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**A STUDY OF THE IMPACT OF SENSE OF
COHERENCE AND EMOTIONAL INTELLIGENCE
UPON MANAGERIAL EFFECTIVENESS**

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A Study of the Impact of Sense of Coherence and Emotional Intelligence upon Managerial Effectiveness

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Abstract – The aim of present study was to study the impact of Sense of Coherence and Emotional Intelligence upon Managerial Effectiveness. For the purpose of the study a sample of 300 middle level managers was collected. Orientation to Life Questionnaire, Emotional Intelligence Scale and Managerial Effectiveness Scale were Used. Data was analysed in terms of Mean, SDs and 2 Way ANOVA. The results revealed that both Sense of Coherence and Emotional Intelligence have significant impact over Managerial Effectiveness.

Key Words: Sense of Coherence, Emotional Intelligence, Managerial Effectiveness.

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INTRODUCTION

Today we are living in times of turbulence. The changing nature of the workplace is often characterised by acquisitions, mergers, internal restructuring and downsizing to maximise profits, reduce costs and remain competitive (Greenhaus, Callanan & Godshalk, 2000). In addition, individuals are entering into new psychological contracts with employers that are characterised by personal career management which is aimed at ensuring employability, maintaining skills and knowledge, and encouraging transactional relationships in the workplace (Coetzee & Roythorne-Jacobs, 2007). The world is constantly changing due to fast mobility, technological advancement, changing situations and environment beset us with constantly changing and ever increasing demands. These changes affect us globally, nationally, politically, economically, socially and more importantly on an individual level in the workplace. Half of the life of an individual is spent on the working place. An individual is exposed to many problems with multiple dimensions at social and personal level- at social level one is faced with social unrest, crime, prejudice of different kinds say racism, regionalism etc., at personal level- problem of children, marital discord etc. Then at work one is exposed to changing technology, talent competition, increasing globalisation and career self-management. Survival in these situations demands constant updating of knowledge and skills to make ourselves resilient and adapt to changing working environment and at the same time ensuring one's marketability and employability, and maintain one's professional and personal growth. All this mean one has to remain highly effective. This is particularly relevant at managerial

levels both high and middle level. But now the question arises is as to how people react to so many sources of stress and still retain psychological and physical well-being. The way that an individual perceives and manages his or her life is believed to significantly reduce his or her reaction to stressors, which explains why some people are more resilient in overcoming setbacks than others. Does one's mettle in coping with daily obstacles determine one's degree of effectiveness at work?

SENSE OF COHERENCE:

Antonovsky (1996) viewed the salutogenic orientation as the "study of strengths and the weaknesses of promotive, preventive, curative and rehabilitative ideas and practices". Salutogenesis is also referred to as the origins of health (Antonovsky, 1996). Antonovsky (1996) regarded general resistance resources as the instrument to combat and ward off stress. Salutogenic constructs are aimed at understanding how people are able to cope despite the myriad stressors around them (May, 2006). In addition, salutogenesis is fundamentally concerned with maintaining and enhancing wellness and preventing and treating illness (Strümpfer, 1990). Sense of coherence as a construct emerged from salutogenesis as an important element in projecting the movement toward health. The construct SOC has been further divided into a) Comprehensibility, b) Manageability, c) Meaningfulness. The behavioural assumption of an individual with a strong sense of coherence results in cognitive sense, order and structure, predictability, perceiving work experiences and challenges as bearable, and embracing

challenges as worthy investments (Strümpfer, 1990). This paradigm is applicable to this study because sense of coherence is a core construct of salutogenesis; it explores different coping abilities, enhancement of strengths and positive work experiences.

EMOTIONAL INTELLIGENCE:

Emotional Intelligence (EI) is defined, and is considered, as a capability of an individual to recognize and identify emotions, create and retrieve emotions and so help in attaining the state of contemplation (Mayer & Salovey, 1997). Goleman (1995) defines Emotional Intelligence as an aptitude of an individual to be familiar with his or her own feelings in term of emotions, strengths, weaknesses, needs, goals, drives and values, and to sought the same in others people working around him /her, to keep them motivated and maintaining healthier relationships with them. Thus, Emotional Intelligence is a totality of non-cognitive capabilities, competencies, and skills that enable a person to effectively handle and deal with the environmental demands and pressures. Jordan et al. (2002) examined and commented about the practical abilities of the emotional intelligent employees that they use and show in the workplace. According to them, effective employees need to be aware of and manage their own emotions and, the emotions of others in the workplace. Jordan and Lawrence (2009) while their business focused research, adopted a four dimension definition of individual emotional intelligence that replicate the generally accepted Mayer and Salovey (1997) model of emotional intelligence. This model comprises 4 constructs: (1) 'Awareness of own emotion'; (2) 'Management of own emotion'; (3) 'Awareness of others emotion'; and (4) 'Management of others emotion'.

MANAGERIAL EFFECTIVENESS:

Stephen R. Covey defines effectiveness as those activities of an individual that incur the positive changes in tasks and relationships that benefit him /her in a long- term for the better results. Such activities form the habits of an individual that reflect a person's character. These habits enable the individual to perform effectively and consistently to solve the problems, to become an opportunist, work and learn continuously and gain the ladder of growth (Covey, 1989). These days the term 'Managerial Effectiveness' has been moulded into the term 'Leadership Effectiveness' however, the previous researches significantly support the concept of "Managerial Effectiveness" for the accomplishment of the better job done through staff and subordinates

METHODOLOGY:

Sample: A sample of 300 middle level managers was collected from industrial Units falling in NCR.

Variables:

A. Independent:

1. Sense of Coherence (SOC)
2. Emotional Intelligence (EI)

B. Dependent: Managerial Effectiveness (ME)

Measures Used:

1. Orientation to Life Questionnaire (OLQ). Antonovsky developed OLQ for the measurement of SOC.
2. Emotional Intelligence Scale developed by Dr. Umal Devi L.
3. Managerial Effectiveness Scale developed by Dr. Upendra Dhar

Design: A 2*2 factorial design was used for the present study.

Hypothesis: Sense of Coherence (High and Low) will have interaction with Emotional Intelligence (High and Low) and both have significant impact upon Managerial Effectiveness.

Table No.1

SHOWING MEAN AND SDs FOR SENSE OF COHERENCE AND EMOTIONAL INTELLIGENCE ON MANAGERIAL EFFECTIVENESS

ME			
SOC_HL EI_HL	Mean	N	Std. Deviation
Low			
Low	148.40	75	14.57
High	151.00	84	14.24
Total	149.77	159	14.41
High Low	147.52	82	21.12
High	156.88	59	13.23
Total	151.52	151	18.71
Total			
Low	147.94	157	18.21
High	153.48	143	14.09
Total	150.59	300	16.59

Table 2

SHOWING INTERACTIVE EFFECT OF SENSE OF COHERENCE AND EMOTIONAL INTELLIGENCE UPON MANAGERIAL EFFECTIVENESS

	Main Effect	(Combined)	Unique Method			
			Sum of Squares	df	Mean Square	F
ME			3210.3	2	1609	6.405
		SOC_HL	510.35	1	510.35	1.828
		EI_HL	2900.11	1	2900.11	10.98
2 way interaction		SOC_HL*EI_HL	929.261	1	929.261	3.498
Model			3908.62	3	1304.242	4.912
Residual			7099.38	297	265.547	
Total			10121.11	300	274.961	
a. ME by SOC_HL, EI_HL						
D. All Effects entered Simultaneously						

RESULTS AND DISCUSSION:

It is apparent from the table that sense of coherence and emotional intelligence together interact with each other and have significant impact upon managerial effectiveness. The table shows $F=3.498$ which is significant at .05 level. Thus, the hypothesis that sense of coherence and emotional intelligence, together have significant impact upon managerial effectiveness stands accepted and Null hypothesis gets rejected.

Results indicate that SOC and Emotional Intelligence are influenced by each other to a certain extent. Emotions arising within or without a person require to be comprehended and interpreted. Firstly, for appraisal and expression of emotions one must be capable of knowing and comprehending what one or others in the environment feel before an attempt to regulate these emotions takes place. Comprehensibility, refers to the extent to which a person perceives the stimuli confronting are arising from internal or external environments, as making cognitive sense, as information that is ordered, consistent, structured, and clear (Antonovsky, 1987). Secondly, the manageability component of SOC is defined as the extent to which one perceives that resources are at one's disposal and which are adequate to meet the demands posed by the stimuli that bombarded. This relates to an individual's emotional intelligence in the following ways: the individual must believe that he /she as necessary emotional competence to deal with emotional stimuli that he /she is faced with and the individual must believe that he/she will be able to to regulate and utilize His/her own and other's emotions . Finally, meaningfulness as the extent to which one feels that life makes sense emotionally, that at least some the demands are worth investing in (Antonovsky, 1987; 18) would imply that an individual who can ascribe meaning to events and experience will not shy away from unhappy and stressful experiences but will take up the challenge and be determined to give meaning to them. An overall comparison of the sense of coherence model of Antonovsky (1990) with the four branch model of emotional intelligence of Salovey, Mayer and Caruso (2002) shows that the comprehensibility and manageability aspects of sense

of coherence agree in essence with the emotional understanding and emotional management branches of emotional intelligence. It is interesting however, that meaningfulness, which Antonovsky (1979) indicated as the emotional component of sense of coherence, is only implied or has conative meaning in emotional intelligence.

Polish research shows that the working environment is full of stress which results from difficult situations [Brzeźniak. H, Rotter. I; 2011]. Stress at work negatively influences employees' effectiveness. However, analyses conducted in palliative care in England show that stressful work does not inevitably lead to burnout, and individual resources are an important factor preventing the negative influence of stress at work. The sense of coherence is crucial among the resources [Ablett JR, Jones RSP; 2007]

Studies showed there are statistically significant changes in the values for a global sense of coherence and its elements, depending on the level of management; they were significantly higher among strategic managers. Following a managerial career is connected with difficult situations and the feeling of stress. A manager has to be able to deal with such situations to be effective [Mojs E. 2004]. A sense of coherence is a very important resource as defence against the destructive influence of difficult situations. In the process of training, it is extremely important to create an experience that is coherent, understandable, and builds a sense of coherence in future.

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