

PREFACE AND ACKNOWLEDGEMENT

In Sanskrit literature it has been said that :

न देवो विद्यते काष्ठे न पाषणे न मृणमये ।
भावेः हि विद्यते देवो तस्मात् भावो हि कारणम् ॥

'Lord does not reside in any form of idol or symbol but he is very much in भावः i.e. human emotions.'

Healthy Emotions play a very vital role in experiencing the fulfilment of human life. Such healthy emotions in simple terms can also be said as 'Emotional Intelligence'. Creative use of emotional intelligence of employees will help organizations to develop dedicated workforce which in turn would result into a new progressive approach to present business scenario.

Traditionally, the thrust in evaluating 'potential performance' of employees was on their intellectual capability. Now, various researches indicate that for outstanding performance emotional intelligence is twice as important as Intellectual Quotient even when added to technical skills of an employee. When only IQ test scores are correlated with how well an employee will perform in his career, the highest difference on account of IQ in isolation is as low as 25%. The same parameters when applied to emotional intelligence the difference comes to 73%. This means that the other factors remaining constant, an employee with higher emotional intelligence will perform 73% better than that of low level of emotional intelligence, while that of higher IQ will perform only 25% better than that of lower IQ.

Thus, Emotional Intelligence is an important variable in determining the effectiveness of an organization, productivity of an employee and work values which employees possess. Work values would also play an important role because values are directly related to the emotional framework of an individual.

With this as a preface a study is initiated to explore the relationship of four important variables in three fast growing and performing large industrial houses of Gujarat. It is generally seen that middle management employees play a pivotal role in determining the growth and success of an organization. Hence the respondents selected for the purpose of this study are Middle management executives of these three flagship industries of Gujarat State. They are Reliance Industries, Essar Industries and Adani Group of Industries. The 39 dimensions of these four variables are identified on the basis of their relevance and co-relation with professional social work. Thus the relevance and findings of the study would be very significant for professional social workers working in an industrial set-up.

When I retrospect and look back on this journey of nearly four years, I land myself into an 'emotional zone' of my existence where 'words' have limitation to express acknowledgements.

I get lost in contemplating and re-living those emotional experiences during which I did my research work. I call it as a 'Journey to Pilgrim' which would not be complete without remembering the unrelenting support and guidance given to me by one and all during this journey. I express my sincere gratitude and 'Thanks' to 'All' for the same.

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