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Dynamics of Self Management as a Component of Emotional Intelligence – With Special Reference to IT Industry in Bangalore City.

Mr. Vaibhav Patil[1]*, Dr. M Ganesh Babu[2]
[1*]Research Scholar, Department of Management Studies, MAAS College of Arts & Science, Affiliated to Bharathidasan University, Tamil Nadu, India. Email ID: vaibhav.patil0001@gmail.com
[2]Assistant Professor, Department of Management Studies, MAAS College of Arts & Science, Affiliated to Bharathidasan University, Tamil Nadu, India. Email ID: ishwar_ind2002@yahoo.com
***Corresponding Author:**
Mr. Vaibhav Patil
Email ID: vaibhav.patil0001@gmail.com

ABSTRACT

Purpose – An essential part of emotional intelligence (EI) is Self-management (SM). The aim of this work is to identify the most important dynamics which contribute to SM at workplace with special reference to IT industry as knowledge workers are most vulnerable to stress and related issues.

Design/ Methodology/ Approach–Exploratory research carried out with a sample size n=120 from the IT industry in Bangalore city. Convenient sampling technique is used and a structured questionnaire is administered to the respondents. EFA and SEM are used to identify the factors under each of the construct for SM.

Findings – According to the results that the 37 items which are selected from the extensive study of the literature are reduced to 20 items on basis of factor loadings above 0.30 and are loaded under 6 factors namely - Self Awareness, self control, emotional self knowledge, emotional expression, personal adequacy and work efficiency. Emotional expression and personal adequacy are the highest contributors of self management at work place and Self control and self awareness are equal contributors to self management by 50%-55%

Originality value – The findings of the study can facilitate to formulate a scale for measuring Self management as part of Emotional Intelligence in the IT industry..

Keywords : Emotional Intelligence, Self management, Information Technology Sector.

1. INTRODUCTION:

The demand for increased performance and efficiency in IT industry has led to mental conflicts influencing the efficiency of the representatives. In the idea of Emotional Intelligence, relationship management has risen as a significant angle in IT Industry. In any case, it is moderately understudied element of employees' behavior and attitude. Research has built up a connection between Emotional Knowledge and work execution of the employees. Just having Enthusiastic Intelligence can't prompt better results, even how individuals utilize their feelings at work settings matter. Workers can manage their feelings and utilize certain conduct in the working environment which can enable them to be more productive. In this way, Emotional intelligence works basically on social, perceptional, viable, individual and furthermore passionate data.

The SM component is an important aspect of emotional intelligence. As part of SM, you can control your emotions by thinking positively about them, which will help you form meaningful relationships, overcome obstacles, and achieve your goals. Keeping yourself from losing control of your behavior is as simple as acknowledging how you are feeling. You can never let go of control when you practice SM. Anger may be a perfectly reasonable emotional response in certain situations, but the trick is to learn to control it so that you can channel it into solving the problem at hand. Take a quick and easy look at the SM part with our evaluating SM checklist.

2. Review of literature

According to Goleman (2000), SM is an important part of EI. Integrity, responsiveness, adaptability, goal-setting, and action are all components of SM. The ability to rouse oneself, excitement, and constraint are all components of EI, according to Goleman (1995). The ability to keep one's emotions and motivations under check was how he defined self-control. Self-management is another way that SM has been defined. As a subset of EI, self-guideline (SM) was proposed by Goleman (1998). The ability to passionately direct one's own behavior requires mastery of both motivating and discouraging feelings. Still, the concept of SM isn't limited to dealing with bad or troublesome emotions.

It would seem that powerful SM might provide benefits to both individual representatives and groups. Continued research by Jain and Sinha (2006) indicates that SM

behavior strongly predicts both on-the-job and off-the-clock behavior. Multiple studies in the area of brain science have shown that SM processes work well at research centers and are not hierarchical. Administrative viability was identified by Luthans and Davis (1979) as the missing link due to this confusing distraction referred to as SM. The SM training program increased students' subsequent engagement in authoritative contexts (Latham and Frayne, 1989). After accounting for the effects of outcomes goals, many studies have shown that SM learners exhibit faster rates of ability speculation and greater levels of overall execution on the exchange task.

There may be benefits to SM in authoritative stuations, ccording to the concept of self-supervising work groups in major companies like Prudential, American Press, Motorola, L&T, Xerox, General Motors, and Procter & Gamble (e.g., Stewart and Manz, 1995). The use of SM practices is also often touted as an indicator of the top companies (e.g., Sheriden, 1995).

A self-impacting coordinated SM mechanism is shown in the general literature. Here, we are embracing SM observation and practice as admirable forms of behavior that may be enhanced via EI skills.

3. Objectives

The research aimed to identify the dynamics of SM for IT employees, which can also be used as a scale or inventory for SM for IT employees.

4. Hypothesis

Null Hypothesis of - H0 1: Self-control, Self Knowledge, Work efficiency, Personal adequacy, Emotional expression and Self-awareness do not contribute to self-management at work place

5. Research design

This research is exploratory in nature and identifies the parameters or dynamic that contributes to SM. Staff members of Bangalore City's leading IT firms were selected using a convenience sample technique. 120 employees from IT companies were administered with a structured questionnaire having 37 items related to SM which are adopted from Goleman model , the data collected is analyzed using the Exploratory factor analysis technique from SPSS and Structural equation modeling technique from AMOS r tools.

6. Analysis and interpretation

6.1 Personal Profile of the respondents – Around 70% respondents belonged to 26-35 years of age, 51.7 % are female employees and remaining are male employees. 53.3% employees have completed their post graduate and other majorities are graduates. 56.7% employees are married and more than 80% employees had working spouse and 45% had children. About half of the employees spent only 1-2 hours with their family and three fourth of such employees had a stress full work condition, 60% employees worked between 9-10 hours and majority 73.3% employees worked in Day shifts.

6.2 Descriptive Analysis- From the in depth study of literature on emotional intelligence and its sub component self management, 37 items are selected which describe the self management among the IT employees. The descriptive statistics for the items are discussed below and exploratory factor analysis is performed to extract various constructs under the self management and with the facilitation of Confirmatory factor analysis a scale is generated to measure the self management of the IT employees.

	Descriptive Statistics				
		Mean	Std. Deviation		
		Statistic	Statistic	Skewness	Kurtosis
SM_1	I am able to complete assigned task on time.	3.9	0.749	-0.81	0.963
SM_2	I am able to effectively perform tasks that do not appeal to me.	3.63	0.84	-1.298	1.948
SM_3	I am able to practice what I preach.	3.97	0.755	-0.421	-0.014
SM_4	"I am able to balance my short and long term goals effectively ."	3.9	0.947	-1.004	1.286
SM_5	"I am able to pursue my goals in the face of resection or questions. "	3.9	0.6	-0.913	2.403
SM_6	"I have sufficient levels of energy to ensure the completion of tasks and projects."	4.27	0.775	-0.945	0.642

SM_7	I have a positive outlook on life.	4.17	0.863	-1.606	4.018
SM_8	"I do not become sad when things go wrong."	3.33	1.169	-0.808	-0.222
SM_9	I am able to relax in pressure situation.	3.37	1.084	-0.776	0.114
SM_10	I communicate my feelings effectively.	3.37	1.229	-0.955	-0.224
SM_11	I am able to recognize when help is needed.	3.7	1.192	-1.091	0.367
SM_12	I am able to identify my negative thoughts.	3.77	1.09	-1.42	1.703
SM_13	I know when I am becoming angry.	4.1	0.653	-0.103	-0.638
SM_14	I make decisions quickly when necessary	3.93	0.683	0.084	-0.825
SM_15	I feel comfortable with risk.	3.8	0.875	-0.514	-0.283
SM_16	I try to keep emotions out of work.	3.93	0.775	-0.324	-0.299
SM_17	I find it difficult to maintain positive moods	2.9	1.198	-0.281	-1.245
SM_18	My moods and emotions help me generate new ideas.	3.93	0.968	-1.222	1.541
SM_19	I believe in positive feedback and recognition.	4.13	0.849	-0.929	0.493
SM_20	I am good at motivating others.	4.13	0.721	-0.753	0.944
SM_21	I tend to get irritated by colleagues.	3.17	1.374	-0.069	-1.261
SM_22	I find it easy to control my anger at work.	4.03	0.952	-1.018	0.289
SM_23	At work I experience strong emotions that are hard to control.	2.93	1.32	-0.321	-1.299
SM_24	I can manage time effectively.	3.63	1.02	-0.755	0.025
SM_25	I believe in seeing more challenges and responsibilities.	4.17	0.737	-0.275	-1.11
SM_26	I consider the expectations from different people in my role.	3.7	0.975	-1.132	1.713
SM_27	I am not stagnant in my role.	3.57	1.207	-0.858	-0.174
SM_28	I allocate time to	3.83	1.133	-1.359	1.436

	spend with my family.				
SM_29	My work is challenging.	3.87	0.961	-0.884	0.939
SM_30	Freedom to decide on how to work.	3.63	1.053	-1.326	1.514
SM_31	Work assignments are not over loading.	3.47	1.181	-0.854	-0.291
SM_32	I feel that my job responsibilities are increasing.	3.73	0.932	-1.465	2.71
SM_33	I learn new skills in my work.	4.03	0.879	-1.577	3.508
SM_34	My job has a good future.	3.67	0.873	-0.834	1.362
SM_35	There is a room for individualism / creativity in my job.	3.67	1.11	-1.105	0.931
SM_36	My organizational and personal objectives do not clash.	4	1.004	-1.62	2.972
SM_37	My job is physically dangerous.	2.37	1.334	0.594	-0.788
	Valid N (listwise)				

The above table depicts the descriptive statistics for the 37 items selected for the study. Out of 37 items 34 items have mean score above 3.00 which shows that a majority of the employees are agreeing to the statements related to self management. SM_6, SM_7, SM_13, SM_19, SM_20, SM_22, SM_25and SM_33 have mean values above 4.00. The standard deviation for the items is also below 1.00 indicating that all employees have similar responses , and there is no much variation in their opinions in relation to the above mentioned self management items. As per the study of Hair and et al 2007, the acceptable limit for skewness is between -1 to +1 and Kurtosis is between positive and negative 1.5. It may be concluded that the data distribution is normal as most items meet the acceptable requirements for skewness and kurtosis.

6.3 Exploratory Factor analysis

Extract Constructs related to factors influencing Innovative Practices

The researcher identified 37 factors influencing self management at work place from the review of previous literature.

For the purpose of SEM analysis it is important to have items which have factor loadings less than 0.3 and also the 37 items can be grouped in different factors based on factor loadings therefore factor analysis is performed as shown below.

"Table 1– KMO and Bartlett's Test"

"Kaiser-Meyer-Olkin Measure of Sampling Adequacy."		0.678
"Bartlett's Test of Sphericity"	"Approx. Chi-Square"	3196.55
	"df"	199
	"Sig."	0

The KMO sampling Adequacy is 0.678 for factors influencing self management as part of emotional intelligence at work place.

Bartlett's test of sphericity indicate that a factor analysis may be useful as The significance Values for factors affecting self management is 0.000 which is less than p=0.05"

Table 2– Total Variance Explained"

"Total Variance Explained"									
Component	"Initial Eigen values"			"Extraction Sums of Squared Loadings"			"Rotation Sums of Squared Loadings"		
	"Total"	"% of Variance"	"Cumula	"Total"	"% of Variance"	"Cumulative %"	"Total"	"% of	"Cumulative %"

			tive %"					Variance"	
1	6.130	30.650	30.650	6.130	30.650	30.650	4.001	20.003	20.003
2	3.095	15.474	46.125	3.095	15.474	46.125	3.679	18.393	38.396
3	2.386	11.932	58.057	2.386	11.932	58.057	3.010	15.052	53.448
4	2.231	11.154	69.211	2.231	11.154	69.211	2.605	13.026	66.474
5	1.367	6.837	76.048	1.367	6.837	76.048	1.619	8.096	74.571
6	1.126	5.631	81.678	1.126	5.631	81.678	1.422	7.108	81.678
7	.703	3.516	85.194						
8	.577	2.886	88.080						
9	.500	2.500	90.580						
10	.442	2.209	92.789						
11	.411	2.053	94.842						
12	.302	1.509	96.351						
13	.214	1.069	97.419						
14	.188	.940	98.360						
15	.160	.799	99.159						
16	.063	.317	99.476						
17	.048	.240	99.716						
18	.026	.128	99.844						
19	.019	.095	99.940						
20	.012	.060	100.000						
"Extraction Method: Principal Component Analysis."									

It is anticipated that variables will account for roughly 60% or more of the overall variation. The variation that can be explained or accounted for is referred to by eigenvalues. These top six parameters explain 81.678% of the total variation.

The first factor's components had a total of 30.650 percent variance before rotation and 20.003 percent variance after. We are able to extract 6 elements from the 20 total components.

Table 3 - Rotated Component Matrix"

	"Rotated Component Matrix"						
		Component					
		1	2	3	4	5	6
SM_3	I am able to practice what I preach.	0.880					
SM_6	"I have sufficient levels of energy to ensure the completion of tasks and projects."	0.871					
SM_7	I have a positive outlook on life.	0.795					
SM_9	I am able to relax in pressure situation.		0.859				
SM_10	I communicate my feelings effectively.		0.849				
SM_11	I am able to recognize when help is needed.		0.834				
SM_12	I am able to identify my negative thoughts.			0.891			
SM_17	I find it difficult to maintain positive moods			0.887			
SM_19	I believe in positive feedback and recognition.				0.871		
SM_20	I am good at motivating others.				0.817		
SM_23	At work I experience strong emotions that are hard to control.				0.797		
SM_24	I can mange time effectively.					0.894	
SM_25	I believe in seeing more challenges and responsibilities.					0.885	
SM_26	I consider the expectations from different people in my role.					0.743	
SM_27	I am not stagnant in my role.					0.645	
SM_29	My work is challenging.						0.871
SM_30	Freedom to decide on how to work.						0.837
SM_31	Work assignments are not over loading.						0.797
SM_35	There is a room for individualism / creativity in my job.						0.634

SM_37	My job is physically dangerous.						0.551
"Extraction Method: Principal Component Analysis."							
"Rotation Method: Varimax with Kaiser Normalization."							
"Rotation converged in 7 iterations."							

EFA revealed that 37 items of Factors influencing self management at workplace are reduced to 20 items and loaded in six factors and each factor is named as shown in the table below:

Table 4 - Items loaded under each factor

Self Awareness	self control	emotional self knowledge	emotional expression	personal adequacy	work efficiency
SM_3	SM_9	SM_12	SM_19	SM_24	SM_29
SM_6	SM_10	SM_17	SM_20	SM_25	SM_30
SM_7	SM_11		SM_23	SM_26	SM_31
				SM_27	SM_35
					SM_37

6.4 Structural equation modelling

With a p-value of 0.00 and a Chi-Square value of 3375.414 with 178 degrees of freedom, the CFA results show that the model well fits the data. The model is getting close to meeting the required fitness requirements with an RMSEA of 0.052 and a Goodness of Fit Index (GFI) of 0.655, both of which are below the expected standards. You can see the standardized relationship estimates and visual representation of the model's runtime evidence in the model below.

Figure- 1 Confirmatory Factor Analysis – Factors influencing self management at workplace

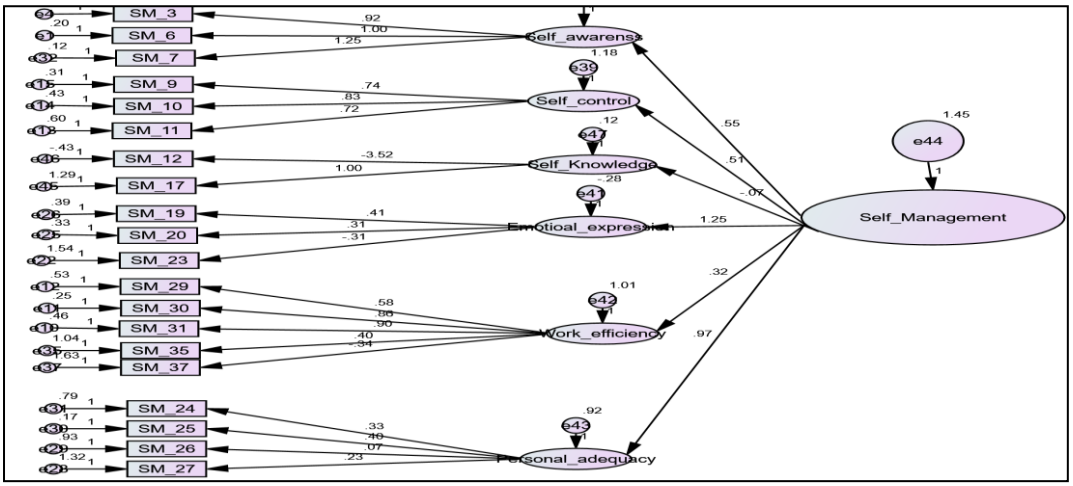

Table – 5 Structural Relationship between the constructs.

Structural relationship			Estimate
Self_control	<---	Self_Management	0.511
Self_Knowledge	<---	Self_Management	0.074
Work_efficiency	<---	Self_Management	0.317
Personal_adequacy	<---	Self_Management	0.967

Emotioal_expression	<---	Self_Management	1.253
Self_awarenss	<---	Self_Management	0.553

When responsible factors for self management increase by 1 self control increase by 0.511, personal adequacy increases by 0.967, Emotional expression Increases by 1.253 and self awareness Increases by 0.553. Self knowledge is a significant factor but does not contribute highly to self management.

Therefore it can be inferred that Null Hypothesis of - H0 1: Self control, Self Knowledge, Work efficiency, Personal adequacy, Emotional expression and Self awareness do not contribute to self management at work place is rejected.

7. Findings and suggestions

Out of 37 items 34 items have mean score above 3.00 which shows that a majority of the employees are agreeing to the statements related to self management. SM_6, SM_7, SM_13, SM_19, SM_20, SM_22, SM_25and SM_33 have mean values above 4.00 indicating agreement to strong agreement range of responses

Emotional expression and personal adequacy are the highest contributors of self management at work place. SM_19, SM_20 and SM_23 form a part of emotional expression and SM_24, SM_25, SM_26, SM_27 form a part of personal adequacy. Therefore emphasis should be laid on the emotional expression and personal adequacy factors to attain self management.

Self control and self awareness are equal contributors to self management by 50%-55%. SM_3, SM_6 and SM_7 are the items under self control and SM_9, SM_10 and SM_11 are items under self awareness, these two factors also play a significant role in the self management at work place.

8. Conclusion

Emotional Intelligence and relationship management among employees are seen as significant aspects in IT Industry. Self Management is seen to be an important component of Emotional Intelligence. Self control, Self Knowledge, Work efficiency, Personal adequacy, Emotional expression and Self awareness together contribute to self management at work place. Emotional expression and personal adequacy are seen to be the highest contributors of self management at work place and Self control and self awareness are equal contributors to self management.As employees in the IT sector are more vulnerable to stress which may lead to problems in personal and professional life, Self management can be an important factor which could lead to better efficiency and effectivity.

9. Scope for further research

Study can be extended to other industries and through various geographical locations. There is scope of further research in determining the various other factors which contribute to emotional intelligence at workplace. The employees at the IT Companies can also be segregated based on their designations and comparative study can be conducted to know how emotional intelligence and designation go together'

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