

Subjective Well Being in Relation to Emotional Intelligence and Locus of Control among Executives

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The present study was designed to investigate the subjective well being in relation to emotional intelligence and locus of control among executives. The study was conducted on 150 executives of different job strata of Hero Honda Motor Ltd. The Chadda's (2001) Emotional Quotient test, Rotter's (1966) Social Reaction inventory, Bradburn's (1969) Positive and Negative affect scale, Andrews and withey's (1976) life satisfaction scale were used to collect the data . The results of the study reveal that emotional intelligence and locus of control have significant correlation with subjective well being. Subjects with high emotional intelligence and internal locus of control scored significantly high on positive affect and scored significantly low on negative affect. Similarly subjects scored high on emotional intelligence and have internal locus of control scored significantly high on all the three dimensions of life satisfaction scale.

Keywords: Subjective well being, Emotional intelligence, Locus of control, Positive and negative affect, Life satisfaction.

It is well known that education determines the level of prosperity, welfare and security of people. Education is also an instrument for individual freedom and social transformation. Therefore we can say that education is the basis of all growth; growth of individual, growth of nation, growth of world and in general growth of humanity.

The field of subjective well being comprises the scientific analysis of how people evaluate their lives both at the moment and for longer period such as for the past year. These evaluation include people's emotional reaction to events, their mood and judgment they form about their life satisfaction, fulfillment and satisfaction with domain such as marriage and work (Diener, Oishi & Lucas, 2003).

Subjective well being (SWB) is one measure of the quality of life of an individual and of societies. Diener and Suh (1998) suggested that SWB is one of three ways to assess the quality of life of societies along with economic and social indicate.

Subjective well being is increasingly important in a democratic world in which we want people to live fulfilling lives as evaluated by themselves not simply as judged by policy makers or autocrats. As people in the world come to meet their basic needs they become increasingly concerned with happiness and fulfillment.

There are number of demographic variables such as income (Diener & Oishi, 2000) age, (Diener & Suh, 1997), marriage

(Diener, Suh, Lucas & Smith, 1999) and religion (Myers & Diener, 1995) which influence the SWB.

After decade of research, psychologists came to realize that external factors often have a modest impact on well being, they account for only small amount of the variance in well being measures.

Research further shown that SWB is fairly stable over time, that it rebounds after major life events and that it is often strongly correlated with stable personality traits.

Lucas and Fujita (2000) conducted a meta analysis review and found that on average, extraversion correlated .38 with pleasant affect at the zero order level. Furthermore when multiple diverse method of measurement were used to model the association between extraversion and pleasant affect the correlation often approached .80. De Nevo and Cooper (1998) found that big five dimensions of agreeableness & conscientiousness correlated approximately .20 with SWB measures and number of other traits such as repressive defensiveness trust, locus of control, desire for control and hardiness all exhibit moderate correlation with SWB.

It is also likely that additional non trait features of personality are related to SWB constructs. Cantor and Sanderson (1999), Scheier and Carver (1993) ave suggested that the way we approach our goals influences SWB. In addition, researchers have suggested that having a coherent sense of one's personality and acting in accordance with that personality are positively related to well being (Donahue, Robin, Rorts & John, 1993; Sheldon, Ryan, Rawthorne & Lardi, 1997). Different studies (Deci & Ryan, 1991; Baumister & Leary, 1995) showed that warm, trusting and supportive interpersonal relationship are strongly related with SWB.

A large body of research points clearly indicates to the fact that feeling competent and confident with respect to valued goals in

associated with enhanced well being (Carver & Scheider, 1999; McGreggor & Little, 1998). The self endorsed goal been shown to be predictive of well being in a number of studies (Ryan & Deci, 2000; Chirkov & Rayan, 2001).

The above studies reveal that personality as well as non trait features of personality are related with SWB. But there are dearth of such type of studies in Indian context, therefore in the present study an attempt has been made to study the subjective well being in relation to emotional intelligence and locus of control among executives.

Method

Sample

The preset study has been conducted on the executives of Hero Honda Motors Ltd. The population of the study consists of the 150 executives ranging from assistant manager to deputy General Manager.

Tools

Chadha's (2001) Emotional Quotient Test was used to measure emotional intelligence of the executives. Social Reaction Inventory by Rotter (1966) was used to assess the locus of control. Subjective well being was measured with the help of: (i) Positive & negative affect scale by Bradburn (1969) and (ii) Life satisfaction scale by Andrews and Withey (1976).

Results

Table 1: Correlation coefficient of emotional intelligence with positive and negative affect.

Positive Affect	+.6350 **
Negative Affect	-. 6542 **

**p .001

Table 1 shows that the correlation between emotional intelligence and positive affect is significantly positive and between emotional intelligence and negative affect insignificantly negative.

Table 2: Mean, SD, t ratio of positive and negative affect in high and low emotional quotient group.

Emotional Quotient Variable	High N=75		Low N=75		t
	Mean	SD	Mean	SD	
Positive Affect	4.63	1.74	2.93	1.20	10.34*
Negative Affect	5.15	1.85	6.62	1.13	14.39**

**p .001

Table 3 : Correlation of emotional intelligence with different dimensions of life satisfaction.

Dimensions	Correlation
Satisfaction with personal life (A)	.4738*
Satisfaction with standard and achievement (B)	.8129*
Satisfaction with life style (C)	.7669*

* p .001

Table 4: Mean SD and t ratio of three dimension of life satisfaction in the group of executive have high and low emotional intelligence.

Emotional Intelligence Variable	High (N=75)		Low (N=75)		
	Mean	SD	Mean	SD	t-Value
Life Satisfaction A	24.30	2.64	22.92	2.27	3.41*
Life Satisfaction B	31.83	8.36	24.26	2.60	7.49*
Life Satisfaction C	19.03	4.73	14.58	2.84	7.06*

*p = .001

Table 2 reveals that executives have high emotional intelligence scored significantly high on positive affect and low on negative affect, on the contrary executives have low emotional intelligence scored significantly high on negative affect and low on positive affect.

Table 3 depicts the significantly positive correlation between EQ and all the three dimensions of life satisfaction.

Results shown in table 4 reveal that executive who have high emotional intelligence scored significantly high on all the three dimensions of life satisfaction.

Table 5: Correlation coefficient of internal and external locus of control with positive and negative affect.

Locus of Control	Positive Affect	Negative Affect
Internal	.5192*	-.5350*
External	-.1192	.0252 *

* p.001

Table 5 shows the significant positive correlation between internal locus of control and positive affect and significant negative

correlation between internal locus of control and negative affect. The correlation between external locus of control with positive affect as well as negative affect was found non significant.

Table 6: Mean, SD, t ratio of positive and negative affect in internal and external locus of control group.

Locus of Control Variable	Internal N=95		External N=95		t-Value
	Mean	SD	Mean	SD	
Positive affect	5.015	1.68	3.82	1.87	3.51*
Negative affect	2.95	1.17	6.50	1.20	17.60*

*p<.001

Results of table 6 reveals that executives who differ in locus of control significantly differ on positive affect & negative affect. Internals scored significant high on positive affect and externals scored significantly high on negative affect.

Table 7: Correlation of locus of control with different dimensions of life satisfaction.

Dimensions	Correlation
Satisfaction with personal life (A)	-.3145*
Satisfaction with standard and achievement (B)	-.7301*
Satisfaction with life style (C)	-.6614*

Table 7 shows the significant negative correlation between locus of control and all the three dimensions of life satisfaction.

Table 8: Mean, SD and t ratio of life satisfaction in internal and external locus of control group.

Locus of Control Life Satisfaction	Internal (N=95)		External (N=95)		t
	Mean	SD	Mean	SD	
LSA	24.63	2.12	22.67	2.25	5.32*
LSB	34.52	7.43	24.00	2.45	4.79*
LSC	20.68	5.10	14.28	2.38	8.73*

*p<.001

Table 8 shows that executives with internal locus of control reported significantly high life satisfaction on all the three dimensions.

Discussion

The results show that the significant positive correlation between emotional intelligence and subjective well being. The findings of the study

show that executives who have high emotional intelligence scored significantly high on positive affect & significantly low on negative affect. The reason for this difference between group may be that person with high emotional intelligence are happier, and more successful in their relation, are capable for striking a balance between emotion and reason. High emotional

intelligence facilitates in making the right decision & problem solving (Singh 2001). Since the persons having high emotional intelligence have skills to identify and regulate the emotions of self & others to activate emotions at the right time & place to the right degree to apply these processes adoptively in social interaction (Baron & Rarker 2000) therefore they have significantly more positive affect & less negative affect.

Results further revealed that executives with high emotional intelligence reported significantly high life satisfaction on all the three dimensions. Emotional intelligence helps the individual to cope up with any given situation & makes the person well adjusted, psychologically balanced, which leads to competent & fully satisfied life. Yates (1997) findings supports this motion. They found that high EQ individuals are on the higher level of success and satisfaction and it is significantly & highly correlated with job performance. The present findings are in harmony with Yate's findings.

The results related to locus of control shows the significant negative correlation between subjective well being and locus of control. Results reveal that internals have significantly better SWB than externals. People high on internal locus of control are more active in attempting to manipulate their environment, while externals are passive in manipulating their environment (Ftadford & Govier 1991). Internals believe they control their own destiny. Therefore they act to take control of events in contrast individual with external locus of control. Individuals with external locus of control fell powerless in terms of controlling their success or failure (Nielsen 1987). They reports higher level of career dissatisfaction and illness & also perceives limited occupational alternations for themselves (Salu, 2001), Canter and Sanderson (1999) have suggested that the way we approach our goals influences SWB. Lefcourt (1973) suggested those with internal locus of control results in more positive behaviour & outcomes then holding an external locus of control, with the results internals has a definite

goal in sustaining life. When things go bad for externals, it effect their temperament for a long time (Lefcourt et.al. 1981) and they suffer more than the person with positive self image. Subjects with external locus of control are more likely to be passive and defensive, rather than do something to reduce stress they acquiesce. These type of person fell that, no matter what he had done the same outcome would have progressed, therefore externals feels more stress and reported significantly high negative affect and scored significantly low on all the three dimensions of life satisfaction.

On the basis of above findings it can be concluded that high emotional intelligence and internal locus of control are important correlates of subjective well being.

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