

CHAPTER - IV

RESULTS

This chapter focuses on the results of the study. It also includes the results related to the reliability and validity of the tools on EQ and Integrity, correlation table for different dimensions and t-test values comparing the data obtained from different organizations.

One of the main objectives of the study was to construct standardized tools to measure Emotional Intelligence (EQi) and Integrity (Ity). The researcher has succeeded in constructing two standardized tools for the same. The details of which are given below.

Reliability coefficients of the Emotional Intelligence- Test (EQi-test)

A total of 109 Post- Graduate (Masters) M.Phil and PhD students, Professionals, Teachers and Housewives participated in filling up the EQi- test for testing the reliability of the tool (as described in the earlier chapter). Their response scores were subjected to Cronbach alpha (α) test to estimate reliability value. The following table (16) shows the (α) values of 14 dimensions of EQi separately as well as for the whole test (methods of data collection and other details have been given in the earlier chapter on methodology).

Table 16: The Cronbach (α) reliability values of 14 EQi dimensions and of the total test- all 14 dimensions combined.

Sr. No.	Dimensions	Cronbach Alpha (α) reliability
1	Realistic Orientation	.68
2	Self assertion	.71
3	Impulse control	.73
4	Empathy	.84
5	Communication and cooperation	.75
6	Optimism	.77
7	Self Awareness	.77
8	Innovative/Creative instincts	.77
9	Risk taking	.79
10	Analytical	.76
11	Social self/effective relationships	.76
12	Enterprising/initiative taker	.76
13	Artistic	.75
14	Well Adjusted	.72
	Total Test	.94

The reliability value for the total test of EQi was .94, which is very high. The α values of 14 dimensions ranged from .68 (realistic orientation) to .84 (empathy).

The following table (17) shows the Guilford validity index of 14 EQi dimensions and for the total test as calculated following Guilford's formula (Square root of reliability= Guilford's validity).

Table 17: Guilford’s Validity values of 14 EQi dimensions and for the total EQi test.

Sr. No.	Dimensions	Validity Index
1	Realistic Orientation	.82
2	Self assertion	.85
3	Impulse control	.85
4	Empathy	.91
5	Communication and cooperation	.87
6	Optimism	.88
7	Self Awareness	.88
8	Innovative/Creative instincts	.88
9	Risk taking	.89
10	Analytical	.88
11	Social self/effective relationships	.88
12	Enterprising/initiative taker	.88
13	Artistic	.87
14	Well Adjusted	.85
	Total Test	.97

The validity score of the total EQi test was .97 which is very high. The validity scores of 14 dimensions ranged from .82 (realistic orientation) to .91 (Empathy).

The test was also administered on 108 managers and reliability and validity values were calculated for their scores.

The following table (18) shows the Cronbach (α) reliability values for the EQi- test on a sample of 108 middle and top-level managers.

Table 18: The Cronbach (α) reliability values for the EQi- test on a sample of 108 middle and top-level managers.

EQi-test	
Cronbach (α) reliability for the whole test	.93
Split- half reliability for the whole test	.88

The Cronbach (α) reliability of the EQi-test was .93, which is very high and the split - half reliability was .88, which is also high.

The following table (19) shows the validity of the EQi- test as calculated following Guilford’s method.

Table 19: The Guilford’s validity values of the EQi- test on a sample of 108 middle and top-level managers

Guilford's Validity (EQi-test)	
Cronbach (α) reliability of the whole test	.96
Split- half reliability of the whole test	.94

The validity index of the Cronbach (α) reliability for EQi-test is .96, which is high and for the split half reliability is .94, which is also high.

Reliability Coefficient for the Integrity-test

To test the reliability of the Integrity test, the same sample of 109 that took the EQi- test also took the Integrity test. The sample as described earlier, consisted of a mixed group of Post-graduates (Masters), M.Phil. and Ph.D. students of the M. S. University of Baroda and those from the general population like professionals and housewives belonging to the city of Vadodara.

The following table (20) shows the reliability values of 5 Integrity dimensions as well as for the total test (n=109).

Table 20: The Cronbach (α) reliability values of 5 Integrity dimensions and the total test (n= 109)

Sr. No.	Dimensions	Cronbach (α) reliability
1	Being honest to oneself	.78
2	Accepting full responsibility	.76
3	Keeping promises	.82
4	Avoiding hidden agenda	.73
5	Having the courage to lead oneself or one's team or enterprise with honor	.73
	Total Test	.84

The reliability value for the entire Integrity test was .84, which is sufficiently high. The reliability values for 5 dimensions ranged from a low of .73 (Having the courage to lead oneself and one's team or enterprise with honor) to a high of .82 (Keeping promises).

The following table (21) shows the Cronbach (α) reliability of the integrity-test.

Table 21: The Cronbach (α) reliability of the Integrity- test for a sample of 108 middle and top level managers

Integrity- test	
Cronbach (α) reliability	.85
Split- half reliability	.84

The Cronbach (α) reliability of the Integrity-test was .85, which is high, and the split- half reliability was .84, which is also high. The same type of data was put to two types of reliability tests- Cronbach's method and that of split- half reliability test method.

Validity

Guilford's (1954) validity formula was applied to find the validity of the Integrity test as well. According to Guilford (1954), square root of the reliability coefficient can be taken as validity of the test. The following table (22) shows the validity values of 5 integrity dimensions.

Table 22: The Guilford validity values of 5 Integrity dimensions and for the total test

Sr. No.	Dimensions	Validity Index
1	Being honest with oneself	.89
2	Accepting full responsibility	.88
3	Keeping promises	.91
4	Avoiding hidden agenda	.85
5	Having the courage to lead oneself or one's team or enterprise with honor	.85
	Total Test	.92

The validity index of the total Integrity test was .92, which is high. The validity index ranged from a low of .85 (Avoiding hidden agenda) to a high of .92 (Keeping promises).

The following table (23) shows the Guilford's validity values of the Integrity-test on a sample of 108 middle and top level managers

Table 23: The Guilford's validity values of the Integrity- test on a sample of 108 middle and top level managers

Guilford's Validity (Integrity-test)	
Cronbach (α) reliability of the whole test	.92
Split -half reliability of the whole test	.92

The validity index of the Cronbach (α) reliability for the Integrity-test is .92, which is high and for the split half reliability is .92, which is also high.

After working out the reliabilities and validity values of the two tests and their dimensions, the main study began. To test the various null- hypotheses, the two

tests were administered to 108 managers of middle and top-levels in their respective organizations.

The initial descriptive statistics have been given in the following tables followed by other in-depth analyses.

The following table (24) shows the Means and SDs of 14EQi dimensions for a sample of 108 middle and top-level managers.

Table 24: The Means and SDs of 14EQi dimensions and the total test for a sample of 108 middle and top-level managers.

Sr. No.	Dimensions	Means	SDs
1	Realistic Orientation	23.38	2.71
2	Self assertion	31.31	2.88
3	Impulse control	30.36	4.35
4	Empathy	15.47	2.44
5	Communication and cooperation	32.87	3.72
6	Optimism	30.82	4.52
7	Self awareness	27.15	3.64
8	Innovative/Creative instincts	24.13	2.85
9	Risk Taking	21.30	3.85
10	Analytical	24.37	3.13
11	Social self/effective relationships	28.99	3.00
12	Enterprising/initiative taker	20.07	3.56
13	Artistic	16.59	2.81
14	Well adjusted	24.43	3.02
	Total Test	352.33	28.64

The mean values ranged from a high of 32.87 (Communication and Cooperation) to a low of 15.47(Empathy). This indicated that the managers were better with respect to Communication and Cooperation but were not very good on Empathy skills. The mean for the total test was 352.33.

The following table (25) shows the Means and SDs of 5 integrity dimensions for a sample of 108 middle and top-level managers.

Table 25: The Means and SDs of 5 Integrity dimensions and for the total test for a sample of 108 middle and top-level managers.

Sr. No.	Dimensions	Means	SDs
1	Being honest with oneself	14.81	2.25
2	Accepting full responsibility	25.25	2.88
3	Keeping promises	7.06	1.42
4	Avoiding hidden agenda	11.65	1.65
5	Having the courage to lead oneself on one's team or enterprise with honor	37.68	3.86
	Total Test	96.60	9.11

The mean values ranged from a high of 37.68 (Having the courage to lead oneself or one's team or enterprise with honor) to a low of 7.06 (Keeping promises). This indicated that the managers were courageous enough to lead themselves and their team or enterprise with honor, while they were not good at keeping promises. The mean of the total test was 96.60

The following table (26) shows the inter correlation values between 14 EQi dimensions and 5 Integrity dimensions.

Table 26: Inter- correlation values between 14 EQi dimension and 5 Integrity dimensions for a sample of 108 middle and top-level managers.

EQi DIMENSIONS														INTEGRITY DIMENSIONS				
	SA	IC	E	CC	O	SAW	I/CI	RT	A	SS/ER	E/IT	AT	WA	BHO	AFR	KP	AHA	HCTL
RO	.46**	.47**	22*	.50**	.50**	.45**	.41**	19*	.42**	.25**	13	02	.34**	.26**	.39**	.19	.22*	.30**
SA		.34**	36**	.61**	.52**	.39**	.39**	40**	.35**	.42**	.26**	.32**	.04	.56**	.44**	.22**	.25**	.48**
IC			29**	.43**	.65**	.61**	.54**	43**	.56**	.43**	.22**	.07	.32**	.46**	.47**	.45**	10	.29**
E				.27**	.24*	.23*	.26**	30**	.39**	.59**	.22*	.25**	.01	.23*	.21*	.32**	15	.25**
CC					.72**	.51**	.68**	49**	.53**	.47**	.37**	.25*	.34**	.39**	.59**	12	.32**	.47**
O						.54**	.67**	61**	.53**	.43**	.29**	.23*	.36**	.59**	.64**	.25**	.32**	.47**
SAW							.53**	36**	.53**	.44**	.20*	.10	.25**	.41**	.50**	.28**	.26**	.34**
I/CI								64**	.56**	.51**	.41**	.44**	.20*	.49**	.75**	.34**	.22*	.55**
RT									.41**	.44**	.41**	.50**	-.04	.48**	.54**	.36**	10	.42**
A										.49**	.23*	.16	.25**	.35**	.55**	.34**	16	.44**
SS/ER											.37**	.25**	.14	.36**	.46**	.28**	.21*	.46**
E/IT												.31**	.04	.23*	.37**	.28**	15	.37**
AT													-.20*	.31**	.41**	.25*	.02	.45**
WA														11	.29**	.09	.25**	10
BHO															.60**	.50**	.15	.51**
AFR																.40**	.28**	.65**
KP																	.07	.36**
AHA																		.37**

* < .05 level **< .01 level

Realistic orientation dimension of EQi was significantly correlated with dimensions of self assertion (.46), impulse control (.47), empathy (.22), communication and cooperation (.50), optimism (.50), self awareness (.45), innovative/creative instincts (.41), risk taking (.20), analytical (.42), social/effective relationships (.25), well adjusted (.34) and with integrity dimension being honest with oneself (.26), accepting full responsibility (.39), avoiding hidden agenda (.22) and having the courage to lead oneself or one's team or enterprise with honor (.30).

Self assertion dimension of EQi correlated significantly with dimensions of impulse control (.34), empathy (.36), communication and cooperation (.61), optimism (.52), self awareness (.39), innovative/creative instincts (.40), risk taking (.40), analytical (.35), enterprising/initiative taker (.26), artistic (.31) and integrity dimensions being honest with oneself (.56), accepting full responsibility (.44), keeping promises (.22), avoiding hidden agenda (.25) and having the courage to lead oneself or one's team or enterprise with honor (.47).

Impulse control dimension of EQi correlated significantly with dimensions of empathy (.24), communication and cooperation (.44), optimism (.66), self awareness (.61), innovative/creating instincts (.54), risk taking (.43), analytical (.56), social self/effective relationships (.43), enterprising/initiative taker (.21), well adjusted (.32) and integrity dimensions being honest with oneself (.46), accepting full responsibility (.50), keeping promises (.45) and having the courage to lead oneself or one's team or enterprise with honor (.28).

Empathy dimension of EQi correlated significantly with dimensions of communication and cooperation (.27), optimism (.24), self awareness (.23), innovative/creative instincts (.26), risk taking (.30), analytical (.38), social self/effective relationships (.60), enterprising/ initiative taker (.22), artistic (.25) and integrity dimensions being honest with oneself (.23), accepting full responsibility (.21), keeping promises (.32) and having the courage to lead oneself or one's team or enterprise with honor (.25).

Communication and cooperation dimension of EQi correlated significantly with dimensions of optimism (.72), self awareness (.51), innovative/creative instincts (.68), risk taking (.48), analytical (.54), social self/effective relationships (.47), enterprising (.37), artistic (.25), well adjusted (.34), and integrity dimensions being honest with oneself (.40), accepting full responsibility (.60), avoiding hidden agenda (.32) and having the courage to lead oneself or one's team or enterprise with honor (.47).

Optimism dimension of EQi correlated significantly with dimensions of self awareness (.54), innovative/creative instincts (.67), analytical (.54), social self/effective relationships (.43), enterprising/initiative taker (.28), artistic (.23), well adjusted (.36) and integrity dimensions (.60), accepting full responsibility (.64), keeping promises (.25), avoiding hidden agenda (.33) and having the courage to lead oneself or one's team or enterprise with honor (.48).

Self awareness dimension of EQi correlated significantly with dimensions of innovative/creative instincts (.53), risk taking (.36), analytical (.53), social self/effective relationships (.44), enterprising/initiative taker (.20), well adjusted (.25) and integrity dimensions being honest with oneself (.41), accepting full responsibility (.50) keeping promises (.30), avoiding hidden agenda (.30) and having the courage to lead oneself or one's team or enterprise with honor (.34).

Innovative/creative instincts dimension of EQi correlated significantly with dimensions like risk taking (.64), analytical (.56), social self/effective relationships (.51), enterprising/initiative taker (.41), artistic (.44), well adjusted (.20) and integrity dimensions being honest with oneself (.49), accepting full responsibility (.75), keeping promises (.34), avoiding hidden agenda (.22) and having the courage to lead oneself or one's team or enterprise with honor (.55).

Risk taking dimension EQi correlated significantly with dimensions like analytical (.42), social self/effective relationships (.44), enterprising/initiative taker (.41), artistic (.50) and integrity dimensions being honest with oneself (.50), accepting full responsibility (.54), keeping promises (.40) and having the courage to lead oneself or one's team or enterprise with honor (.43).

Analytical dimension of EQi correlated significantly with dimensions like social self/effective relationships (.50), enterprising/initiative taker (.23), well adjusted (.25) and integrity dimensions being honest with oneself (.35), accepting full responsibility (.55), keeping promises (.34) and having the courage to lead oneself or one's team or enterprise with honor (.44).

Social self/effective relationships dimensions of EQi correlated significantly with dimensions like enterprising/initiative taker (.37), artistic (.25) and integrity dimensions (.37), accepting full responsibility (.50), keeping promises (.27), avoiding hidden agenda (.21) and having the courage to lead oneself or one's team or enterprise with honor (.50).

Enterprising/initiative taker dimension of EQi correlated significantly with dimensions like artistic (.31) and integrity dimensions being honest with oneself (.23), accepting full responsibility (.37), keeping promises (.30), and having the courage to lead oneself or one's team or enterprise with honor (.37).

Artistic dimension of EQi correlated significantly with dimensions like well adjusted (-.20), being honest with oneself (.31), accepting full responsibility (.42), keeping promises (.25) and having the courage to lead oneself or one's team or enterprise with honor (.45).

Well-adjusted dimension of EQi correlated significantly with such dimensions of integrity like accepting full responsibility (.28) and avoiding hidden agenda (.30).

‘Being honest with oneself’ dimension of integrity correlated significantly with dimensions like accepting full responsibility (.59), and avoiding hidden agenda (.30).

‘Accepting full responsibility’ dimension of integrity correlated significantly with dimensions like keeping promises (.39), avoiding hidden agenda (.30) and having the courage to lead oneself or one’s team or enterprise with honor (.65).

‘Keeping promises’ dimension of integrity correlated significantly with the dimension having the courage to lead oneself or one’s team or enterprise with honor (.40).

Dimension ‘Avoiding hidden agenda’ of integrity correlated significantly with the dimension ‘having the courage to lead oneself or one’s team or enterprise with honor’ (.40).

The table (27) given below shows the ns, Means, SDs, SEms and *t*-values of 14 EQi dimensions and for the total test for data obtained from O1 and O2 respectively.

Table 27: The ns, Means, SDs, SEms and *t*-values of 14 EQi dimensions and for the total test for O1 and O2.

	O _s	ns	Means	SDs	SEms	<i>t</i>
RO	O1	46	22.46	2.63	.39	1.896
	O2	33	23.58	2.53	.44	
SA	O1	46	30.87	2.87	.42	.203
	O2	33	31.00	2.75	.48	
IC	O1	46	28.50	4.38	.65	3.102*
	O2	33	31.36	3.53	.61	
E	O1	46	15.20	2.27	.33	1.276
	O2	33	15.85	2.21	.38	
CC	O1	46	31.48	3.71	.55	1.546
	O2	33	32.73	3.29	.57	
O	O1	46	29.20	5.02	.74	1.432
	O2	33	30.61	3.06	.53	
SAW	O1	46	25.93	3.46	.51	1.811
	O2	33	27.33	3.28	.57	
I/CI	O1	46	23.41	2.45	.36	.265
	O2	33	23.58	3.01	.52	
RT	O1	46	21.07	3.97	.59	.005
	O2	33	21.06	3.60	.63	
A	O1	46	22.91	3.15	.47	2.999*
	O2	33	24.85	2.29	.40	
SS/ER	O1	46	28.22	3.00	.44	1.682
	O2	33	29.33	2.78	.48	
E/IT	O1	46	19.89	2.58	.38	.156
	O2	33	20.03	5.23	.91	
AT	O1	46	17.47	3.12	.47	3.515*
	O2	33	15.24	2.17	.38	
WA	O1	46	22.78	3.38	.50	1.526
	O2	33	23.85	2.55	.44	
EQTOT	O1	45	339.31	27.96	4.16	1.767
	O2	33	350.39	26.52	4.61	

* < 0.05 level ** < 0.01 level

In all as indicated by the above table (26), the following significant differences were obtained.

There was a significant difference ($t=3.102$) between O1 and O2 on the impulse control dimension. The mean of O1 was 28.50 and of O2 was 31.36,

for the impulse control dimension. This indicated that managers of O2 had better 'Impulse Control' skills than those in O1. There was a significant difference ($t=2.999$) on the mean values of the 'Analytical' dimension between the scores obtained in O1 and O2. The mean of O1 was 22.91 and O2 was 28.22. This implied that managers of O2 were better at analytical skills as compared to those on O1. There was a significant difference ($t=3.515$) on the mean vales of artistic dimension between the managers of O1 and O2. The mean scores obtained on managers of O1 was 17.47 and of O2 was 15.24. This indicated that managers of O1 had better artistic skills as compared to those of O2. No significant difference was found between O1 and O2 on any other dimensions. The t - value for the EQi scores obtained by the managers of O1 and O2 ($t=1.767$) was not significant. The means for EQi scores obtained in O1 and O2 were 339.31 and 350.39 respectively. This indicated that O2 had better EQi skills than those of O1.

The table (28) given below shows the ns, Means, SDs, SEms and t -values of 5 Integrity dimensions for O1 and O2.

Table 28: The ns, Means, SDs, SEms and *t*-values of 5 Integrity dimensions and for the total test for O1 and O2.

	O	n	Means	SDs	SEms	<i>t</i>
BHO	O1	45	14.73	2.16	.32	.194
	O2	33	14.64	2.21	.38	
AFR	O1	46	24.70	2.89	.43	.095
	O2	33	24.76	2.80	.49	
KP	O1	46	7.13	1.33	.20	.259
	O2	33	7.21	1.45	.25	
AHA	O1	46	11.50	1.88	.28	.272
	O2	33	11.61	1.43	.25	
HCTL	O1	46	37.91	3.65	.54	1.479
	O2	33	36.70	3.54	.62	
INTTOT	O1	45	95.71	8.6	1.28	.405
	O2	33	94.90	8.67	1.53	

* < 0.05 level ** < 0.01 level

The same was true in the case of the total Integrity scale as well i.e., *t*-value (.405) was not significant.

The table (29) given below shows the ns, Means, SDs, SEMs and *t*-values of 14 EQi dimensions and for the total test for O1 and O3.

Table 29: The ns, Means, SDs, SEms and *t*-values obtained for the 14 EQi dimensions as well as for the total EQi test for O1 and O3.

	O	n	Means	SDs	SEms	<i>t</i>
RO	O1	46	22.46	2.63	.39	3.508*
	O3	29	24.62	2.56	.47	
SA	O1	46	30.87	2.87	.42	2.163
	O3	29	32.34	2.88	.54	
IC	O1	46	28.50	4.38	.65	3.613*
	O3	29	32.17	4.13	.77	
E	O1	46	15.20	2.27	.33	.475
	O3	29	15.48	2.95	.55	
CC	O1	46	31.48	3.71	.55	4.574*
	O3	29	35.24	3.04	.57	
O	O1	46	29.20	5.02	.74	4.103*
	O3	29	33.66	3.77	.70	
SAW	O1	46	25.93	3.46	.51	3.473*
	O3	29	28.86	3.70	.69	
I/CI	O1	46	23.41	2.45	.36	4.201*
	O3	29	25.90	2.57	.48	
RT	O1	46	21.07	3.97	.59	.917
	O3	29	21.93	4.00	.74	
A	O1	46	22.91	3.15	.47	4.355*
	O3	29	26.10	2.97	.55	
SS/ER	O1	46	28.22	3.00	.44	2.252*
	O3	29	29.83	3.05	.57	
E/IT	O1	46	19.89	2.58	.38	.865
	O3	29	20.41	2.49	.46	
AT	O1	46	17.47	3.12	.47	1.036
	O3	29	16.76	2.42	.45	
WA	O1	46	22.78	3.38	.50	1.570
	O3	29	23.97	2.82	.52	
EQTOT	O1	46	339.31	27.96	4.16	3.999*
	O3	29	367.28	31.43	5.83	

* < 0.05 level ** < 0.01 level

The above table shows a number of significant *t*-values. This indicates that managers of O1 and O3 significantly differed on several EQi dimensions. In general, managers of O3 scored higher in all EQi dimensions except on the Artistic dimension.

There was a significant difference ($t=3.508$) on the realistic orientation dimension between O1 and O3. The mean of managers of O1 was 22.46 and that of O3 was 24.62. This indicated that managers of O3 were more realistically oriented as compared to those of O1. There was a significant difference ($t=3.613$) on the impulse control dimension between O1 and O3. The mean of O1 was 28.50 and that of O3 was 32.17. This indicated that O3 had better impulse control skills compared to O1. There was a significant difference ($t=4.574$) on the communication and cooperation dimension between the scores of the managers of O1 and O3. The mean of O1 was 31.48 and O3 was 35.24. This implied that managers of O3 had better communication and cooperation skills as compared to those in O1. There was significant difference ($t=4.103$) on the dimension optimism between the scores of managers of O1 and O3. The means of O1 and O3 were 29.20 and 33.66 respectively. This indicated that managers of O3 were more optimistic as compared to those in O1. Significant difference ($t=3.473$) was found on the dimension self awareness between the scores of the managers of O1 and O3. The means of O1 and O3 were 25.93 and 28.86 respectively. This indicated that managers of O3 were better on self-awareness compared to those in O1. Significant difference ($t=4.201$) was found on the dimension innovative/creative instincts between the scores of the managers of O1 and O3. The means of O1 and O3 were 22.91 and 26.10 respectively. This indicated that managers of O3 had better innovative/creative instincts as compared to those in O1. There was significant difference ($t=4.355$) on the dimension analytical between the scores of the

managers in O1 and O3. The means of O1 and O3 were 22.91 and 26.10. This implied that managers of O3 had better analytical skills compared to those in O1. There was significant difference ($t=2.252$) on the social self/effective relationships dimension between the scores of the managers in O1 and O3. The means of O1 and O3 were 28.22 and 29.83 respectively. This indicated that managers in O3 were better on social self/effective relationships dimension as compared to those in O1. There was a significant difference ($t=3.999$) between the scores of the managers in O1 and O3 on the total EQi scale. This implies that there was a significant difference between managers of O1 and O3 with respect to EQi. The mean values for O1 and O3 or EQi was 339.31 and 367.28 respectively, which indicated that EQi of O3 was better than that of O1.

The following table (30) shows the ns, means, SDs, SEms and t -values of 5 Integrity dimensions and for the total test for O1 and O3.

Table 30: The ns, Means, SDs, SEms and t -values of 5 Integrity dimensions as well as for the total test for O1 and O3.

	O	n	Means	SDs	SEms	t
BHO	O1	46	14.73	2.16	.32	.741
	O3	29	15.14	2.49	.46	
AFR	O1	46	24.70	2.89	.43	3.110*
	O3	29	26.75	2.52	.48	
KP	O1	46	7.13	1.33	.20	1.006
	O3	29	6.79	1.54	.29	
AHA	O1	46	11.50	1.88	.28	1.039
	O3	29	11.93	1.51	.28	
HCTL	O1	46	37.91	3.65	.54	.533
	O3	29	38.41	4.41	.82	
INTTOT	O1	46	95.71	8.60	1.28	1.568
	O3	29	99.18	10.07	1.90	

* < 0.05 level ** < 0.01 level

There was a significant difference in ($t=3.11$) between the scores of the managers in O1 and O3 on the integrity dimension accepting full responsibility. The mean of the O1 and O3 were 24.70 and 26.75 respectively. This indicated that on the dimension accepting full responsibility, managers of O3 were better than those in O1. There was no significant difference ($t=1.568$) between the scores of the managers in O1 and O3 on the total integrity scale. Mean values for O1 and O3 were 95.71 and 99.18, respectively, which implied that the integrity level of O3 was better than that of O1 though not at significantly different levels. No other t -values were found significant.

The table (31) given below shows the ns, Means, SDs, SEms and t -values of 14 EQi dimensions for the total test for O2 and O3.

Table 31: The ns, Means, SDs, SEms and t -values of 14 EQi dimensions and for the total test for O2 and O3.

	O	n	Means	SDs	SEms	t
RO	O2	33	23.58	2.53	.44	1.617
	O3	29	24.62	2.56	.47	
SA	O2	33	31.00	2.75	.48	1.879
	O3	29	32.34	2.88	.54	
IC	O2	33	31.36	3.53	.61	.832
	O3	29	32.17	4.13	.77	
E	O2	33	15.85	2.21	.38	.557
	O3	29	15.48	2.95	.55	
CC	O2	33	32.73	3.29	.57	3.108*
	O3	29	35.24	3.04	.57	
O	O2	33	30.61	3.06	.53	3.511*
	O3	29	33.66	3.77	.70	
SAW	O2	33	27.33	3.28	.57	1.726
	O3	29	28.86	3.70	.69	
I/CI	O2	33	23.58	3.01	.52	3.241*
	O3	29	25.90	2.57	.48	

	O	n	Means	SDs	SEms	t
RT	O2	33	21.06	3.60	.63	.902
	O3	29	21.93	4.00	.74	
A	O2	33	24.85	2.29	.40	1.875
	O3	29	26.10	2.97	.55	
SS/ER	O2	33	29.33	2.78	.48	.668
	O3	29	29.83	3.05	.57	
E/IT	O2	33	20.03	5.23	.91	.361
	O3	29	20.41	2.49	.46	
AT	O2	33	15.24	2.17	.38	2.607*
	O3	29	16.76	2.42	.45	
WA	O2	33	23.85	2.55	.44	.172
	O3	29	23.97	2.82	.52	
EQTOT	O2	33	350.39	26.52	4.61	2.294*
	O3	29	367.28	31.43	5.84	

* < 0.05 level ** < 0.01 level

Significant differences were found ($t=3.11$) on the dimensions communication and cooperation and three other dimensions viz., optimism ($t=3.51$), innovative/ creative instincts ($t=3.24$) and artistic ($t=2.61$) between the scores of the managers in O2 and O3. The means of communication and cooperation, optimism, innovative/ creative instincts and artistic dimensions for managers of O2 and O3 were 32.73 and 35.24; 35.24 and 30.61; 23.58 and 25.90; 15.24 and 16.76 respectively. This indicated that managers of O3 were better than those in O2 on dimensions communication and cooperation, optimism, innovative/ creative instincts and artistic skills as compared to those in O2. There was a significant difference ($t=2.29$) between the scores of the managers on the EQi total in O2 and O3. The mean values of EQi for O2 and O3 were 350.39 and 367.27 respectively. This indicated that managers of O3 had had better EQi skills as compared to those in O2. No significant difference was found between any other dimensions.

The following table (32) shows the ns, Means, SDs, SEms and *t*-values of 5 Integrity dimensions and for the total test for O2 and O3.

Table 32: The ns, Means, SDs, SEms and *t*-values of 5 Integrity dimensions and for the total test for O2 and O3.

	O	n	Means	SDs	SEms	<i>t</i>
BHO	O2	33	14.64	2.21	.38	.841
	O3	29	15.14	2.49	.46	
AFR	O2	33	24.76	2.80	.49	2.902*
	O3	28	26.75	2.52	.48	
KP	O2	33	7.21	1.45	.25	.789
	O3	29	6.79	1.54	.29	
AHA	O2	33	11.61	1.43	.25	.868
	O3	29	11.93	1.51	.28	
HCTL	O2	33	36.70	3.54	.62	1.699
	O3	29	38.41	4.41	.82	
INTTOT	O2	33	94.90	8.67	1.51	1.779
	O3	29	99.18	10.07	1.90	

* < 0.05 level ** < 0.01 level

The *t*-value between O2 and O3 for the integrity dimension of accepting full responsibility ($t=2.902$) was significant. The means of O2 and O3 were 24.76 and 26.75, respectively. This indicated that managers of O3 were better at accepting responsibility as compared to O2. The mean value for the total scale of integrity for O2 and O3 were 94.90 and 99.18, respectively. This indicated that O3 was better on integrity as compared to O2. This was true on all other dimensions except in case of keeping promises dimension though the difference was not significant. No significant difference was found for any other dimension.

The following table (33) shows inter correlations between 14 EQi dimensions and 5 Integrity dimensions for O1. (n=46)

Table 33: Inter correlations between 14 EQi dimensions and 5 Integrity dimensions and their total tests for O1. (n=46)

		INTEGRITY					
O1		BHO	AFR	KP	AHA	HCTL	INTTOT
E Q i	RO	.44**	.19	.17	.02	.16	.29
	SA	.57**	.32*	.17	.21	.55**	.55**
	IC	.41**	.32*	.52**	-.07	.04	.34*
	E	.09	.16	.22	.03	.30*	.19
	CC	.33*	.56**	.17	.26	.57**	.56**
	OPTI	.60**	.59**	.19	.35*	.42*	.60**
	SAW	.35*	.45*	.21	.16	.14	.42**
	I/CI	.37*	.63**	.18	.28	.50**	.59**
	RT	.29	.47*	.05	.16	.31*	.38*
	A	.34*	.46**	.39**	-.06	.39**	.40**
	SS/ER	.33*	.38**	.18	.17	.41**	.40**
	E/IT	.12	.40**	.10	.30*	.50**	.42**
	AT	.24	.44**	.12	.19	.57**	.49**
	WA	.19	.31*	.01	.10	-.08	.12
	EQTOT	.58**	.69**	.33*	.26	.55**	.69**

* < 0.05 level ** < 0.01 level

There was significant correlation (.44) between the EQi dimension of realistic orientation and integrity dimension being honest with oneself. Self assertion dimension of EQi correlated significantly with integrity dimensions of being honest with oneself (.57), accepting full responsibility (.32), having the courage to lead oneself or one's team or enterprise with honor (.55) and the integrity total (.55). Impulse control dimension of EQi correlated significantly with integrity dimensions of being honest with oneself (.41), accepting full responsibility (.32) and integrity total (.34). Empathy dimension of EQi significantly correlated with the integrity dimension of having the courage to lead oneself or one's team or enterprise with honor (.30). Communication and

cooperation dimension of EQi correlated significantly with integrity dimensions of being honest with oneself (.33), accepting full responsibility (.56), having the courage to lead oneself or one's team or enterprise with honor (.57) and integrity total (.56). Optimism dimension of EQi correlated significantly with integrity dimensions of being honest with oneself (.60), accepting full responsibility (.59), avoiding hidden agenda (.35), having the courage to lead oneself or one's team or enterprise with honor (.42) and integrity total (.60). Self-awareness dimension of EQi correlated significantly with integrity dimensions being honest with oneself (.35), accepting full responsibility (.45) and integrity total (.42). Innovative/creative instincts dimension of EQi correlated significantly with integrity dimensions of being honest with oneself (.37), accepting full responsibility (.63), having the courage to lead oneself or one's team or enterprise with honor (.50) and integrity total (.59). Risk taking dimension of EQi correlated significantly with integrity dimension of accepting full responsibility (.47), having the courage to lead oneself or one's team or enterprise with honor (.31) and integrity total (.38). Analytical dimension of EQi correlated significantly with integrity dimensions of being honest with oneself (.34), accepting full responsibility (.46), keeping promises (.39), having the courage to lead oneself or one's team or enterprise with honor (.39) and integrity total (.40). Social self/effective relationships dimension of EQi correlated significantly with integrity dimensions of being honest with oneself (.33), accepting full responsibility (.38), having the courage to lead oneself or one's team or enterprise with honor (.41) and integrity total

(.40). Enterprising/initiative taker dimension of EQi correlated significantly with integrity dimensions of accepting full responsibility (.40), avoiding hidden agenda (.30), having the courage to lead oneself or one's team or enterprise with honor (.50) and integrity total (.42). Artistic dimension of EQi correlated significantly with integrity dimensions of accepting full responsibility (.44), having the courage to lead oneself or one's team or enterprise with honor (.57) and integrity total (.49). Well-adjusted dimension of EQi correlated significantly with integrity dimensions of accepting full responsibility (.31). The EQi total correlated significantly with integrity dimensions of being honest with oneself (.58), accepting full responsibility (.69), keeping promises (.33), having the courage to lead oneself or one's team or enterprise with honor (.55) and integrity total (.69).

The following table (34) shows inter correlation between 14 EQi dimensions and 5 Integrity dimensions and for their total tests for O2. (n=33)

Table 34: Inter correlation between 14 EQi dimensions and 5 Integrity dimensions and for the total tests for O2. (n=33)

		INTEGRITY					
O2		BHO	AFR	KP	AHA	HCTL	INTOT
EQi	RO	.10	.38*	.39*	.39*	.30	.40*
	SA	.50**	.47**	.31	.33	.30	.51**
	IC	.31	.46**	.38*	.28	.44*	.51**
	E	.16	.17	.29	.07	.06	.18
	CC	.40*	.46**	.12	.39*	.27	.45**
	O	.53**	.55**	.26	.18	.51**	.59**
	SAW	.25	.27	.17	.23	.27	.32
	I/CI	.54*	.75**	.49**	-.03	.51**	.66**
	RT	.49**	.58**	.46**	-.03	.36*	.53**
	A	.10	.39*	.28	.39*	.37*	.41*
	SS/ER	.24	.50**	.14	.17	.48**	.47**
	E/IT	.20	.29	.30	.04	.24	.30
	AT	.46**	.46**	.46**	-.38*	.23	.37*
	WA	.06	.15	.26	.42*	.21	.26
	EQTOT	.50**	.67**	.49**	.27	.52**	.68**

* < 0.05 level ** < 0.01 level

Realistic orientation dimension of EQi correlated significantly with integrity dimensions of accepting full responsibility (.38), keeping promises (.39), avoiding hidden agenda (.39), and integrity total (.40). Self-assertion dimension of EQi correlated significantly with integrity dimensions of being honest with oneself (.50), accepting full responsibility (.47) and integrity total (.51). Impulse control dimension of EQi correlated significantly with integrity dimensions of accepting full responsibility (.46), keeping promises (.38), having the courage to lead oneself or one's team or enterprise with honor (.44) and integrity total (.51). Communication and cooperation dimension of EQi correlated significantly with integrity dimensions of being honest with oneself (.40), accepting full responsibility (.46), avoiding hidden agenda (.39) and integrity total (.45). Optimistic dimension of EQi correlated significantly with

integrity dimension of being honest oneself (.53), accepting full responsibility (.55), having the courage to lead oneself or one's team or enterprise with honor (.51) and integrity total (.45). Innovative/creative instincts dimension of EQi correlated significantly with integrity dimension of being honest with oneself (.54), accepting full responsibility (.75), keeping promises (.49), having the courage to lead oneself or one's team or enterprise with honor (.51) and integrity total (.66). Risk taking dimension of EQi correlated significantly with integrity dimensions of being honest with oneself (.49), accepting full responsibility (.58), keeping promises (.46), having the courage to lead oneself or one's team or enterprise with honor (.36) and integrity total (.53). Analytical dimension correlated significantly with integrity dimensions of accepting full responsibility (.39), avoiding hidden agenda, having the courage to lead oneself or one's team or enterprise with honor (.37) and integrity total (.41). Social self/effective relationships correlated significantly with integrity dimensions of accepting full responsibility (.50), having the courage to lead oneself or one's team or enterprise with honor (.45) and integrity total (.47). Artistic dimension of EQi correlated significantly with integrity dimensions of being honest with oneself (.46), accepting full responsibility (.46), keeping promises (.46), avoiding hidden agenda (-.38) and integrity total (.37). Well-adjusted dimension of EQi correlated significantly with integrity dimensions of avoiding hidden agenda (.42). EQi total correlated significantly with integrity dimensions of being honest with oneself (.50), accepting full responsibility

(.67), keeping promises (.49), having courage to lead oneself or one's team or enterprise with honor (.52) and integrity total (.68).

The following table (35) shows inter correlation between 14 EQi dimensions and 5 Integrity dimensions and for the total tests for O3. (n=29)

Table 35: Inter correlation between 14 EQi dimensions and 5 Integrity dimensions and for the total tests for O3. (n=29)

		INTEGRITY					
O3		BHO	AFR	KP	AHA	HCTL	INTOT
EQi	RO	.17	.54**	.13	.37*	.53*	.49**
	SA	.61**	.48*	.31	.18	.52**	.61**
	IC	.74**	.66	.65**	.16	.62**	.75**
	E	.43*	.39*	.45*	.42*	.40*	.55**
	CC	.54**	.65**	.28	.32	.62**	.69**
	O	.77**	.70**	.66**	.32	.67**	.82**
	SAW	.64**	.70**	.63**	.41*	.69**	.80**
	I/CI	.65**	.86**	.64**	.33	.72**	.84**
	RT	.71**	.62**	.79**	.05	.64**	.75**
	A	.59**	.77**	.57**	.32	.74**	.81**
	SS/ER	.54**	.50**	.62**	.28	.56**	.68**
	E/IT	.50**	.70**	.60**	.12	.61**	.71**
	AT	.35	.50**	.41*	.02	.38*	.47*
	WA	.02	.29	.07	.44*	.31	.28
	EQTOT	.75**	.82**	.69**	.37	.80**	.92**

* < 0.05 level ** < 0.01 level

Realistic orientation dimension of EQi correlated significantly with integrity dimensions of accepting full responsibility (.54), avoiding hidden agenda (.37), having the courage to lead oneself or one's team or enterprise with honor (.53) and integrity total (.49). Self-assertion dimension of EQi correlated significantly with integrity dimensions of being honest with oneself (.61), accepting full responsibility (.48), having the courage to lead oneself or one's team or enterprise with honor (.52) and integrity total (.61). Impulse control

dimension of EQi correlated significantly with integrity dimensions of being honest with oneself (.72), accepting full responsibility (.66), keeping promises (.65), having the courage to lead oneself or one's team or enterprise with honor (.62) and integrity total (.75). Empathy dimension of EQi correlated significantly with integrity dimensions of being honest with oneself (.44), accepting full responsibility (.39), keeping promises (.45), avoiding hidden agenda (.42), having the courage to lead oneself or one's team or enterprise with honor (.40) and integrity total (.55). Communication and cooperation dimension of EQi correlated significantly with integrity dimensions of being honest with oneself (.54), accepting full responsibility (.65), having the courage to lead oneself or one's team or enterprise with honor (.62). Optimism dimension of EQi correlated significantly with integrity dimensions of being honest with oneself (.77), accepting full responsibility (.70), keeping promises (.66), having the courage to lead oneself or one's team or enterprise with honor (.67) and integrity total (.82). Self awareness dimension of EQi correlated significantly with integrity dimensions of being honest with oneself (.64), accepting full responsibility (.70), keeping promises (.63), avoiding hidden agenda (.41), having the courage to lead oneself or one's team or enterprise with honor (.69) and integrity total (.80). Innovative/creative instincts dimensions of EQi correlated significantly with integrity dimensions of being honest with oneself (.65), accepting full responsibility (.86), keeping promises (.64), having the courage to lead oneself or one's team or enterprise with honor (.72) and integrity total (.84). Risk taking dimension of EQi correlated

significantly with integrity dimensions of being honest with oneself (.71), accepting full responsibility (.62), keeping promises (.74), having the courage to lead oneself or one's team or enterprise with honor (.64) and integrity total (.75). Analytical dimension of EQi correlated significantly with integrity dimensions of being honest with oneself (.59), accepting full responsibility (.77), keeping promises (.57), having the courage to lead oneself or one's team or enterprise with honor (.74) and integrity total (.81). Social self/effective relationships dimension of EQi correlated significantly with integrity dimensions of being honest with oneself (.54), accepting full responsibility (.50), keeping promises (.62), having the courage to lead oneself or one's team or enterprise with honor (.56) and integrity total (.68). Enterprising/initiative taker dimension of EQi correlated significantly with integrity dimensions of being honest with oneself (.50), accepting full responsibility (.70), keeping promises (.60), having the courage to lead oneself or one's team or enterprise with honor (.61) and integrity total (.71). Artistic dimension of EQi correlated significantly with integrity dimensions of accepting full responsibility (.50), keeping promises (.41), having the courage to lead oneself or one's team or enterprise with honor (.38) and integrity total (.47). Well-adjusted dimension of EQi correlated significantly with integrity dimensions of avoiding hidden agenda. The EQi total correlated significantly with integrity dimensions being honest with oneself (.75), accepting full responsibility (.82), keeping promises (.69), having the courage to lead oneself or one's team or enterprise with honor (.80) and integrity total (.92).

The following table (36) shows correlation values of 14 EQi dimensions and the EQi total with success index for O1. (n=46)

Table 36: Correlation values of 14 EQi dimensions and the EQi total with success index for O1. (n=46)

O1	DIMENSIONS	INDEX
	RO	-.28
	SA	-.09
	IC	-.25
	E	-.34*
	CC	-.02
	O	-.07
	SAW	.20
	I/CI	-.15
	RT	-.10
	A	-.36*
	SS/ER	-.23
	E/IT	.04
	AT	-.16
	WA	.12
	EQTOT	-.19

* < 0.05 level ** < 0.01 level

The empathy dimension of EQi correlated significantly (-.34) with success index, which indicates that lower the level of success, higher is the level of empathy. The analytical dimension correlated significantly (-.36) with success index, which indicates that lower the level of success, higher is the analytical skills. The negative correlation values are of course surprising. The possible reasons will be explored in the next chapter i.e. Discussions.

The following table (37) shows correlations values of 14 EQi dimensions and the EQi total with success index for O2. (n=33)

Table 37: Correlation values of 14 EQi dimensions and EQi total with success index for O2. (n=33)

O2	DIMENSIONS	INDEX
	RO	-.26
	SA	-.12
	IC	-.06
	E	.11
	CC	-.33
	O	-.31
	SAW	-.12
	I/CI	.16
	RT	.38*
	A	.19
	SS/ER	-.25
	E/IT	.09
	AT	.55**
	WA	-.41*
	EQTOT	-.04

* < 0.05 level ** < 0.01 level

Risk taking dimension of EQi correlated significantly (.38) with success index, which indicates that higher the level of success, higher is the ability to take risks. Artistic dimension of EQi correlated significantly (.55) with success index, which indicates that higher the level of success greater the artistic skills. Well-adjusted dimension of EQi correlated significantly (-.41) with success index, which indicates that lower the level of success, higher the level of adjustment. The negative correlation values are of course surprising. The possible reasons will be explored in the next chapter i.e. Discussions.

The following table (38) shows correlation values of 14 EQi dimensions and the EQi total with success index for O3. (n=29)

Table 38: Correlation values of 14 EQi dimensions and the EQi total with success index for O3. (n= 29)

O3	DIMENSIONS	INDEX
	RO	.09
	SA	.22
	IC	.11
	E	.19
	CC	.22
	O	.16
	SAW	.01
	I/CI	.15
	RT	.15
	A	.12
	SS/ER	.20
	E/IT	.04
	AT	-.05
	WA	.02
	EQTOT	.16

* < 0.05 level ** < 0.01 level

No significant correlation was found.

The following table (39) shows correlation values of 5 Integrity dimension and the Integrity total with success index for O1. (n=46)

Table 39: Correlation values of 5 Integrity dimensions and the Integrity total with success index for O1. (n=46)

O1	DIMENSIONS	INDEX
	BHO	-.21
	AFR	.02
	KP	-.33*
	AHA	.11
	HCTL	-.15
	INTOT	-.16

* < 0.05 level ** < 0.01 level

‘Keeping promises’ dimension of integrity correlated significantly (-.33) with success index. This indicates that lower the level of success higher will be the ability to keep promises. There were three other negative correlations though not significant.

The following table (40) shows correlation levels between 5 Integrity dimensions and the Integrity total with success index for O2.

Table 40: Correlation values between 5 Integrity dimensions and the Integrity total with success index for O2. (n=33)

O2	DIMENSIONS	INDEX
	BHO	.08
	AFR	.06
	KP	.35*
	AHA	-.29
	HCTL	-.05
	INTOT	.03

* < 0.05 level ** < 0.01 level

Keeping promises dimension of integrity correlated significantly (.35) with success index. This indicates that higher the ability to keep promises higher the level of success.

The following table (41) shows correlation levels between 5 Integrity dimensions and the Integrity total with success index for O3. (n=29)

Table 41: Correlation values between 5 Integrity dimensions and the Integrity total with success index for O3. (n=29)

O3	DIMENSIONS	INDEX
	BHO	.07
	AFR	.10
	KP	.15
	AHA	-.09
	HCTL	.01
	INTOT	.06

* < 0.05 level ** < 0.01 level

No significant correlation was found.

The following table (42) shows correlations between 14 EQi dimensions and the EQi total with success index for 108 middle and top-level managers. (n=108)

Table 42: Correlation values between 14 EQi dimensions and the EQi total with success index for middle and top-level managers. (n=108)

DIMENSIONS	SUCCESS INDEX
RO	-.32**
SA	.13
IC	-.26**
E	-.14
CC	-.23*
O	-.23*
SAW	-.05
I/CI	-.11
RT	.04
A	-.28**
SS/ER	-.26**
E/IT	.04
AT	.12
WA	-.11
EQTOT	-.21*

* < 0.05 level ** < 0.01 level

There was negative significant correlation (-.32) between EQi dimensions realistic orientation, impulse control (-.26), communication and cooperation (-.23), optimism (-.23), analytical (-.28), social self/ effective relationships (-.26), EQi total (-.21) and success index. This indicates that those with lower levels of success have better realistic orientation, impulse control, communication and cooperation, optimism and analytical skills. No other significant results were found.

The following table (43) shows the correlations values between 5 Integrity dimensions and the Integrity total with success index for middle and top-level managers. (n=108)

Table 43: Correlation values between 5 Integrity dimensions and the Integrity total with success index for middle and top-level managers. (n=108)

DIMESIONS	SUCCESS INDEX
BHO	-.09
AFR	-.05
KP	-.61
AHA	-.06
HCTL	-.09
INTOT	-.10

* < 0.05 level ** < 0.01 level

No significant correlation was found.

The following table (44) shows the ns, means, SDs, SEMs and t-values for low success executives (n=28) and high success executives (n=28) on 14 EQi dimensions and the total EQi test.

Table 44: The ns, Means, SDs, SEMs and *t* -values between low success executives (n=28) and high success executives (n=28) on 14 EQi dimensions and the total EQi test.

Dimensions	Success	Means	SDs	SEms	<i>t</i>
RO	Low success	23.11	3.18	.60	-.302
	High success	23.36	3.01	.57	
SA	Low success	31.50	3.11	.59	.214
	High success	31.32	3.13	.59	
IC	Low success	30.93	4.61	.87	1.920*
	High success	28.75	3.85	.73	
E	Low success	15.21	2.50	.47	-.223
	High success	15.36	2.30	.43	
CC	Low success	33.46	3.52	.67	1.513
	High success	31.93	4.05	.77	
O	Low success	31.11	4.56	.86	1.150
	High success	29.79	4.02	.76	
SAW	Low success	27.39	2.81	.53	1.808
	High success	25.75	3.90	.74	
I/CI	Low success	24.14	3.04	.57	.560
	High success	23.71	2.68	.51	
RT	Low success	21.75	3.70	.70	.186
	High success	21.57	3.50	.66	
A	Low success	25.07	2.64	.50	2.674*
	High success	22.96	3.19	.61	
SS/ER	Low success	29.79	2.69	.51	2.660*
	High success	27.79	2.94	.55	
E/IT	Low success	20.79	5.43	1.03	1.173
	High success	19.46	2.47	.47	
AT	Low success	16.57	2.39	.45	-.602
	High success	17.04	3.29	.63	
WA	Low success	22.86	2.94	.56	-.170
	High success	23.00	3.33	.63	
EQTOT	Low success	353.68	29.60	5.59	1.461
	High success	341.78	30.80	5.93	

* < 0.05 level ** < 0.01 level

Significant difference ($t=1.920$) was found between managers having low and high success on the dimensions impulse control, analytical ($t=2.674$) and social self/effective relationships ($t=2.660$). Their means were 30.93 and 28.75; 25.07 and 22.96; 29.79 and 27.79, respectively. This indicated that managers with low success were better on impulse control, analytical and social self/effective relationship skills as compared to those with high success.

The following table (45) shows the ns, means, SDs, SEms and t - values for low success executives ($n=28$) and high success executives ($n=28$) on 5 Integrity dimensions and the Integrity total.

Table 45: The ns, Means, SDs, SEms and t - values for low success executives ($n=28$) and high success executives ($n=28$) on 5 Integrity dimensions and the Integrity total.

Dimensions	Success	Means	SDs	SEms	t
BHO	Low success	14.57	2.20	.42	-.658
	High success	14.96	2.27	.43	
AFR	Low success	25.07	2.73	.53	.144
	High success	24.96	2.91	.55	
KP	Low success	6.50	1.36	.24	-2.023*
	High success	7.32	1.75	.29	
AHA	Low success	11.68	1.36	.26	.341
	High success	11.54	1.75	.33	
HCTL	Low success	37.64	3.55	.67	-.402
	High success	38.04	3.76	.71	
INTTOT	Low success	95.56	8.55	1.64	-.531
	High success	96.82	9.10	1.72	

* < 0.05 level ** < 0.01 level

Significant difference ($t=-2.023$) was found between managers having low success and high success on the dimension keeping promises. Their means

were 6.50 and 7.32 respectively. This indicated that those with low success were not good at keeping promises as compared to those with high success

The following table (46) shows the ns, Means, SDs, SEms and *t*- values for low success (n=12) and high success (n=12) for 14 EQi dimensions and the EQi total in O1.

Table 46: The ns, Means, SDs, SEms and *t*-values between low success (n=12) and high success (n=12) for 14 EQi dimensions and the EQi total in O1.

Dimensions	Success	Means	SDs	SEms	<i>t</i>
RO	Low success	22.92	2.75	.79	1.497
	High success	21.33	2.42	.70	
SA	Low success	30.17	3.19	.92	.000
	High success	30.17	1.59	.46	
IC	Low success	30.00	3.88	1.12	2.916*
	High success	25.92	2.91	.84	
E	Low success	16.00	2.17	.63	2.064*
	High success	14.00	2.56	.74	
CC	Low success	30.33	3.65	1.05	-.220
	High success	30.67	3.77	1.09	
O	Low success	29.25	5.22	1.51	.749
	High success	27.58	5.66	1.64	
SAW	Low success	25.25	3.79	1.09	.000
	High success	25.25	2.93	.84	
I/CI	Low success	22.58	3.18	.92	.076
	High success	22.50	2.07	.60	
RT	Low success	21.67	4.05	1.17	.468
	High success	20.92	3.80	1.10	
A	Low success	23.55	2.16	.65	1.558
	High success	21.67	3.34	.96	
SS/ER	Low success	28.25	1.82	.52	1.254
	High success	26.58	4.23	1.22	
E/IT	Low success	19.08	2.47	.79	-.383
	High success	19.50	2.84	.94	

Dimensions	Success	Means	SDs	SEms	<i>t</i>
AT	Low success	16.91	2.63	.79	-.140
	High success	17.08	3.26	.94	
WA	Low success	22.58	3.63	1.05	-.428
	High success	23.08	1.78	.51	
EQTOT	Low success	338.18	26.52	8.00	1.038
	High success	326.25	28.41	8.20	

* < 0.05 level ** < 0.01 level

Significant difference ($t=2.916$) was found between managers having low and high success on the dimension impulse control. Significant difference ($t=2.094$) was also found between managers having low and high success on the dimension empathy. Their means were 30.00 and 25.92; 16.00 and 14.00, respectively. This indicated that those with low success had better impulse control and empathy skills as compared to those with high success.

The following table (47) shows the ns, Means, SDs, SEms and *t*- values between low success executives (n=12) and high success executives (n=12) for 5 Integrity dimensions and the Integrity total in O1.

Table 47: The ns, Means, SDs, SEms and *t*- values between low success executives (n=12) and high success executives (n=12) for 5 Integrity dimensions and the integrity total in O1.

Dimensions	Success	Means	SDs	SEms	<i>t</i>
BHO	Low success	14.75	1.48	.43	1.592
	High success	13.55	2.11	.64	
AFR	Low success	23.58	2.61	.75	-.268
	High success	23.92	3.42	.99	
KP	Low success	7.42	1.38	.40	1.406
	High success	6.67	1.23	.36	
AHA	Low success	10.75	1.66	.48	-1.265
	High success	11.75	2.18	.63	
HCTL	Low success	36.75	3.08	.89	-.379
	High success	37.33	4.36	1.26	
INTTOT	Low success	93.25	8.32	2.40	.333
	High success	92.00	9.66	2.91	

* < 0.05 level ** < 0.01 level

No significant difference was found.

The following table (48) shows the ns, Means, SDs, SEms and *t*- values for low success (n=9) and high success (n=9) for 14 EQi dimensions and the EQi total in O2.

Table 48: The ns, Means, SDs, SEms and *t*- values for low success executives (n=9) and high success executives (n=9) for 14 EQi dimensions and the EQi total in O2.

Dimensions	Success	Means	SDs	SEms	<i>t</i>
RO	Low success	23.89	2.57	.86	.809
	High success	23.00	2.06	.69	
SA	Low success	31.89	2.85	.95	1.557
	High success	29.78	2.91	.97	
IC	Low success	31.00	3.28	1.09	.845
	High success	29.56	3.94	1.31	
E	Low success	16.67	1.58	.53	1.777
	High success	15.22	1.86	.62	
CC	Low success	31.33	3.24	1.08	.073
	High success	31.22	3.19	1.06	
O	Low success	29.78	3.49	1.16	.871
	High success	28.56	2.35	.78	
SAW	Low success	27.78	2.99	1.00	1.202
	High success	26.11	2.89	.96	
I/CI	Low success	22.67	3.39	1.13	.152
	High success	22.44	2.79	.93	
RT	Low success	19.78	2.54	.85	-.706
	High success	20.89	3.98	1.33	
A	Low success	24.67	1.94	.65	-.811
	High success	25.44	2.54	.71	
SS/ER	Low success	28.78	2.54	.85	.357
	High success	28.33	2.74	.91	
E/IT	Low success	18.22	2.95	.98	-1.131
	High success	21.78	8.96	2.99	
AT	Low success	14.56	1.94	.65	-.993
	High success	15.67	2.74	.91	
WA	Low success	24.22	1.72	.57	.852
	High success	23.11	3.52	1.17	
EQTOT	Low success	345.22	28.17	9.39	.339
	High success	341.11	22.96	7.65	

* < 0.05 level ** < 0.01 level

No significant difference was found.

The following table (49) shows the ns, Means, SDs, SEms and *t*- values between low success executives (n=9) and high success executives (n=9) for 5 Integrity dimensions and the Integrity total in O2.

Table 49: The ns, Means, SDs, SEms and *t*-values for low success executives (n=9) and high success executives (n=9) for 5 Integrity dimensions and the Integrity total in O2.

Dimensions	Success	Means	SDs	SEms	<i>t</i>
BHO	Low success	14.56	2.96	.99	.803
	High success	13.67	1.50	.50	
AFR	Low success	22.44	3.57	1.19	.535
	High success	23.67	2.50	.83	
KP	Low success	7.22	1.92	.64	-.143
	High success	7.33	1.32	.44	
AHA	Low success	11.44	1.33	.44	.157
	High success	11.33	1.66	.55	
HCTL	Low success	36.33	4.47	1.49	.639
	High success	35.22	2.68	.89	
INTTOT	Low success	94.00	10.86	3.62	.635
	High success	91.22	7.38	2.46	

* < 0.05 level ** < 0.01 level

No significant difference was found.

The following table (50) shows the ns, Means, SDs, SEms and *t*- values for low success executives (n=7) and high success executives (n=7) for 14 EQi dimensions and the EQi total in O3.

Table 50: The ns, Means, SDs, SEms and *t*-values for low success executives (n=7) and high success executives (n=7) for 14 EQi dimensions and the EQi total in O3.

Dimensions	Success	Means	SDs	SEms	<i>t</i>
RO	Low success	22.86	1.95	.74	-1.851
	High success	24.71	1.80	.68	
SA	Low success	30.43	3.91	1.48	-2.020
	High success	33.71	1.80	.68	
IC	Low success	31.43	4.04	1.53	-1.776
	High success	34.86	3.13	1.18	
E	Low success	14.43	3.10	1.17	-1.754
	High success	17.14	2.67	1.01	
CC	Low success	34.00	4.28	1.62	-1.760
	High success	37.00	1.41	.53	
O	Low success	33.14	4.60	1.74	-1.337
	High success	36.00	3.00	1.13	
SAW	Low success	29.71	3.73	1.41	-.567
	High success	30.71	2.81	1.06	
I/CI	Low success	26.29	2.93	1.11	-.636
	High success	27.14	2.04	.77	
RT	Low success	22.43	4.28	1.62	-1.053
	High success	24.43	2.64	1.00	
A	Low success	26.71	3.40	1.29	-.355
	High success	27.29	2.56	.97	
SS/ER	Low success	29.43	3.60	1.36	-1.167
	High success	31.43	2.76	1.04	
E/IT	Low success	20.43	2.64	1.00	-.110
	High success	20.57	2.23	.84	
AT	Low success	16.43	2.23	.84	-.099
	High success	16.57	3.10	1.17	
WA	Low success	24.57	2.82	1.07	.341
	High success	24.00	3.42	1.29	
EQTOT	Low success	362.29	37.72	14.26	-1.386
	High success	385.57	23.53	8.89	

* < 0.05 level ** < 0.01 level

No significant difference was found.

The following table (51) shows the ns, Means, SDs, SEms and *t*- values for low success (n=7) and high success (n=7) for 5 Integrity dimensions and the Integrity total in O3.

Table 51: The ns, Means, SDs, SEms and *t*-values for low success executives (n=7) and high success executives (n=7) for 5 Integrity dimensions and the Integrity total in O3.

Dimensions	Success	Means	SDs	SEms	<i>t</i>
BHO	Low success	15.14	2.54	.96	-1.154
	High success	16.57	2.07	.78	
AFR	Low success	26.43	3.46	1.31	-.678
	High success	27.43	1.81	.69	
KP	Low success	7.29	1.70	.64	-.536
	High success	7.71	1.25	.47	
AHA	Low success	12.00	1.73	.65	-.172
	High success	12.14	1.35	.51	
HCTL	Low success	39.00	5.13	1.94	-1.386
	High success	39.29	3.82	1.44	
INTTOT	Low success	99.86	12.84	4.85	-.564
	High success	103.14	8.55	3.23	

* < 0.05 level ** < 0.01 level

No significant difference was found.

The following table (52) shows correlation values between 14 EQi dimensions and the EQi total with success index for O2 (n=33) and O3 (n=29).

Table 52: Correlation values between 14 EQi dimensions and the EQi total with success index for O2 (n=33) and O3 (n=29).

DIMENSIONS	INDEX
RO	-.21
SA	-.10
IC	-.05
E	.093
CC	-.27*
OI	-.27*
SAW	-.11
I/CI	.07
RT	.28*
A	.09
SS/ER	-.17
E/IT	.08
AT	.31*
WA	-.28*
EQTOT	-.055

* < 0.05 level ** < 0.01 level

Significant correlations were found between the EQi dimensions communication and cooperation (-.27), which means lower the success level higher the communication and cooperation skills; optimism (-.27), which indicates that lower the level of success, higher is the level of optimism; risk taking (.25), which indicates that higher the level of success higher the ability to take risks; artistic (.31), which indicates that higher the level of success, higher the artistic skills, well adjusted (-.28), higher the level of success higher the ability to adjust well.

The following table (53) shows correlation values between 5 Integrity dimensions and the Integrity total with success index for O2 (n=33) and O3 (n=29).

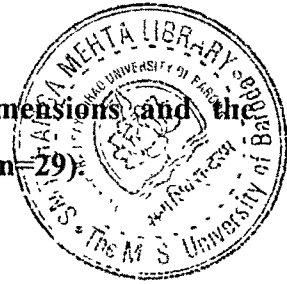


Table 53: Inter correlations between 5 Integrity dimensions and the Integrity total with success index for O2 (n=33) and O3 (n=29).

DIMENSIONS	INDEX
BHO	.04
AFR	-.00
KP	.27*
AHA	-.23
HCTL	-.06
INTTOT	-.01

* < 0.05 level ** < 0.01 level

The integrity dimension keeping promises correlated significantly (.27) with success index. This indicates that higher the level of success, greater the ability to keep promises. No other significant correlations were found.

The following table (54) shows inter correlations between 14 EQi dimensions and 5 Integrity dimensions and their totals for O2 (n=33) and O3 (n=29).

Table 54: Inter correlations between 14 EQi dimensions and 5 Integrity dimensions and their totals for O2 (n=33) and O3 (n=29).

	BHO	AFR	KP	AHA	HCTL	INTTOT
RO	.15	.48**	.23	.40**	.44**	.47**
SA	.56**	.51**	.26*	.27*	.44**	.58**
IC	.55**	.55**	.49**	.23	.55**	.65**
E	.31*	.22	.38**	.23	.24	.35**
CC	.47**	.59**	.12	.37**	.45**	.60**
O	.64**	.67**	.37**	.28*	.62**	.73**
SAW	.47**	.50**	.36**	.33**	.52**	.60**
I/CI	.57**	.82**	.45**	.16	.62**	.75**
RT	.61**	.59**	.58**	.02	.52**	.65**
A	.39**	.60**	.39**	.36**	.60**	.65**
SS/ER	.40**	.49**	.36**	.23	.53**	.58**
E/IT	.28**	.37**	.36**	.07	.33**	.39**
AT	.41**	.53**	.36**	-.13	.36**	.46**
WA	.04	.22	.16	.43**	.26*	.27*
EQTOT	.63**	.76**	.52**	.34**	.70**	.82**

* < 0.05 level ** < 0.01 level

There were significant correlations between EQi dimension realistic orientation and integrity dimensions of accepting full responsibility (.48), avoiding hidden agenda (.40), having the courage to lead oneself or one's team or enterprise with honour (.44) and integrity total (.47). Self assertion dimension of EQi correlated significantly with integrity dimensions of being honest with oneself (.56), accepting full responsibility (.51), keeping promises (.26), avoiding hidden agenda (.27), having the courage to lead oneself or one's team or enterprise with honour (.44) and integrity total (.58). Impulse control dimension of EQi correlated significantly with integrity dimensions of being honest with oneself (.55), accepting full responsibility (.55), keeping promises (.49) having the courage to lead oneself or one's team or enterprise with honour (.55) and integrity total (.65). Empathy dimension EQi correlated significantly with integrity dimensions of being honest with oneself (.31), keeping promises (.38) and integrity total (.35). Communication and cooperation dimension of EQi correlated significantly with integrity dimensions of being honest with oneself (.47), accepting full responsibility (.59), avoiding hidden agenda (.37), having the courage to lead oneself or one's team or enterprise with honour (.48) and integrity total (.60). Optimism dimension of EQi correlated significantly with integrity dimensions of being honest with oneself (.67), keeping promises (.37), avoiding hidden agenda (.28), having the courage to lead oneself or one's team or enterprise with honour (.62) and integrity total (.73). Self awareness dimension of EQi correlated significantly with integrity dimensions of being honest with oneself (.47), accepting full responsibility (.50), keeping promises

(.36), avoiding hidden agenda (.33), having the courage to lead oneself or one's team or enterprise with honour (.52) and integrity total (.60).

Innovative /creative instincts dimension of EQi correlated significantly with integrity dimensions of being honest with oneself (.57), accepting full responsibility (.82), keeping promises (.45), having the courage to lead oneself or one's team or enterprise with honour (.62) and integrity total (.75). Risk taking dimension of EQi correlated significantly with integrity dimensions of being honest with oneself (.61), accepting full responsibility (.59), keeping promises (.58), having the courage to lead oneself or one's team or enterprise with honour (.52) and integrity total (.65). Analytical dimension of EQi correlated significantly with integrity of dimensions being honest with oneself (.34), accepting full responsibility (.60), keeping promises (.39), avoiding hidden agenda (.36), having the courage to lead oneself or one's team or enterprise with honour (.65). Social self/ effective relationships dimension of EQi correlated significantly with integrity dimensions of being honest with oneself (.40), keeping promises (.36), having the courage to lead oneself or one's team or enterprise with honour (.53) and integrity total (.58).

Enterprising/ initiative taker dimension of EQi correlated significantly with integrity dimensions of being honest with oneself (.28), accepting full responsibility (.37), keeping promises (.36), having the courage to lead oneself or one's team or enterprise with honour (.33) and integrity total (.39). Artistic dimension EQi correlated significantly with integrity dimensions of being

honest with oneself (.41), accepting full responsibility (.53), keeping promises (.36), having the courage to lead oneself or one's team or enterprise with honour (.36) and integrity total (.46). Well adjusted dimension of EQi correlated significantly with integrity dimensions of avoiding hidden agenda (.43), having the courage to lead oneself or one's team or enterprise with honour (.26) and integrity total (.27). The EQi total correlated significantly with all the 5 integrity dimensions viz., being honest with oneself (.63), accepting full responsibility (.76), keeping promises (.52), avoiding hidden agenda (.34), having the courage to lead oneself or one's team or enterprise with honour (.70) and integrity total (.82).