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A Comprehensive Study on the relationship between Job Classification and Job Satisfaction

Dr. Sudeep Bhar,
AGM (HR), EESL, Noida, India

Dr. K V Padmaja, PhD.
Barkatullah University Bhopal

Ms. Christabel, Intern/Trainee
HRDC, HRD Centre, BHEL,

Abstract

The article is a summary of a research been conducted to study the relation between Emotional intelligence and Self- Actualization of various categories of employees i.e. Executives, supervisor, Workers at BHEL, Bhopal. The data was collected by distributing questionnaires among the employees and was analyzed by various statistical methods. The study revealed that there is a positive and moderate relation between Emotional Intelligence and Self Actualization of the various levels of employees.

Introduction-

In this world of instant work where each second is equipped with some or the other work and no one knows how time flies. But, when we sit and analyze we realize that within a span of 24hrs a day how one goes through many such ups and downs and deals with gruesome situations which may be related to workplace loads or personal work. “Problems are part of life “. We all are very much aware of this saying ever since our schoolings, but we never realized it, until and unless we go through situations that make us realize the facts of life. The kind of situation we face and the tactics we apply to deal with it and to get an outcome picturizes about an individual's potential to handle situations and to sense judgments. Sensing a situation and acting accordingly plays a very important role in one's life and based on this judgment we can grab our desired outcome. Thinking before acting is a sign of an individual utilizing his Emotional Intelligence at the right time, to the right extent so to have control over the situation. These types of qualities are highly required in organizations where every employee right from the Executive level to the Workers go through stages or challenging situations, where they need to have control over their self-emotion oftentermed as self-regulating oneself which is one of the basic factor that Emotional intelligence consist of.

For an Organization to grow and make its name, it is the employees who knit the organization. Employees who are the main organ for every organization where they regularly go through tough situations such as being pressurized for completion of task through which employee's faces lot of stress and become difficult to manage. Just because an employee not only faces difficulties regarding work but

also faces situation in their personal life which becomes a hotchpotch for them and the frustration stays in their mind that leads to anxiety, through which at some point they get violent and react certainly. Reacting to situations in a negative manner becomes a matter of concern at a later stage.

Nowadays, Organizations in public sector too are changing where thing are becoming more flexible they too are accepting changes with respect to time. Gone are the days were generally people had a view regarding public sector organization that their work always delays. With the changing scenario the public sector enterprises too are becoming quick and dynamic and are ready to take in hands tough and challenging work but, also to do this tough work they are also now seeking for potential candidates who not only are highly trained in technical skills i.e. IQ but for those who have high EI. According to Daniel Goleman in his book " Working with Emotional Intelligence" 1998 has stated that employees with high IQ but low EI cannot gain success but a person with high EI and low IQ will certainly go far which means EI at present time is considered superior to IQ.

What if in an organization, an Executive who is technically highly skilled but does not know how to handle situations and reacts in an offended manner with his subordinates, will definitely spoil his relation with his workers who would not be willing to work under him. But rather if the same is well in handling his emotions in a difficult task it does lead to a greater outcome not only for one's own self but also for the others. By staying calm and composed in a tensed situation enables one to make correct decision which leads to a positive outcome. There is a sense of happiness that tries to exhale from within that makes us feel that we have made a right decision which in turn tries to increase our motivation level and encourages us to achieve even more which leads to a state of Self Actualization.

Self-Actualization in short is known as Self- Fulfillment. An employee who is Self-Actualized likes to do work to his fullest capabilities for his organization. He does not seek to do work in turn of getting rewards on return but rather does it with his will to feel self-fulfilled. An employee can achieve a state of Self Actualization when he takes situations in a positive way and does not allow difficult situations to hamper his workand tries to achievehis target goal and once an employee attains a state of self-actualization he will also be social and helpful to others .An employee can only achieve self-actualization when he has control over his emotions, is optimistic, independent, social which are the basic principles of Emotional Intelligence. Self-Actualized employees will strive to work to their maximum possible potential and instead of knowing their strength and weaknessesthey will always try to do new things and will never step back to learn moreand will give 100% to their organization.

Literature Review-

Since time in memorial the word "Emotional Intelligence" came into existence, and where most of the researches realized the importance of it at work place and how it affects it, since then there are many researches who have come up with their research work on Emotional intelligence in relation to many other topics. Since our research topic is focused in relation to Self-actualization of Maslow's need we will be mainly revealing some research studies about it.

- Peter Salavoy and John Mayerwere the researches who created the term Emotional Intelligence and later it was Daniel Goleman a famous psychologist who had popularized the term by revealing a book named "Emotional intelligence" in the year 1995. Since then people started sensing the importance of it in their lives and also for organizational purpose. Goleman had defined emotional intelligence asthe ability to:
  Recognize, understand and manage our own emotions as well as Recognize, understand and influence the emotions of others.

- He also revealed a book on "Working with Emotional Intelligence" delivers a clear cut message, about that emotional competence is the main factor influencing success in the professional life of any person or institution.

- Dr. Mitali Panda December (2015) had done a study on Emotional intelligence as a correlate of self-actualization among teachers at secondary teachers training college. The study revealed that there is a relation between the emotional intelligence and self- actualization among the teachers.

- Ms. Anviti Rawat March (2015) had published a Study on Self-Actualization of B.Ed. Teacher Trainees. The result indicated that majority of B.Ed. teacher trainees have medium self-actualization. In relation to personal factors, gender, medium of language and education streams have insignificant influence on self-actualization of B.Ed. teacher trainees.

- Also there has been a Study done by Dr.Anviti Rawat on February (2017) on the Relationship between the Emotional Intelligence and Self -actualization of B.Ed. Teacher Trainees with respect to the gender and educational stream of Maharaja Surajmal Institute,Guru Gobind Singh Indraprastha University, Delhi, India and the resultsconcluded that there is a positive but moderate relation between emotional intelligence and self-actualization on the basis of gender and educational streams.

- U Gunu and R O Oladepo March (2014) published a paper to examine the impact of emotional intelligence on organizational commitment and employees performance in the manufacturing industry.The study revealed that there was a significant relationship between employee's emotional intelligence, organizational commitment, and their performance.

Research Methodology-

This research had been carried out on a public sector unit BHEL, Bhopal to study the level of Emotional Intelligence in relation to Self Actualization of the various categories of Employees i.e. Executives, Supervisors, Workers. A sample of 151 Employees is selected at random and the data was collected using

the Stratified Random Technique. The questions were in the form of Likert scale with the ratings given in 5 points that is Strongly agree, Agree, Neutral, Disagree, Strongly Disagree. The data is analyzed using SPSS.

Objective of Study –

1. To identify the need of the employees.
2. To study the level of Emotional Intelligence among categories of employees i.e. Executive, Supervisor, Workers.
3. To study the relation between the level of Emotional Intelligence with respect to the needs of the employees (Self Actualization).

Hypothesis-

H0- There is no relation between Emotional Intelligence and Self-actualization of Maslow need among the various categories employees (Executive, Supervisor, Workers).

H1- There is relation between the Emotional intelligence and Self-actualization of Maslow need among the Executives.

H2- There is a relation between Emotional Intelligence and Self- Actualization need among the Supervisors.

H3- There is a relation between Emotional Intelligence and Self- Actualization need among the Workers.

Data Collection

The method of Data Collection is-

Primary Data- Questionnaires were prepared and distributed to the employees of various Categories.

Sample Size-

A total of 151 employees have been taken.

The details of the sample are given below-:

- Executive (35)
- Supervisor (34)
- Workers (85)

Data Analysis-

Cronbach Alpha Test-

To test the steadiness of the questions the data that was collected was tested by the Croncbach Alpha Test. The reliability of the questionnaires are defined with a value of 0.747

Reliability Statistics

Cronbach's Alpha	N of Items
.747	21

The value for the reliability of the questions should range greater than 0.5. If the Cronbach alpha value is less than 0.5 the questions are not valid or reliable. The value 0.747 in the given table is good and consistent.

NORMALITY TEST

Tests of Normality

Category		Kolmogorov -Smirnov [a]			Shapiro -Wilk		
		Statistic	df	Sig.	Statistic	df	Sig.
Executive	Emotional_Intelligence	.096	35	.200*	.979	35	.718
	Self_Actualization	.096	35	.200*	.979	35	.731
Supervisor	Emotional_Intelligence	.093	34	.200*	.979	34	.757
	Self_Actualization	.134	34	.126	.969	34	.446
Worker	Emotional_Intelligence	.048	85	.200*	.993	85	.912
	Self_Actualization	.133	85	.001	.954	85	.004

*. This is a lower bound of the true significance.

a. Lilliefors Significance Correction

From the above given table we check the Significance value of the Shapiro-Wilk test to get an idea if our collected data is Normal or not.

The Normality test for the three categories of the employees with respect to Emotional intelligence and self-actualization is conducted. The results reveals that for the-

- Executives- The significance value for the Emotional Intelligence and Self- Actualization is 0.718 and 0.731 which shows that it is greater than the ranged value of 0.05 which is Normal.
- Supervisor- The significance value for the Emotional Intelligence and Self- Actualization is 0.757 and 0.446 which shows that it is greater than the ranged value of 0.05 which is too Normal.
- Workers- The significance value for the Emotional Intelligence and Self- Actualization is 0.912 and 0.004 which shows that the data collected for Emotional Intelligence is normal but for Self-Actualization is not which in turn affects the overall result of the Worker level. i.e. The data is not Normally Distributed.

Therefore the Normality Test for the 3 categories of employees states that the data is Normal for the executive and Supervisor level and for the Worker level data is not Normally Distributed.

Descriptive Statistics

Mean

Statistics				
Category			Emotional_Intelligence	Self_Actualization
Executive	N	Valid	35	35
		Missing	0	0
	Mean		4.0031	3.9524
	Range		1.36	2.33
	Minimum		3.39	2.67
	Maximum		4.75	5.00
Supervisor	N	Valid	34	34
		Missing	0	0
	Mean		4.0194	4.0980
	Range		2.10	2.00
	Minimum		2.90	3.00
	Maximum		5.00	5.00
Worker	N	Valid	85	85
		Missing	0	0
	Mean		3.9635	4.1255
	Range		1.60	2.67
	Minimum		3.20	2.33
	Maximum		4.80	5.00

The mean value is generated from the responses to get an overview about the level of Emotional Intelligence and Self-Actualization among the workers. From the table we analyze that.

- The level of Emotional Intelligence and Self-Actualization of the Supervisor is high as compared to the other two categories of employees.
- For the Executives the level of Emotional intelligence too is high but they are not Self- Actualized.
- The level of Emotional Intelligence among the Workers is less but are highly Self-Actualized

CORRELATION-

In order to analyze a close relationship between the Emotional Intelligence and Self-actualization of various categories, the Pearson Correlation as well as the Spearman Correlation is used for testing the Hypothesis.

The Pearson Correlation is a parametric test that is only applicable to those data that are normally distributed. From the above findings, the Normality test determines that the data for the Executive and Supervisor is normal. Therefore the Pearson Correlation is applied to evaluate the relation between the two variables.

Correlations				
Category			Emotional_Intelligence	Self_Actualization
Executive	Emotional_Intelligence	Pearson Correlation	1	.432**
		Sig. (2 -tailed)		.010
		N	35	35
	Self_Actualization	Pearson Correlation	.432**	1
		Sig. (2 -tailed)	.010	
		N	35	35
Supervisor	Emotional_Intelligence	Pearson Correlation	1	.716**
		Sig. (2 -tailed)		.000
		N	34	34
	Self_Actualization	Pearson Correlation	.716**	1
		Sig. (2-tailed)	.000	
		N	34	34

Correlation is significant at the 0.01 level (2 -tailed). **

The Spearman Correlation is a Non-Parametric test which is applied when the data is not Normal. From the above findings, the Normality test of the Workers is not Normal. Therefore to analyze the relation between the Emotional Intelligence and Self-Actualization among the worker the Spearman Coefficient Correlation is applied.

Correlations

Category				Emotional_Intelligence	Self_Actualization
Worker	Spearman's rho	Emotional_Intelligence	Correlation Coefficient	1.000	.297**
			Sig. (2 - tailed)		.006
			N	85	85
		Self_Actualization	Correlation Coefficient	.297**	1.000
			Sig. (2 - tailed)	.006	
			N	85	85

Correlation is significant at the 0.01 level (2-tailed)..

- ***H0-*** There is no relation between Emotional Intelligence and Self-actualization of Maslow need among the various categories employees (Executive, Supervisor, Workers).
- **Findings-**There is a relation between Emotional Intelligence and Self Actualization of Maslow's need among the workers of the industry. Therefore, the null hypothesis *H0* is rejected..
- ***H1***- There is relation between the Emotional intelligence and Self-actualization of Maslow need among the Executives.
- **Findings-**There is a positive and moderate relationship between Emotional Intelligence and Self-actualization of the Executives. It indicates that with the increase in emotional intelligence their self-actualization need increases.
- The correlation between Emotional Intelligence and Self-Actualization for Executives is statically significant at r=0.432 and p= 0.010
- ***H2-*** There is a relation between Emotional Intelligence and Self- Actualization need among the Supervisors.
- **Findings-**There is a positive and strong relationship between Emotional Intelligence and Self- actualization of the Supervisor. It indicates that with the increase in emotional Intelligence their self-actualization need increases.

- The correlation between the Emotional Intelligence and Self Actualization for Supervisors is statically significant at r=0.716and p=0.000
- H3-There is a relation between Emotional Intelligence and Self- Actualization need among the Workers.

Findings- There is a positive and small relationship between the Emotional Intelligence and Self-actualization of the Workers. It indicates that with the increase in emotional intelligence their Self-actualization needs increases.
The correlation between the Emotional Intelligence and Self Actualization for Supervisors is statically significant at r=0.297 and p=0.006

DISCUSSION-
From the study it is revealed that the level of Emotional intelligence and Self- actualization need varies for different categories-

- Executives– The level of Emotional intelligence is very good as compared to the other two categories of employees but, are not Self- Actualized which means that they are not being able to meet to their fullest potential and capabilities at their respected Work place. Since they do not have any challenging jobs
- Supervisors- They have high emotional intelligence and they are self-actualized too. They keep control over their emotion and try to keep situations at control by using their skills and are able to utilize themselves to their fullest potential.
- Workers- The level of Emotional Intelligence of the workers is less as compared to the Executives and Supervisors but they are highly Self-actualized. Their state of mind is conserved and feel highly self-actualized by basic needs of Maslow hierarchy i.e. food, cloth, shelter that they earned while working for year together in BHEL.

SUGGESTIONS-

- The Executives must be given challenging task according to their capabilities.
- Also, job enrichment must be done for them where there is more of creativity according to their
- specialization.
- They should be given the authority to do Strategic planning and to make decisions.
- The Workers of BHEL should undergo frequent job rotations where they could find new and challenging situations where they could learn make use of their emotion which in turn helps in increasing their thinking capabilities.
- Apart from Technical training, proper training and development sessions must be conducted for them on compulsory basis where they must be trained about the importance of Emotional Intelligence at workplace.
- Since the Supervisors are the mediators to the Executives and Workers they know how to tackle situations since they go through regular challenges where they need to utilize their Emotional Intelligence to have control over the Upper management as well as the lower management.