- cum- purposive sampling method. The data was collected from 17 different organizations. The tools used for data collection were Emotional Quotient test developed by Singh, Dalip and*

Chadha, N.K., Singh Personal Stress Source Inventory (SPSSI) developed by Singh, A.K., Singh, Ashish Kr. and Singh, Aparna. A Questionnaire was prepared by the researchers which was used to collect information regarding coping mechanism.

The result was analyzed by computing mean, standard deviation, percentage of mean and coefficient of correlation. The obtained results revealed that managers with high emotional quotient showed low level of stress. A negative coefficient of correlation i.e. ($r = -0.11$) was obtained between the emotional quotient and stress level of the managers. The percentage of mean of EQ and stress is 70.76% and 38.26% respectively which clearly shows that EQ had an impact over the stress level of the managers. 69 managers were having moderate level of stress among which only 52 managers were using problem focused coping mechanism. 17 managers with moderate level of stress were using emotion focused coping mechanisms. Thus it is going in favour of the second hypothesis. Suggestions were made for organizing workshops and seminars on emotional management, administration of E.Q. test prior to selection of the managers and stress management training for the managers.

Key words : *Emotional Quotient, coping mechanism, Problem focused coping mechanism, Emotion focused coping mechanism.*

Vaishnavi Shree

B.A. III year, Psychology (Hons.), Session: 2009-2012,
Patna Women's College, Patna University, Patna,
Bihar, India

Saman Fatima

B.A. III year, Psychology (Hons.), Session: 2009-2012,
Patna Women's College, Patna University, Patna,
Bihar, India

Saloni Jayaswal

B.A. III year, Psychology (Hons.), Session: 2009-2012,
Patna Women's College, Patna University, Patna,
Bihar, India

Neena Verma

Assistant Professor, Department of Psychology,
Patna Women's College, Bailey Road,
Patna – 800 001, Bihar, India
E-mail : neenaverma55@gmail.com

Introduction :

The Impact of Emotional Intelligence is found on the level of stress. Emotional intelligence is the ability of an individual to respond to a vast variety of emotional stimuli being elicited from inner self and immediate environment in a more appropriate and successful manner. It also helps to predict one's success in life, including professional and personal pursuits. Emotional intelligence constitutes three psychological dimensions- emotional sensitivity, emotional maturity, and emotional competency. Stress is a normal physical reaction that occurs when one feels threatened or overwhelmed with increasing demands of personal and professional life. In order to overcome stress certain coping mechanisms are used. Coping is the process by which a person tries to reduce stress, it may or may not solve the problem. In coping with stress, people tend to use either problem focused coping mechanism or emotion focused coping mechanism. Problem focused coping mechanism helps in developing a more satisfying situation by finding out information on the problem, learning new skills etc. Emotion focused coping mechanism involves releasing pent up emotions, distracting oneself, managing hostile feelings etc.

Purpose of the Study :

The purpose of the present study was to examine the impact of Emotional Quotient on level of stress in managers of various organizations as well as to find out the coping mechanism of stress applied by the managers with high emotional quotient and coping mechanism of stress used by the managers with low emotional quotient.

Hypotheses :

Keeping in view the objectives of the present study following hypotheses were formulated :-

- Managers with high emotional quotient will show low level of stress.

- Problem focused coping mechanism will be used more by managers with moderate level of stress.

Methodology :

Sample : A Sample of 150 managers ranging from 25 to 35 years was selected from various organizations by applying Incidental-cum-purposeful sampling method.

Research Tools :

- An EQ questionnaire by – Chadha, N.K. & Singh, Dalip.
- Singh Personal Stress Source Inventory (SPSSI) by - Singh ,.Arun Kumar, Singh, Ashish Kumar and Singh, Aparna.
- A self prepared questionnaire on problem focused and emotion focused coping mechanisms.

Procedure of Data Collection : The Data was collected from various organizations of Patna District. The managers were given three sets of questionnaire and they had to answer each questionnaire one by one. Before answering the questions, a rapport was established between the managers and the researcher. The managers were assured that their answers would be kept confidential and they were free to answer. There was no time limit allotted for the completion of the test but they were asked to complete it in as less time as possible. After they completed answering they returned the questionnaire to the researcher. The data were collected from 150 managers using the same procedure. The whole procedure of data collection took 46 days.

Result and Interpretation :

The mean, standard deviation, percentage of mean, coefficient of correlation between E.Q. and stress level of the managers were computed and pie-chart was prepared for the analysis of data.

Hypothesis -1 : Managers with high EQ will show low level of stress.

Table No. - 1 : Table showing total obtained score, mean, standard deviation and coefficient of correlation of EQ and stress level of the managers of various organizations

Variables	N	Total obtained score	Mean	SD	%of Mean	Correlation
EQ	150	46705	311.36	41.81	70.76	-0.11
Stress		6026	40.17	23.01	38.26	

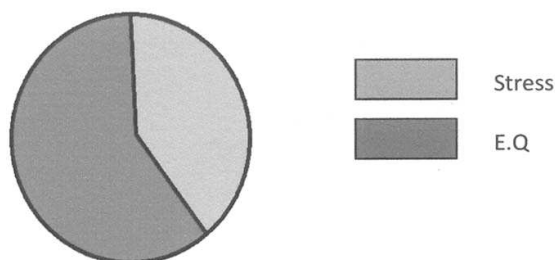
The maximum score on SPSSI and E.Q. test is 105 and 440 respectively. There is a great difference in the maximum score of the two tests. Hence in order to negate the effect of this discrepancy in maximum possible score, the percentage of mean was further calculated so that the result could be treated at equal level.

To see further whether there is any correlation between EQ and stress level of the managers the coefficient of correlation was computed by product moment coefficient of correlation the value of which is -0.11, this proves that managers with high EQ showed low level of stress.

Table No.- 2 : The raw data of EQ and stress level of managers is converted in to angles of the circle for a pie chart of 150 samples (N= 150)

Variables	N	Total obtained score	Angle of circle
EQ	150	46705	318.859
Stress		6026	41.140
Total	150	52731	

Pie Chart showing the level of stress and E.Q



Hypothesis-2: Problem focused coping mechanism will be used more by the managers with moderate level of stress.

Table No -3 : Table showing the number of managers with moderate level of stress, number of correct responses in problem focused and emotion focused coping mechanisms

N (Moderate level of stress)	Number of correct responses	
	Problem focused coping mechanism	Emotion focused coping mechanism
69	52	17

Table no-3 shows the data of coping strategies of 69 samples with moderate level of stress. Out of 69 samples, 52 managers used problem focused coping strategies and 17 managers used emotion focused coping strategies. So, hypothesis no. - 2 has also been proved.

Conclusion :

Following conclusions were drawn from the present study.

- The mean value of the scores of emotional quotient and SPSSI reveals that emotional intelligence has an impact on stress level of the managers.
- Internal consistency was observed in the responses of the sample.
- Managers having high emotional intelligence were measured low on stress level.
- Problem focused coping strategies were used more by managers with moderate level of stress.
- It was also observed that managers with high stress level had low E.Q.

Suggestions :

The researchers suggest the following points on the basis of their study :

- Workshops and seminars should be organized on emotional management which will help the managers to improve their social as well as personal skills and a healthy and positive environment will be built.
- Organizations should regularly administer EQ test before the selection of the managers because managers have to interact with the public regularly.
- Managers when they are doing their training course should identify their emotional intelligence and interest so that they can manage a job of their own interest.
- Managers are like a thread between society and organizations. So, the stress level of the managers should always be at a moderate or low level.
- The job of managers is very challenging, so they need a lot of psychological assistance.
- Stress management training should also be encouraged so that it gives strength to the managers and enables him to cope with the challenges.
- A large and intensive study is needed in this area. So, there is a need for the present study to be done on a large sample and in broader areas.

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