



# Dynamics of self-management as a component of Emotional Intelligence – with special reference to IT industry in Bangalore city

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## **Abstract:**

**Purpose**–Self-management is an imperative component of emotional intelligence. The purpose of the study is to identify the most important dynamics, which contribute to self-management at workplace with special reference to IT industry, as knowledge workers are the most vulnerable to stress and related issues.

**Design/ methodology/ Approach**–Exploratory research carried out with a sample size n=120 from the IT industry in Bangalore city, Convenient sampling technique is used and a structured questionnaire is administered to the respondents. Exploratory factor analysis and structural equation modeling are used to identify the factors under each of the construct for self-management.

**Findings**–The findings of the study revealed that under IT setting the 37 items which are selected from the extensive study of the literature are reduced to 20 items on basis of factor loadings above 0.30 and are loaded under 6 factors namely - Self Awareness, self-control, emotional self-knowledge, emotional expression, personal adequacy and work efficiency. Emotional expression and personal adequacy are the highest contributors of self-management at work place and Self-control and self-awareness are equal contributors to self-management by 50%-55%

**Originality value** – The findings of the study can facilitate to formulate a scale for measuring Self-management as part of Emotional intelligence at the IT industry.

**Keywords**- Emotional Intelligence, Self-management, Information Technology Sector

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## **1. Introduction**

The demand for increased performance and efficiency in IT industry has led to mental conflicts influencing the efficiency of the representatives. In the idea of Emotional Intelligence, relationship management has risen as a significant angle in IT Industry. In any case,

it is moderately understudied element of employees' behavior and attitude. Associations require relational communications to achieve their objectives and the greater part of the occupations requires the capacity to oversee feelings. In this way, it isn't amazing that, exact research has built up a connection between



Emotional Knowledge and work execution of the representatives. Just having Enthusiastic Intelligence cannot prompt better except if it influences how individuals utilize their feelings at work setting. Obviously, workers can handle their feelings precisely and utilize certain conduct in the working environment which enables them to accumulate better data. In this way, Emotional intelligence works on social, perceptual, viable, individual and furthermore passionate data.

One of the significant factor of emotional intelligence is the self-management, self-management includes utilizing what you think about your feelings to oversee them so as to create positive connections with others and propel yourself in all circumstances. The very demonstration of recognizing the way that you are feeling a negative feeling goes far to keeping you from losing control of your own conduct. Self-management does not imply that you can never lose control. There might be conditions in which outrage is a flawlessly sensible enthusiastic reaction, yet the key is to have command over it with the goal that it very well may be diverted into settling the current issue. This Assessing Self-Management Checklist gives you a brisk and simple approach to survey the self-management part of passionate knowledge

## 2. Review of literature

Goleman (2000) conceptualized self-management as a major aspect of EI. Self-management involves discretion, dependability, uprightness, flexibility, accomplishment direction, and activity. Goleman (1995) says EI includes restraint, enthusiasm and industriousness and the capacity to rouse oneself. He characterized self - control as the capacity to monitor troublesome feelings and driving forces. Self-management has likewise been comprehended as self-guideline. Goleman (1998) considered self-guideline or self-management as segment of EI. Passionate self-guideline implies overseeing driving forces just as troubling emotions. Nevertheless, the idea of self-management is not restricted to the

management of problematic or negative feelings.

Powerful Self-management seems to offer potential advantages to singular representatives and associations. In an ongoing work Jain and Sinha (2006) found that self-management conduct decidedly predicts in-job and extra-job conduct. Different looks into in the field of brain science obviously demonstrates that self-management procedures have demonstrated to be effective in research center and non-hierarchical. Luthans and Davis (1979) noticed this confounding distractedness calling self-management as the missing connection in administrative viability. In authoritative settings, self-management preparing program expanded the ensuing participation of learners (Latham and Frayne, 1989). Many past researchers found that self-management learner's display higher paces of ability speculation and higher generally, execution levels on the exchange task, considerably after the impacts of results objectives were controlled.

The idea of self-overseeing work group at significant firms, for example, Procter and Gamble, General Motors, Motorola, AT&T, Xerox, American Press, and Prudential (e.g., Stewart and Manz, 1995), recommend the there are possibilities of advantages of self-management in authoritative settings. So also, self-management rehearses are regularly introduced as recognizing highlight of 'best' firms (e.g., Sheriden, 1995).

The general writing shows that self-management process is coordinated to affect one's self. Here we are accepting self-management observation and practice as positive and attractive types of conduct, which may be expanded by EI abilities.

## 3. Objectives

The objective of the study is to identify the dynamics of self-management for IT employees, which can also be used as a scale or inventory for self-management for IT employees.

## 4. Hypothesis

Null Hypothesis of - H0 1: Self-control, Self-Knowledge, Work efficiency, Personal

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adequacy, Emotional expression and Self-awareness do not contribute to self-management at work place

### 5. Research design

This research is exploratory in nature and identifies the parameters or dynamic that contributes to self-management. The researcher uses convenient sampling to select sample from the employees of the Top 10 IT companies as per market specialization in Bangalore City. 12 employees from 10 companies are selected and administered with a structured questionnaire having 37 items related to self-management which are adopted from Goleman model, the data collected is analyzed using the Exploratory factor analysis technique from SPSS and Structural equation modeling technique from AMOS r tools.

### 6. Analysis and interpretation

**6.1 Personal Profile of the respondents** – A majority of 70% respondents belonged to 26-35 years of age, 51.7% are female employees and remaining is male. 53.3% employees have

completed their postgraduate and other majorities are graduates. 56.7% employees are married and more than 80% employees had working spouse and 45% had children. About half of the employees spent only 1-2 hours with their family and three fourth of such employees had a stress full work condition, 60% employees worked between 9-10 hours and preponderance 73.3% employees worked in Day shifts.

**6.2 Descriptive Analysis-** From the in depth study of literature on emotional intelligence and its sub component self-management, 37 items are selected which describe the self-management of the IT employees. The descriptive statistics for the items are discussed below and exploratory factor analysis is performed to extract various constructs under the self management and with the facilitation of Confirmatory factor analysis a scale is generated to measure the self management of the IT employees.

Descriptive Statistics					
		Mean	Std. Deviation		
		Statistic	Statistic	Skewness	Kurtosis
SM_1	I am able to complete assigned task on time.	3.9	0.749	-0.81	0.963
SM_2	I am able to effectively perform tasks that do not appeal to me.	3.63	0.84	-1.298	1.948
SM_3	I am able to practice what I preach.	3.97	0.755	-0.421	-0.014
SM_4	I am able to balance my short and long term goals effectively.	3.9	0.947	-1.004	1.286
SM_5	I am able to pursue my goals in the face of resection or questions.	3.9	0.6	-0.913	2.403
SM_6	I have sufficient levels of energy to ensure the completion of tasks and projects.	4.27	0.775	-0.945	0.642
SM_7	I have a positive outlook on life.	4.17	0.863	-1.606	4.018
SM_8	I do not become sad when things go wrong.	3.33	1.169	-0.808	-0.222
SM_9	I am able to relax in pressure situation.	3.37	1.084	-0.776	0.114
SM_10	I communicate my feelings effectively.	3.37	1.229	-0.955	-0.224
SM_11	I am able to recognize when help is needed.	3.7	1.192	-1.091	0.367



SM_12	I am able to identify my negative thoughts.	3.77	1.09	-1.42	1.703
SM_13	I know when I am becoming angry.	4.1	0.653	-0.103	-0.638
SM_14	I make decisions quickly when necessary	3.93	0.683	0.084	-0.825
SM_15	I feel comfortable with risk.	3.8	0.875	-0.514	-0.283
SM_16	I try to keep emotions out of work.	3.93	0.775	-0.324	-0.299
SM_17	I find it difficult to maintain positive moods	2.9	1.198	-0.281	-1.245
SM_18	My moods and emotions help me generate new ideas.	3.93	0.968	-1.222	1.541
SM_19	I believe in positive feedback and recognition.	4.13	0.849	-0.929	0.493
SM_20	I am good at motivating others.	4.13	0.721	-0.753	0.944
SM_21	I tend to get irritated by colleagues.	3.17	1.374	-0.069	-1.261
SM_22	I find it easy to control my anger at work.	4.03	0.952	-1.018	0.289
SM_23	At work I experience strong emotions that are hard to control.	2.93	1.32	-0.321	-1.299
SM_24	I can manage time effectively.	3.63	1.02	-0.755	0.025
SM_25	I believe in seeing more challenges and responsibilities.	4.17	0.737	-0.275	-1.11
SM_26	I consider the expectations from different people in my role.	3.7	0.975	-1.132	1.713
SM_27	I am not stagnant in my role.	3.57	1.207	-0.858	-0.174
SM_28	I allocate time to spend with my family.	3.83	1.133	-1.359	1.436
SM_29	My work is challenging.	3.87	0.961	-0.884	0.939
SM_30	Freedom to decide on how to work.	3.63	1.053	-1.326	1.514
SM_31	Work assignments are not over loading.	3.47	1.181	-0.854	-0.291
SM_32	I feel that my job responsibilities are increasing.	3.73	0.932	-1.465	2.71
SM_33	I learn new skills in my work.	4.03	0.879	-1.577	3.508
SM_34	My job has a good future.	3.67	0.873	-0.834	1.362
SM_35	There is a room for individualism / creativity in my job.	3.67	1.11	-1.105	0.931
SM_36	My organizational and personal objectives do not clash.	4	1.004	-1.62	2.972
SM_37	My job is physically dangerous.	2.37	1.334	0.594	-0.788
	Valid N (listwise)				

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The above table depicts the descriptive statistics for the 37 items selected for the study. Out of 37 items 34 items have mean score above 3.00 which shows that a majority of the employees are agreeing to the statements related to self management. SM\_6, SM\_7, SM\_13, SM\_19, SM\_20, SM\_22, SM\_25 and

SM\_33 have mean values above 4.00 indicating agreement to strong agreement range of responses. The standard deviation for the items is also below 1.00 indicating that all employees have similar responses, and there is no much variation in their opinions in relation to the above mentioned self management items. As

per the study of Hair and et al 2007, the acceptable limit for skewness is between -1 to +1 and Kurtosis is between positive and negative 1.5. The majority of items are falling under the acceptable criteria of skewness and kurtosis confirming the normality of the data distribution.

### 6.3 Exploratory Factor analysis

**Extract Constructs related to factors influencing Innovative Practices**

The researcher identified 37 factors influencing self-management at work place from the review of previous literature.

For the purpose of SEM analysis, it is important to have items which have factor loadings less than 0.3 and also the 37 items can be grouped in different factors based on factor loadings therefore factor analysis is performed as shown below.

**Table 1 – KMO and Bartlett's Test**

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.678
Bartlett's Test of Sphericity	Approx. Chi-Square	3196.55
	df	199
	Sig.	0

The KMO sampling Adequacy is 0.678 for factors influencing self-management as part of emotional intelligence at work place.

Bartlett's test of sphericity indicate that a factor analysis may be useful as The significance Values for factors affecting self-management is 0.000 which is less than  $p=0.05$

**Table 2– Total Variance Explained**

Total Variance Explained									
Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	6.130	30.650	30.650	6.130	30.650	30.650	4.001	20.003	20.003
2	3.095	15.474	46.125	3.095	15.474	46.125	3.679	18.393	38.396
3	2.386	11.932	58.057	2.386	11.932	58.057	3.010	15.052	53.448
4	2.231	11.154	69.211	2.231	11.154	69.211	2.605	13.026	66.474
5	1.367	6.837	76.048	1.367	6.837	76.048	1.619	8.096	74.571
6	1.126	5.631	81.678	1.126	5.631	81.678	1.422	7.108	81.678
7	.703	3.516	85.194						
8	.577	2.886	88.080						
9	.500	2.500	90.580						
10	.442	2.209	92.789						
11	.411	2.053	94.842						
12	.302	1.509	96.351						
13	.214	1.069	97.419						
14	.188	.940	98.360						
15	.160	.799	99.159						
16	.063	.317	99.476						
17	.048	.240	99.716						
18	.026	.128	99.844						



19	.019	.095	99.940					
20	.012	.060	100.000					
Extraction Method: Principal Component Analysis.								

The total variance explained for factors is expected to be around 60% and above. Eigen values refer to the variance explained or accounted for. In this case, 81.678 % of the variance is accounted for by the first six factors.

Percent of variance of each component before rotation for the First factor is 30.650 and percent of variation for each component after rotation is 20.003. Out of the 20 items only 6 factors are extracted.

**Table 3 - Rotated Component Matrix**

Rotated Component Matrix <sup>a</sup>		Component					
		1	2	3	4	5	6
SM_3	I am able to practice what I preach.	0.880					
SM_6	I have sufficient levels of energy to ensure the completion of tasks and projects.	0.871					
SM_7	I have a positive outlook on life.	0.795					
SM_9	I am able to relax in pressure situation.		0.859				
SM_10	I communicate my feelings effectively.		0.849				
SM_11	I am able to recognize when help is needed.		0.834				
SM_12	I am able to identify my negative thoughts.			0.891			
SM_17	I find it difficult to maintain positive moods			0.887			
SM_19	I believe in positive feedback and recognition.				0.871		
SM_20	I am good at motivating others.				0.817		
SM_23	At work I experience strong emotions that are hard to control.				0.797		
SM_24	I can manage time effectively.					0.894	
SM_25	I believe in seeing more challenges and responsibilities.					0.885	
SM_26	I consider the expectations from different people in my role.					0.743	
SM_27	I am not stagnant in my role.					0.645	
SM_29	My work is challenging.						0.871
SM_30	Freedom to decide on how to work.						0.837
SM_31	Work assignments are not over loading.						0.797
SM_35	There is a room for individualism / creativity in my job.						0.634
SM_37	My job is physically dangerous.						0.551
Extraction Method: Principal Component Analysis.							



Rotation Method: Varimax with Kaiser Normalization.  
 a. Rotation converged in 7 iterations.

The results of exploratory factor analysis revealed that 37 items of Factors influencing self-management at workplace are reduced to 20 items and loaded in six factors and each factor is named as shown in the table below:

**Table 4 - Items loaded under each factor**

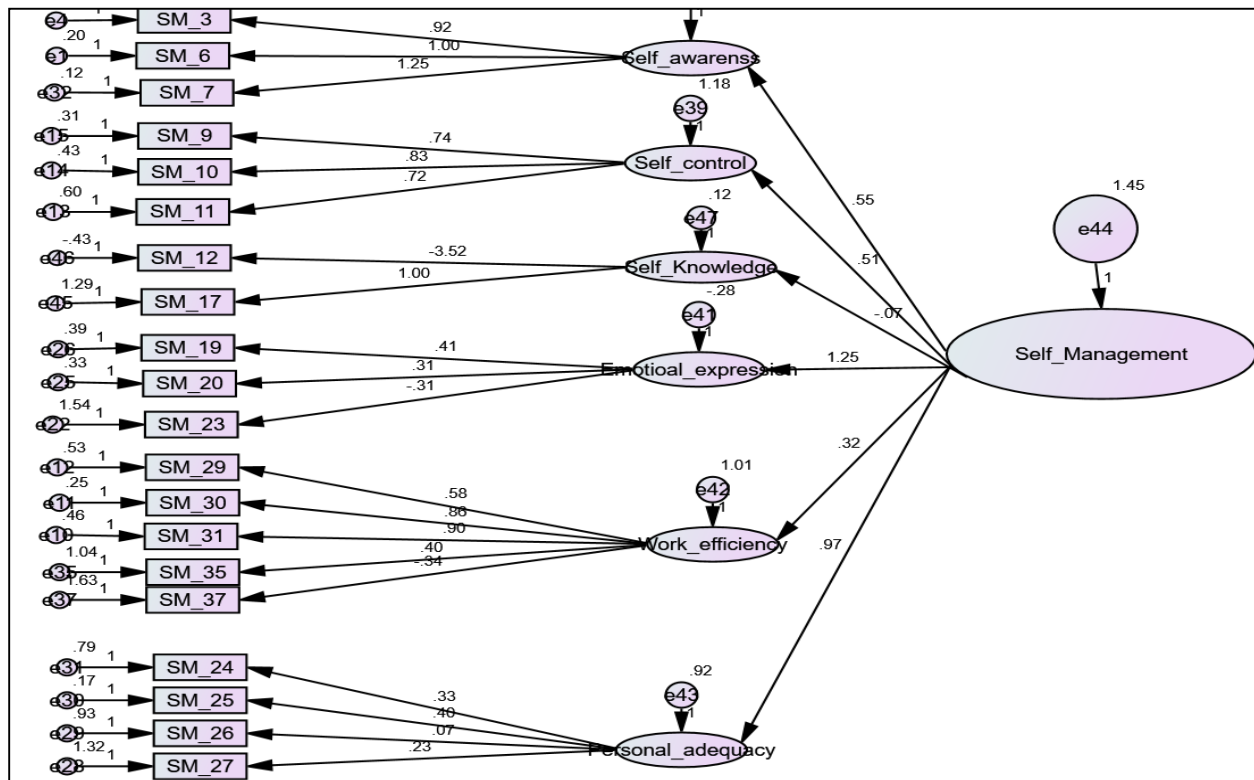
Self Awareness	self control	emotional self knowledge	emotional expression	personal adequacy	work efficiency
SM_3	SM_9	SM_12	SM_19	SM_24	SM_29
SM_6	SM_10	SM_17	SM_20	SM_25	SM_30
SM_7	SM_11		SM_23	SM_26	SM_31
				SM_27	SM_35
					SM_37

**6.4 Structural equation modelling**

From the output of CFA, the model fit the data well because Chi-Square value of 3375.414 with 178 degree of freedom is statistically significant since the p value is 0.00. It Goodness of Fit Index (GFI) = 0.655 which is below the expected Criteria and Root Mean Square Error

Approximation (RMSEA) = 0.052 which shows the model is nearing the expected criteria of fitness of good. The Model shown below is the pictorial output of the evidence that the model has run and the standardized estimates for relationships are shown in the Model

**Figure- 1 Confirmatory Factor Analysis – Factors influencing self management at workplace**





**Source- Author created**

**Table – 5 Structural Relationship between the constructs.**

Structural relationship			Estimate
Self_control	<---	Self_Management	0.511
Self_Knowledge	<---	Self_Management	0.074
Work_efficiency	<---	Self_Management	0.317
Personal_adequacy	<---	Self_Management	0.967
Emotioal_expression	<---	Self_Management	1.253
Self_awareness	<---	Self_Management	0.553

When responsible factors for self-management increase by 1 self-control increase by 0.511, personal adequacy increases by 0.967, Emotional expression Increases by 1.253 and self-awareness Increases by 0.553. Self-knowledge is a significant factor but does not contribute highly to self-management.

***Therefore it can be inferred that Null Hypothesis of - H0 1: Self-control, Self-Knowledge, Work efficiency, Personal adequacy, Emotional expression and Self-awareness do not contribute to self-management at work place is rejected.***

**7. Findings and suggestions**

Out of 37 items, 34 items have mean score above 3.00, which shows that a majority of the employees is agreeing to the statements related to self-management. SM\_6, SM\_7, SM\_13, SM\_19, SM\_20, SM\_22, SM\_25 and SM\_33 have mean values above 4.00 indicating agreement to strong agreement range of responses

Emotional expression and personal adequacy are the highest contributors of self-management at work place. SM\_19, SM\_20 and SM\_23 form a part of emotional expression and SM\_24, SM\_25, SM\_26, SM\_27 form a part of personal adequacy. Therefore, emphasis should be laid on the emotional expression and personal adequacy factors to attain self-management.

Self-control and self-awareness are equal contributors to self-management by 50%-55%. SM\_3, SM\_6 and SM\_7 are the items under self-control and SM\_9, SM\_10 and SM\_11 are items

under self-awareness, these two factors also play a significant role in the self-management at work place.

**9. Conclusion**

Study can be extended to other industries and through various geographical locations. There I scope of further research in determining the various other factors, which contribute to emotional intelligence at workplace. The employees at the IT industries can also be segregated based on their designations and comparative study can be conducted to know how emotional intelligence and designation go together.

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