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A study of the association between self-awareness, personal & social competence with the emotional intelligence of software professional in IT industry in India.

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Abstract: *The aim of the present study has been to investigate the association between self-awareness, personal & social competence with the emotional intelligence of software professional in IT industry in India. The study was conducted in IT industry in India. A structured questionnaire was developed by the researcher based on emotional intelligence competencies as given by Daniel Goleman (1995, 1998) and other researchers and was applied in IT service industry. A sample of 500 software professionals' primary data was collected through convenience sampling technique and statistical tools like frequency analysis, crosstabulation analysis and chi square analysis were used for data analysis. The statistical data were computed by SPSS 21.0 for Windows. The results of the analysis found statistically significant and positive correlations between two variables of study; this means that high level of self-awareness, personal and social competence of software professionals was associated with the emotional intelligence of software professionals. The primary focus of software professionals is on the technical knowledge and expertise. But the previous studies, as well as the present research proved the importance of emotional intelligence for the software professionals in order to improve their effectiveness and efficiency in an organisation as well as to serve the clients. The more the level of emotional intelligence, the higher will be the performance of software professionals.*

Keywords:*Emotional Intelligence, Personal Competence, Social Competence, Software Professionals & Indian IT industry.*

I. Introduction

The importance of emotional intelligence for the employees in any organisation cannot be ignored. Organisation are training and developing their employees to improve their performance as well as service delivery process with clients. In the service industry, EI is of great importance, especially in IT industry where software professionals have to directly deal with corporate clients. In service delivery process, knowledge and technical skills of the software professionals play a major role but their behavioural competence cannot be ignored. Emotional Intelligence is considered as a group of several positive emotions such as self-awareness, emotional management skills to balance emotion and reasoning to enhance performance and better emotional adjustment at the workplace. Many research studies had been conducted to find out the association of EI with its association and correlation to leadership effectiveness. (Goleman et. al, 2002) Emotional labour and an individual employee's performance were studied by Douglass et. al, (2004), and the result showed the positive relationship between the two.Adeyemo, (2007), did a research and found the positive correlation between job satisfaction and organisational commitment.EI was also found to be positively related to leadership performance (Cook, 2006) and profitability and financial success of any company or organisation (Bradberry and Greaves, 2003). Further, findings of the research studies conducted by Cherniss, (2000) and Feist and Barron, (1996), showed that Emotional Intelligence based competencies are far better predictors of an individual's performance as well as his flexibility and adjustment at the workplace.As these competencies symbolise the level of individuals' work performance and degree of adaptability and adjustment a person will have to his environment.

1.2. Statement of the Research Problem

This study is intended to find the association between self-awareness, personal and social competence of software professionals in IT industry in India. The present study is an attempt to uncover some of the competencies that distinguish outstanding software professional from average software professional. The study is aimed at acquiring preliminary information on the emotional intelligence profiles of practicing software professionals. There is a lack of reliable published information on this topic.

1.3. Justification & Significance of the Research

The present research conducted a preliminary and exploratory study examining the influence of self-awareness, personal and social competence on the emotional intelligence of software professionals. A key objective was to gain an understanding of how important these attributes are to software professionals in performance. This

knowledge could be contributory in the development of contemporary software professionals and mentoring of future software professional.

1.4. Research objectives and Research Hypotheses

Research Objective-1: To study the association between the factors of **self-awareness and Emotional Intelligence** of software professionals in I.T. industry in India.
Alternate Hypothesis (H1)- 1: *There is an association between the factors of* ***self-awareness and Emotional Intelligence*** *of software professionals in I.T. industry in India.*
Null Hypothesis (H0)- 1: *There is no association between the factors of* ***self-awareness and Emotional Intelligence*** *of software professionals in I.T. industry in India.*

Research objectives-2: To study the association between the factors of **Personal competence** and **Emotional Intelligence** of software professionals in I.T. industry in India.
Alternate Hypothesis (H1)- 2: *There is an association between the factors of* ***Personal competence*** *and* ***Emotional Intelligence*** *of software professionals in I.T. industry in India.*
Null Hypothesis (H0)- 2: *There is no association between the factors of* ***Personal competence*** *and* ***Emotional Intelligence*** *of software professionals in I.T. industry in India.*

Research objectives-3: To study the association between the factors of **Social competence** and **Emotional Intelligence** of software professionals in I.T. industry in India.
Alternate Hypothesis (H1)- 3: *There is an association between the factors of* ***Social competence*** *and* ***Emotional Intelligence*** *of software professionals in I.T. industry in India.*
Null Hypothesis (H0)- 3: *There is no association between the factors of* ***Social competence*** *and* ***Emotional Intelligence*** *of software professionals in I.T. industry in India.*

II. Review Of Related Literature

Travis Bradberry, (2014)in his article on Emotional Intelligence – EQ, published by Forbes describes self-awareness, personal and social competence as follows-

- *Personal competence* is made up of your self-awareness and self-management skills, which focus more on you individually than on your interactions with other people. Personal competence is your ability to stay aware of your emotions and manage your behaviour and tendencies.
- *Self-Awareness* is your ability to accurately perceive your emotions and stay aware of them as they happen.
- *Self-Management* is your ability to use awareness of your emotions to stay flexible and positively direct your behavior.

Emotional intelligence is made up of four core skills.

Social competence is made up of your social awareness and relationship management skills; social competence is your ability to understand other people's moods, behavior, and motives in order to improve the quality of your relationships.

- *Social Awareness* is your ability to accurately pick up on emotions in other people and understand what is really going on.
- *Relationship Management* is your ability to use awareness of your emotions and the others' emotions to manage interactions successfully.

(Source: www.forbes.com/sites/travisbradberry/2014/01/09/emotionalintelligence/)
According to **Mayer &Ciarrochi, (2006)**, generally, people can solve technical problems far easier than human

problems they face in home as well as in professional life.

Wong, Kenneth, (2002) and**Abraham,J.(2004),** in their respective researches concluded that in order to realize the full range of capabilities and core competencies of human resources, strategic human resource managers should not focus narrowly on task performance while designing employee performance management systems.

They should emphasize-

- The employee development rather than control, and should
- Consider employees' actual and potential contributions in the supporting performance
- Employees' emotions, and
- Employees' ethics.

Wilkinson, Kleitman, Stankov (2002), concluded that managers use fear, pride and other emotions to both treat and motivate their subordinates.

Dulewicz& Higgs, (1999) and various other researches have shown that 36% of variance in individual success in organizational setting is explained through emotional intelligence.

Allspach, &Breining, K. (2005), found that the EI-Performance link also seems logical because increasingly, the employers are considering the applicants' EI during the recruitment and selection processes.

Barchard, (2004), concluded that in large part, customers (clients) judge the quality of their experience (quality of IT services delivered by software professionals) by how much of the variability they introduce is accommodated, so the choice to reduce or rule out the variability is eliminated.So, the present research focused on the competence of software professionals. The factors of behavioural competence that were taken into account were self-awareness, personal and social competence. It is hypothesised that all these competencies make software professional emotionally intelligent, hence it will also lead to improved individual as well as organisational performance.

III. Research Design And Methodology

A research design is considered to be a plan or blueprint of how the researcher intends conducting the research. The research design basically focuses on the end product: What kind of study is being planned and what kind of result is aimed at? Research methodology focuses on the research process and the kind of tools and procedures to be used.

3.1. Methodology

To study the emotional intelligence of software professionals of I.T. industry, an Emotional Intelligence test in the form of the questionnaire was used which was based on nine components namely: personal competence, social competence, optimism, pessimism, self-awareness, empathy and resilience. A structured questionnaire, having multiple choices, dichotomous, objective questions (5 point LIKERT scale) was used. The **Sample Unit** was **a software professional** working in the **I.T. industry in India** and the **Sample Size** for the proposed research will be **500** which were taken from all over India, the Universe of the research to know the emotional intelligence of the software professionals. The researcher used **Convenient Sampling Technique** to collect **primary data** with the help of **Questionnaires as well as Schedules**. Questionnaires were sent to the software professionals through emails also.

IV. Data Analysis & Interpretationand Findings

4.1. Demographic Profile of the Software Professionals working in IT Industry in India

The main demographic information of respondents is summarized below:

In case of the software professionals in IT industry in India, the majority of thesoftware professionals surveyedwere males (70.6%) and females were (29.4%). We can see that majority 64.2% software professionals belong to 20-30 age group. And 66.8% respondents were married and 33.2% respondents were unmarried. 29.8% respondents were diploma holders, 22.8% respondents were MCA / M.Tech, 22.4% respondents were B.Tech. and 21.8% respondents have other technical qualification. Designation of 41.0% respondents was junior level, designation of 50.8% respondents was middle level & designation of 8.2% respondents was senior level.

4.2. CHI Square Analysis:Analysis of the Association between **Emotional Intelligence** and **Self Awareness**

4.2.1 Analysis: Self Awareness: Analysis of the relationship between **emotional intelligence** and**I am conscious of my needs and wants in life** of the software professional in India.

H0: The two factors are independent.
H1: The two factors are not independent (associated).
Tool Used: Chi Square Test (Analyze→Descriptive Statistics→Crosstabs)

Table 4.1 Chi-Square Tests

Chi-Square Tests			
	Value	**df**	**Asymp. Sig. (2-sided)**
Pearson Chi-Square	275.903[a]	16	.000
Likelihood Ratio	59.464	16	.000
Linear-by-Linear Association	7.436	1	.006
N of Valid Cases	500		
a. 14 cells (56.0%) have expected count less than 5. The minimum expected count is .04.			

Table 4.2 Symmetric Measures

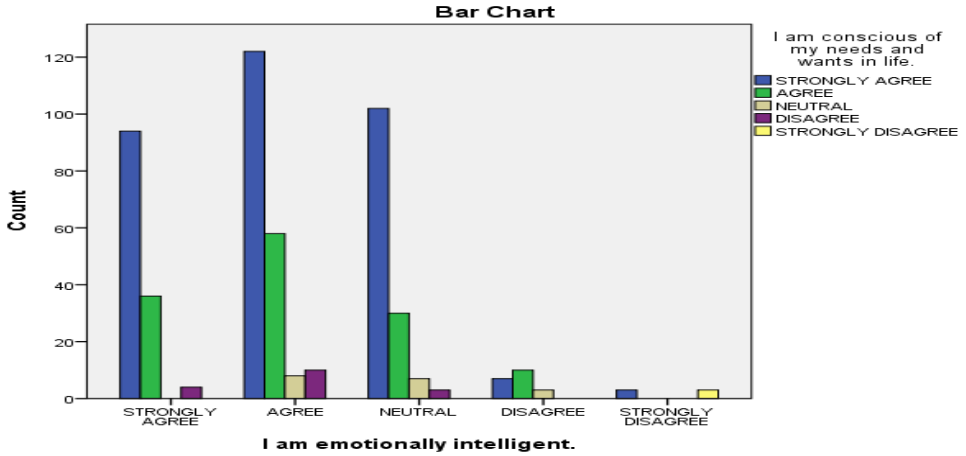
Symmetric Measures			
		Value	**Approx. Sig.**
Nominal by Nominal	**Contingency Coefficient**	.596	.000
N of Valid Cases		500	
a. Not assuming the null hypothesis.			
b. Using the asymptotic standard error assuming the null hypothesis.			

Interpretation: From the table we find out that asymptotic significance for Pearson Chi Square comes out to be 0.000 (less than 0.05) so we **reject null hypothesis** at 5% level of significance. Hence it can be concluded that **two variables are associated**.

Table 4.3 Crosstab: I am conscious of my needs and wants in life.

Crosstab								
			I am conscious of my needs and wants in life.					**Total**
			Strongly agree	Agree	Neutral	Disagree	Strongly disagree	
I am emotionally intelligent.	Strongly agree	Count	94	36	0	4	0	134
		% of Total	18.8%	7.2%	0.0%	0.8%	0.0%	26.8%
	Agree	Count	122	58	8	10	0	198
		% of Total	24.4%	11.6%	1.6%	2.0%	0.0%	39.6%
	Neutral	Count	102	30	7	3	0	142
		% of Total	20.4%	6.0%	1.4%	0.6%	0.0%	28.4%
	Disagree	Count	7	10	3	0	0	20
		% of Total	1.4%	2.0%	0.6%	0.0%	0.0%	4.0%
	Strongly disagree	Count	3	0	0	0	3	6
		% of Total	0.6%	0.0%	0.0%	0.0%	0.6%	1.2%
Total		Count	328	134	18	17	3	500
		% of Total	65.6%	26.8%	3.6%	3.4%	0.6%	100.0%

Interpretation: from the above crosstab, it can said that out of total 500 respondents (Software Professionals), 65.6% respondents strongly agreed, 26.8% respondents agreed, 3.6% respondents were neutral, 3.4% respondents disagreed and 0.6% respondents strongly disagreed that '**I am conscious of my needs and wants in life**.'



4.2.2 Analysis: Analysis of the relationship between **emotional intelligence and I have a clear understanding about my own strengths and weakness.**

H0: The two factors are independent.
H1: The two factors are not independent (associated).
Tool Used: Chi Square Test (Analyze➔Descriptive Statistics➔Crosstabs)

Table 4.4 Chi-Square Tests

Chi-Square Tests			
	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	275.903[a]	16	.000
Likelihood Ratio	59.464	16	.000
Linear-by-Linear Association	7.436	1	.006
N of Valid Cases	500		
a. 14 cells (56.0%) have expected count less than 5. The minimum expected count is .04.			

Table 4.5. Symmetric Measures

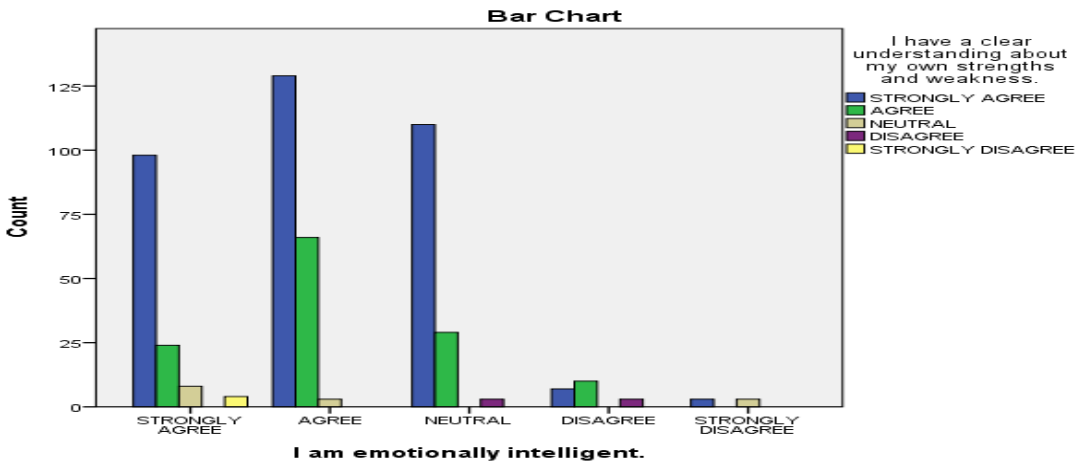
Symmetric Measures			
		Value	Approx. Sig.
Nominal by Nominal	Contingency Coefficient	.596	.000
N of Valid Cases		500	
a. Not assuming the null hypothesis.			
b. Using the asymptotic standard error assuming the null hypothesis.			

Interpretation: From the table we find out that asymptotic significance for Pearson Chi Square comes out to be 0.000 (less than 0.05) so we **reject null hypothesis** at 5% level of significance. Hence it can be concluded that **two variables are associated**.

Table 4.6 Crosstab: I have a clear understanding about my own strengths and weakness.

Crosstab								
			I have a clear understanding about my own strengths and weakness.					Total
			Strongly Agree	Agree	Neutral	Disagree	Strongly disagree	
I am emotionally intelligent.	Strongly agree	Count	98	24	8	0	4	134
		% of Total	19.6%	4.8%	1.6%	0.0%	0.8%	26.8%
	Agree	Count	129	66	3	0	0	198
		% of Total	25.8%	13.2%	0.6%	0.0%	0.0%	39.6%
	Neutral	Count	110	29	0	3	0	142
		% of Total	22.0%	5.8%	0.0%	0.6%	0.0%	28.4%
	Disagree	Count	7	10	0	3	0	20
		% of Total	1.4%	2.0%	0.0%	0.6%	0.0%	4.0%
	Strongly disagree	Count	3	0	3	0	0	6
		% of Total	0.6%	0.0%	0.6%	0.0%	0.0%	1.2%
Total		Count	347	129	14	6	4	500
		% of Total	69.4%	25.8%	2.8%	1.2%	0.8%	100.0%

Interpretation: from the above crosstab, it can said that out of total 500 respondents (Software Professionals), 69.4 % respondents strongly agreed, 25.8 % respondents agreed, 2.8 % respondents were neutral, 1.2 % respondents disagreed and 0.8% respondents strongly disagreed that '**Ihave a clear understanding about my own strengths and weakness.**'



4.2.3 Analysis: Analysis of the relationship between **emotional intelligence**and **I am now aware of what I think and feel and how I act in a situation.**

H0: The two factors are independent.
H1: The two factors are not independent (associated).
Tool Used: Chi Square Test (Analyze→Descriptive Statistics→Crosstabs)

Table 4.7 Chi-Square Tests

Chi-Square Tests			
	Value	**df**	**Asymp. Sig. (2-sided)**
Pearson Chi-Square	127.078[a]	16	.000
Likelihood Ratio	77.389	16	.000
Linear-by-Linear Association	.884	1	.347
N of Valid Cases	500		
a. 16 cells (64.0%) have expected count less than 5. The minimum expected count is .05.			

Table 4.8 Symmetric Measures

Symmetric Measures			
		Value	Approx. Sig.
Nominal by Nominal	Contingency Coefficient	.450	.000
N of Valid Cases		500	
a. Not assuming the null hypothesis.			
b. Using the asymptotic standard error assuming the null hypothesis.			

Interpretation: From the table we find out that asymptotic significance for Pearson Chi Square comes out to be 0.000 (less than 0.05) so we **reject null hypothesis** at 5% level of significance. Hence it can be concluded that **two variables are associated**.

Table 4.9 Crosstab:I am now aware of what I think and feel and how I act in a situation.

Crosstab								
			I am now aware of what I think and feel and how I act in a situation.					Total
			Strongly agree	Agree	Neutral	Disagree	Strongly disagree	
I am emotionally intelligent.	Strongly agree	Count	70	42	19	0	3	134
		% of Total	14.0%	8.4%	3.8%	0.0%	0.6%	26.8%
	Agree	Count	104	61	21	9	3	198
		% of Total	20.8%	12.2%	4.2%	1.8%	0.6%	39.6%
	Neutral	Count	61	41	22	9	9	142
		% of Total	12.2%	8.2%	4.4%	1.8%	1.8%	28.4%
	Disagree	Count	7	7	3	3	0	20
		% of Total	1.4%	1.4%	0.6%	0.6%	0.0%	4.0%
	Strongly disagree	Count	0	0	3	3	0	6
		% of Total	0.0%	0.0%	0.6%	0.6%	0.0%	1.2%
Total		Count	242	151	68	24	15	500
		% of Total	48.4%	30.2%	13.6%	4.8%	3.0%	100.0%

Interpretation: from the above crosstab, it can said that out of total 500 respondents (Software Professionals), 48.4 % respondents strongly agreed, 30.2 % respondents agreed, 13.6 % respondents were neutral, 4.8 % respondents disagreed and 3.0% respondents strongly disagreed that **I am aware of what I think and feel and how I act in a situation.**

4.2.4 Analysis:Analysis of the relationship between I am emotionally intelligent and I think a lot before I act.

H0: The two factors are independent.
H1: The two factors are not independent (associated).
Tool Used: Chi Square Test (Analyze→Descriptive Statistics→Crosstabs)

Table 4.10 Chi-Square Tests

Chi-Square Tests			
	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	117.071[a]	16	.000
Likelihood Ratio	70.200	16	.000
Linear-by-Linear Association	26.000	1	.000
N of Valid Cases	500		
a. 12 cells (48.0%) have expected count less than 5. The minimum expected count is .12.			

Table 4.11 Symmetric Measures

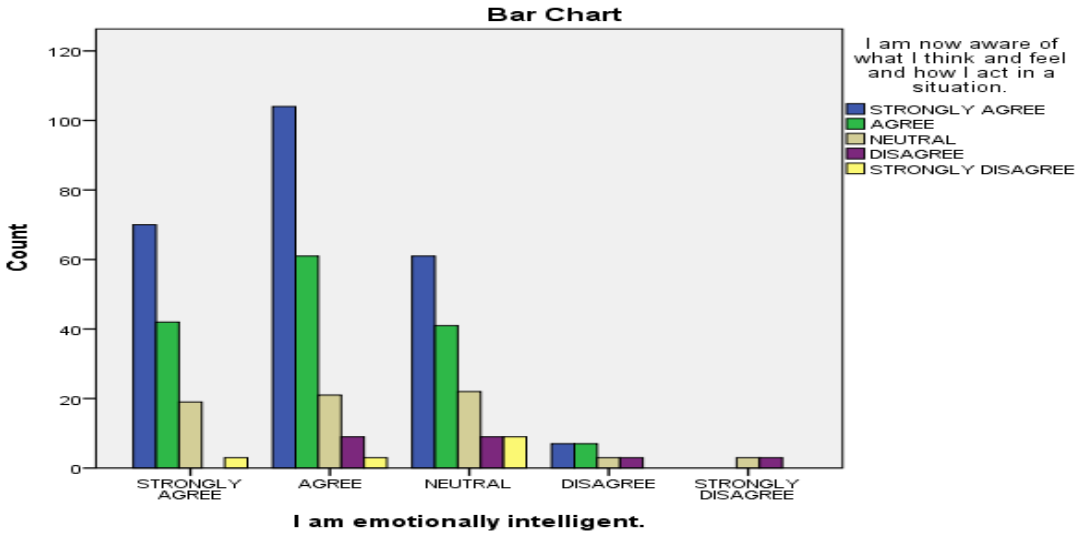
Symmetric Measures			
		Value	Approx. Sig.
Nominal by Nominal	Contingency Coefficient	.436	.000
N of Valid Cases		500	
a. Not assuming the null hypothesis.			
b. Using the asymptotic standard error assuming the null hypothesis.			

Interpretation: From the table we find out that asymptotic significance for Pearson Chi Square comes out to be 0.000 (less than 0.05) so we **reject null hypothesis** at 5% level of significance. Hence it can be concluded that **two variables are associated**.

Table 4.12 Crosstab: I am emotionally intelligent- I think a lot before I act.

			I think a lot before I act.					Total
			Strongly agree	Agree	Neutral	Disagree	Strongly disagree	
I am emotionally intelligent.	strongly agree	count	70	29	31	4	0	134
		% of total	14.0%	5.8%	6.2%	0.8%	0.0%	26.8%
	agree	count	70	81	38	9	0	198
		% of total	14.0%	16.2%	7.6%	1.8%	0.0%	39.6%
	neutral	count	46	56	34	3	3	142
		% of total	9.2%	11.2%	6.8%	0.6%	0.6%	28.4%
	disagree	count	3	7	7	3	0	20
		% of total	0.6%	1.4%	1.4%	0.6%	0.0%	4.0%
	strongly disagree	count	0	3	3	0	0	6
		% of Total	0.0%	0.6%	0.6%	0.0%	0.0%	1.2%
Total		Count	189	176	113	19	3	500
		% of Total	37.8%	35.2%	22.6%	3.8%	0.6%	100.0%

Interpretation: from the above crosstab, it can said that out of total 500 respondents (Software Professionals), 37.8 % respondents strongly agreed, 35.2 % respondents agreed, 22.6 % respondents were neutral, 3.8 % respondents disagreed and 0.6% respondents strongly disagreed that **I am now aware of what I think and feel and how I act in a situation.**



4.2.5 Analysis: Analysis of the relationship between **emotional intelligence** and**I consider all the possibilities before making a decision.**

H0: The two factors are independent.
H1: The two factors are not independent (associated).
Tool Used: Chi Square Test (Analyze→Descriptive Statistics→Crosstabs)

Table 4.13 Chi-Square Tests

Chi-Square Tests			
	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	44.232[a]	16	.000
Likelihood Ratio	44.476	16	.000
Linear-by-Linear Association	13.769	1	.000
N of Valid Cases	500		
a. 11 cells (44.0%) have expected count less than 5. The minimum expected count is .04.			

Table 4.14 Symmetric Measures

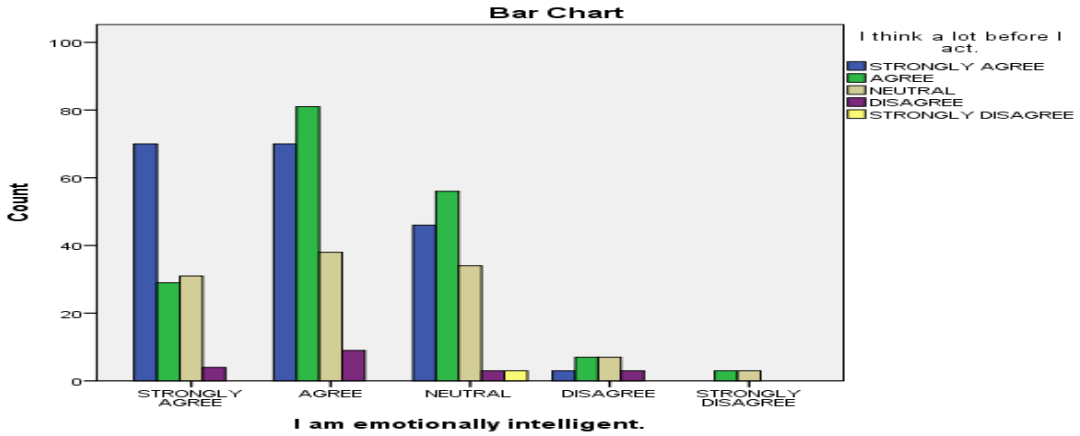
Symmetric Measures			
		Value	Approx. Sig.
Nominal by Nominal	Contingency Coefficient	.285	.000
N of Valid Cases		500	
a. Not assuming the null hypothesis.			
b. Using the asymptotic standard error assuming the null hypothesis.			

Interpretation: From the table we find out that asymptotic significance for Pearson Chi Square comes out to be 0.000 (less than 0.05) so we **reject null hypothesis** at 5% level of significance. Hence it can be concluded that **two variables are associated**.

Table 4.15 Crosstab: I am emotionally intelligent. * I consider all the possibilities before making a decision.

Crosstab								
			I consider all the possibilities before making a decision.					Total
			Strongly agree	Agree	Neutral	Disagree	Strongly disagree	
I am emotionally intelligent.	Strongly agree	Count	45	58	24	7	0	134
		% of Total	9.0%	11.6%	4.8%	1.4%	0.0%	26.8%
	Agree	Count	26	96	55	17	4	198
		% of Total	5.2%	19.2%	11.0%	3.4%	0.8%	39.6%
	Neutral	Count	18	71	33	17	3	142
		% of Total	3.6%	14.2%	6.6%	3.4%	0.6%	28.4%
	Disagree	Count	0	14	6	0	0	20
		% of Total	0.0%	2.8%	1.2%	0.0%	0.0%	4.0%
	Strongly disagree	Count	0	0	3	0	3	6
		% of Total	0.0%	0.0%	0.6%	0.0%	0.6%	1.2%
Total		Count	89	239	121	41	10	500
		% of Total	17.8%	47.8%	24.2%	8.2%	2.0%	100.0%

Interpretation: from the above crosstab, it can said that out of total 500 respondents (Software Professionals), 17.8 % respondents strongly agreed, 47.8 % respondents agreed, 24.2 % respondents were neutral, 8.2 % respondents disagreed and 2% respondents strongly disagreed that **I am now aware of what I think and feel and how I act in a situation.**



4.2.6 Analysis: Analysis of the relationship between **emotional intelligence** and**I know what motivates and satisfies me.**

H0: The two factors are independent.
H1: The two factors are not independent (associated).
Tool Used: Chi Square Test (Analyze→Descriptive Statistics→Crosstabs)

Table 4.16 Chi-Square Tests

Chi-Square Tests			
	Value	df	Asymp. Sig. (2-sided)

Pearson Chi-Square	137.784[a]	16	.000
Likelihood Ratio	82.883	16	.000
Linear-by-Linear Association	42.268	1	.000
N of Valid Cases	500		
a. 11 cells (44.0%) have expected count less than 5. The minimum expected count is .12.			

Table 4.17 Symmetric Measures

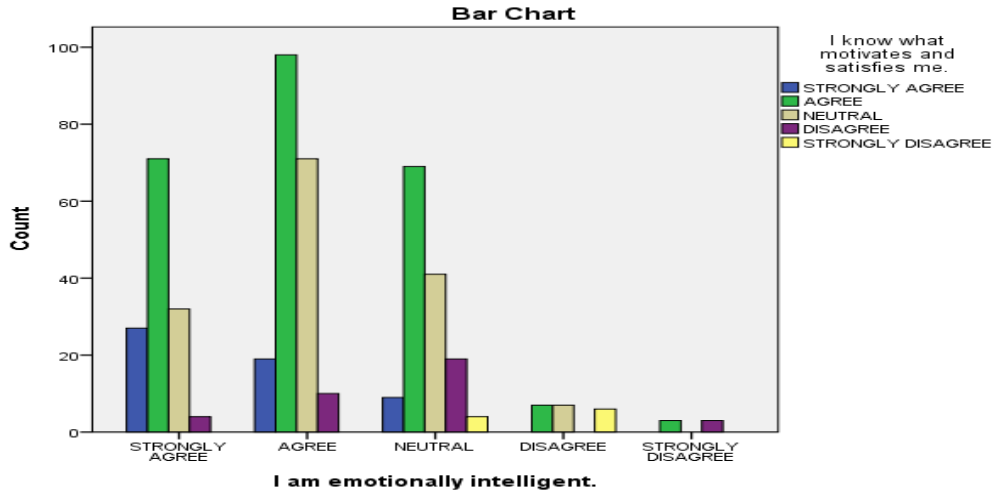
Symmetric Measures			
		Value	Approx. Sig.
Nominal by Nominal	Contingency Coefficient	.465	.000
N of Valid Cases		500	
a. Not assuming the null hypothesis.			
b. Using the asymptotic standard error assuming the null hypothesis.			

Interpretation: From the table we find out that asymptotic significance for Pearson Chi Square comes out to be 0.000 (less than 0.05) so we **reject null hypothesis** at 5% level of significance. Hence it can be concluded that **two variables are associated**.

Table 4.18 Crosstab: I know what motivates and satisfy me.

Crosstab								
			I know what motivates and satisfies me.					Total
			Strongly agree	Agree	Neutral	Disagree	Strongly disagree	
I am emotionally intelligent.	Strongly agree	Count	27	71	32	4	0	134
		% of Total	5.4%	14.2%	6.4%	0.8%	0.0%	26.8%
	Agree	Count	19	98	71	10	0	198
		% of Total	3.8%	19.6%	14.2%	2.0%	0.0%	39.6%
	Neutral	Count	9	69	41	19	4	142
		% of Total	1.8%	13.8%	8.2%	3.8%	0.8%	28.4%
	Disagree	Count	0	7	7	0	6	20
		% of Total	0.0%	1.4%	1.4%	0.0%	1.2%	4.0%
	Strongly disagree	Count	0	3	0	3	0	6
		% of Total	0.0%	0.6%	0.0%	0.6%	0.0%	1.2%
Total		Count	55	248	151	36	10	500
		% of Total	11.0%	49.6%	30.2%	7.2%	2.0%	100.0%

Interpretation: from the above crosstab, it can said that out of total 500 respondents (Software Professionals), 11.0 % respondents strongly agreed, 49.6 % respondents agreed, 30.2 % respondents were neutral, 7.2 % respondents disagreed and 2% respondents strongly disagreed that **I know what motivates and satisfy me.**



From the above results it can be seen that there was an association between all the independent variables of Self-awareness and the dependent variable-Emotional Intelligence.
Hence, it can be said that our **Alternate Hypothesis (H1) -1** is **accepted** and**Null Hypothesis (H0) -1** is **rejected** and **Research Objective-1** is **fulfilled.**

4.3. CHI Square Analysis: Analysis of the Association between **Emotional Intelligence** and **Personal Competence.**

4.3.1 Analysis: Personal Competence: Analysis of the Association between **emotional intelligence** and**I have the ability to tackle all problems with analytical approach.**

H0: The two factors are independent.
H1: The two factors are not independent (associated).
Tool Used: Chi Square Test (Analyze→Descriptive Statistics→Crosstabs)

Table 4.19 Chi-Square Tests

Chi-Square Tests			
	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	43.966[a]	12	.000
Likelihood Ratio	46.852	12	.000
Linear-by-Linear Association	2.904	1	.088
N of Valid Cases	500		
a. 6 cells (30.0%) have expected count less than 5. The minimum expected count is .40.			

Table 4.20 Symmetric Measures

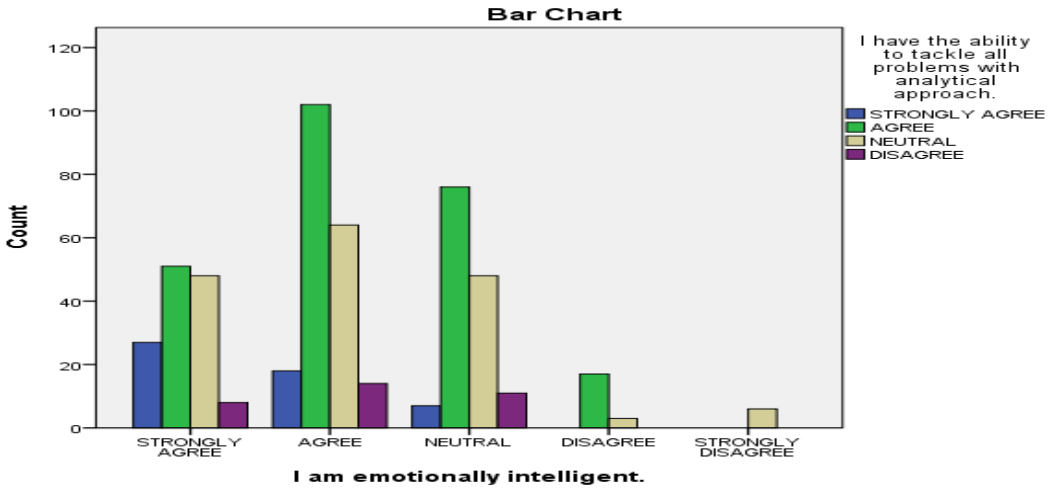
Symmetric Measures			
		Value	Approx. Sig.
Nominal by Nominal	Contingency Coefficient	.284	.000
N of Valid Cases		500	
a. Not assuming the null hypothesis.			
b. Using the asymptotic standard error assuming the null hypothesis.			

Interpretation: From the table we find out that asymptotic significance for Pearson Chi Square comes out to be 0.000 (less than 0.05) so we **reject null hypothesis** at 5% level of significance. Hence it can be concluded that **two variables are associated**.

Table 4.21 Crosstab: I am emotionally intelligent. **I have the ability to tackle all problems with analytical approach.*

Crosstab							
			I have the ability to tackle all problems with analytical approach.				Total
			Strongly agree	Agree	Neutral	Disagree	
I am emotionally intelligent.	Strongly agree	Count	27	51	48	8	134
		% of Total	5.4%	10.2%	9.6%	1.6%	26.8%
	Agree	Count	18	102	64	14	198
		% of Total	3.6%	20.4%	12.8%	2.8%	39.6%
	Neutral	Count	7	76	48	11	142
		% of Total	1.4%	15.2%	9.6%	2.2%	28.4%
	Disagree	Count	0	17	3	0	20
		% of Total	0.0%	3.4%	0.6%	0.0%	4.0%
	Strongly disagree	Count	0	0	6	0	6
		% of Total	0.0%	0.0%	1.2%	0.0%	1.2%
Total		Count	52	246	169	33	500
		% of Total	10.4%	49.2%	33.8%	6.6%	100.0%

Interpretation: from the above crosstab, it can said that out of total 500 respondents (Software Professionals), 10.4 % respondents strongly agreed, 49.2 % respondents agreed, 33.8 % respondents were neutral, 6.6 % respondents disagreed and 2% respondents strongly disagreed that **I have the ability to tackle all problems with analytical approach.**



4.3.2 Analysis: Analysis of the relationship between **emotional intelligence** and**I build faith through my reliability.**

H0: The two factors are independent.
H1: The two factors are not independent (associated).
Tool Used: Chi Square Test (Analyze→Descriptive Statistics →Crosstabs)

Table 4.22 Chi-Square Tests

Chi-Square Tests			
	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	105.682[a]	16	.000
Likelihood Ratio	75.199	16	.000
Linear-by-Linear Association	5.156	1	.023
N of Valid Cases	500		
a. 11 cells (44.0%) have expected count less than 5. The minimum expected count is .13.			

Table 4.23 Symmetric Measures

Symmetric Measures			
		Value	Approx. Sig.
Nominal by Nominal	Contingency Coefficient	.418	.000
N of Valid Cases		500	
a. Not assuming the null hypothesis.			
b. Using the asymptotic standard error assuming the null hypothesis.			

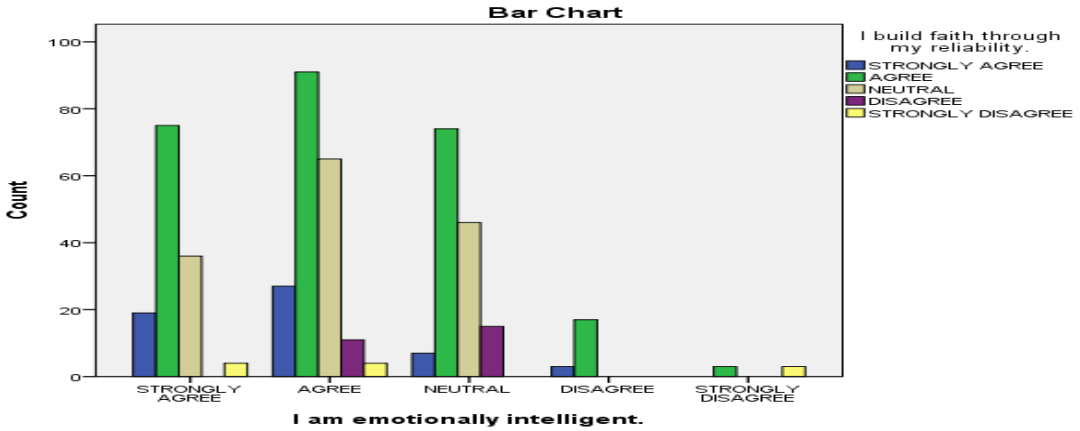
Interpretation: From the table we find out that asymptotic significance for Pearson Chi Square comes out to be 0.000 (less than 0.05) so we **reject null hypothesis** at 5% level of significance. Hence it can be concluded that **two variables are associated**.

Table 4.24 Crosstab: I build faith through my reliability.

Crosstab								
			I build faith through my reliability.					Total
			Strongly agree	Agree	Neutral	Disagree	Strongly disagree	
I am emotionally intelligent.	Strongly agree	Count	19	75	36	0	4	134
		% of Total	3.8%	15.0%	7.2%	0.0%	0.8%	26.8%
	Agree	Count	27	91	65	11	4	198
		% of Total	5.4%	18.2%	13.0%	2.2%	0.8%	39.6%
	Neutral	Count	7	74	46	15	0	142
		% of Total	1.4%	14.8%	9.2%	3.0%	0.0%	28.4%
	Disagree	Count	3	17	0	0	0	20
		% of Total	0.6%	3.4%	0.0%	0.0%	0.0%	4.0%
	Strongly disagree	Count	0	3	0	0	3	6
		% of Total	0.0%	0.6%	0.0%	0.0%	0.6%	1.2%
Total		Count	56	260	147	26	11	500
		% of Total	11.2%	52.0%	29.4%	5.2%	2.2%	100.0%

Interpretation: from the above crosstab, it can said that out of total 500 respondents (Software Professionals), 11.2 % respondents strongly agreed, 52 % respondents agreed, 29.4 % respondents were neutral, 5.2 %

respondents disagreed and 2.2% respondents strongly disagreed that **I build faith through my reliability.**



4.3.3.Analysis: Analysis of the relationship between **emotional intelligence** andI take responsibility for my personal performanceof the software professional in India.

H0: The two factors are independent.
H1: The two factors are not independent (associated).
Tool Used: Chi Square Test (Analyze➔Descriptive Statistics➔Crosstabs)

Table 4.25 Chi-Square Tests

Chi-Square Tests			
	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	125.948[a]	16	.000
Likelihood Ratio	98.677	16	.000
Linear-by-Linear Association	8.019	1	.005
N of Valid Cases	500		
a. 10 cells (40.0%) have expected count less than 5. The minimum expected count is .18.			

Table 4.26 Symmetric Measures

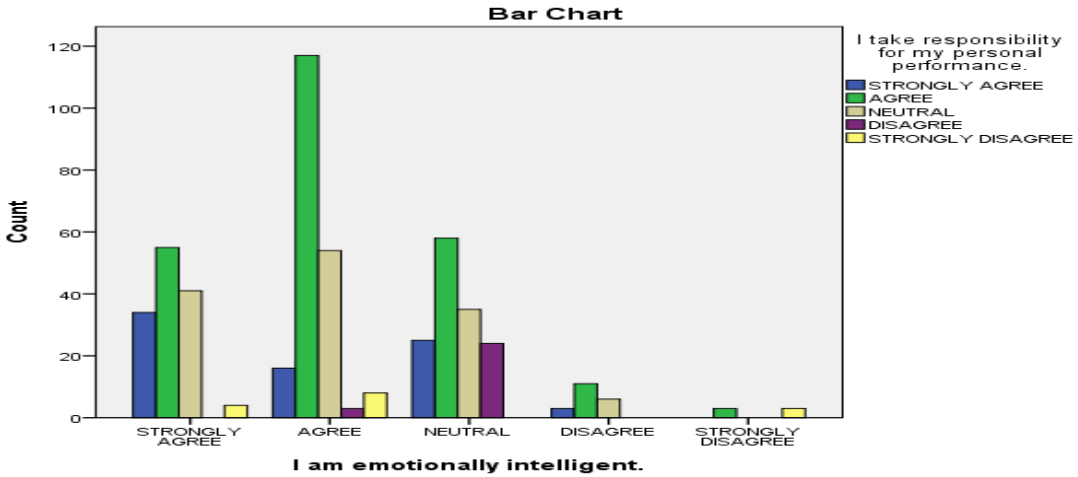
Symmetric Measures			
		Value	Approx. Sig.
Nominal by Nominal	Contingency Coefficient	.449	.000
N of Valid Cases		500	
a. Not assuming the null hypothesis.			
b. Using the asymptotic standard error assuming the null hypothesis.			

Interpretation: From the table we find out that asymptotic significance for Pearson Chi Square comes out to be 0.000 (less than 0.05) so we **reject null hypothesis** at 5% level of significance. Hence it can be concluded that **two variables are associated**.

Table 4.27 Crosstab: I take responsibility for my personal performance.

Crosstab								
			I take responsibility for my personal performance.					Total
			Strongly agree	Agree	Neutral	Disagree	Strongly disagree	
I am emotionally intelligent.	Strongly agree	Count	34	55	41	0	4	134
		% of Total	6.8%	11.0%	8.2%	0.0%	0.8%	26.8%
	Agree	Count	16	117	54	3	8	198
		% of Total	3.2%	23.4%	10.8%	0.6%	1.6%	39.6%
	Neutral	Count	25	58	35	24	0	142
		% of Total	5.0%	11.6%	7.0%	4.8%	0.0%	28.4%
	Disagree	Count	3	11	6	0	0	20
		% of Total	0.6%	2.2%	1.2%	0.0%	0.0%	4.0%
	Strongly disagree	Count	0	3	0	0	3	6
		% of Total	0.0%	0.6%	0.0%	0.0%	0.6%	1.2%
Total		Count	78	244	136	27	15	500
		% of Total	15.6%	48.8%	27.2%	5.4%	3.0%	100.0%

Interpretation: from the above crosstab, it can said that out of total 500 respondents (Software Professionals), 15.6 % respondents strongly agreed, 48.8 % respondents agreed, 27.2 % respondents were neutral, 5.4 % respondents disagreed and 3% respondents strongly disagreed that **I take responsibility for my personal performance.**



4.3.4. Analysis: Analysis of the relationship between **emotional intelligence** and**I am able to maintain the standards of honesty and integrity**of the software professional in India.

H0: The two factors are independent.
H1: The two factors are not independent (associated).
Tool Used: Chi Square Test (Analyze→Descriptive Statistics→Crosstabs)

Table 4.28 Chi-Square Tests

Chi-Square Tests			
	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	61.981[a]	16	.000
Likelihood Ratio	60.118	16	.000
Linear-by-Linear Association	3.093	1	.079
N of Valid Cases	500		
a. 10 cells (40.0%) have expected count less than 5. The minimum expected count is .18.			

Table 4.29 Symmetric Measures

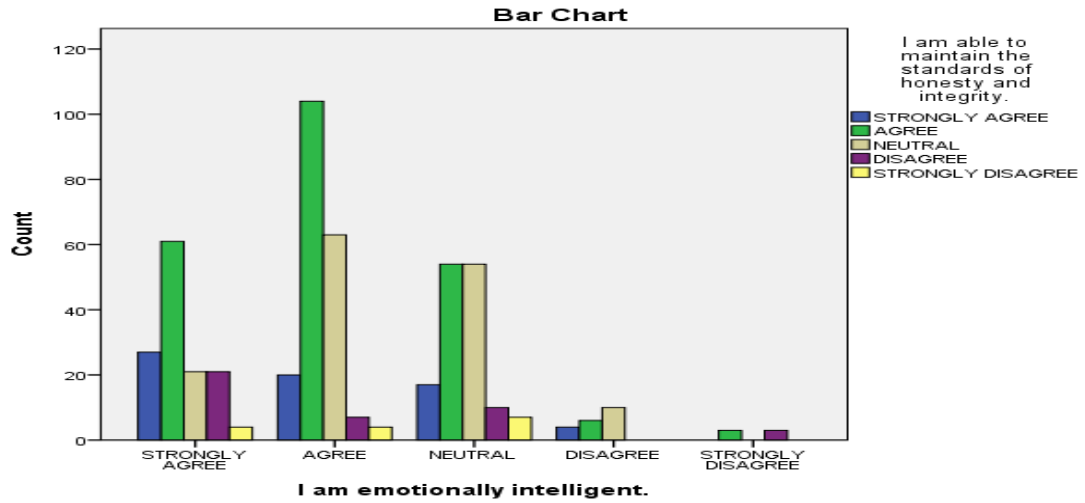
Symmetric Measures			
		Value	Approx. Sig.
Nominal by Nominal	Contingency Coefficient	.332	.000
N of Valid Cases		500	
a. Not assuming the null hypothesis.			
b. Using the asymptotic standard error assuming the null hypothesis.			

Interpretation: From the table we find out that asymptotic significance for Pearson Chi Square comes out to be 0.000 (less than 0.05) so we **reject null hypothesis** at 5% level of significance. Hence it can be concluded that **two variables are associated**.

Table 4.30 Crosstab: I am able to maintain the standards of honesty and integrity.

Crosstab								
			I am able to maintain the standards of honesty and integrity.					Total
			Strongly agree	Agree	Neutral	Disagree	Strongly disagree	
I am emotionally intelligent.	Strongly agree	Count	27	61	21	21	4	134
		% of Total	5.4%	12.2%	4.2%	4.2%	0.8%	26.8%
	Agree	Count	20	104	63	7	4	198
		% of Total	4.0%	20.8%	12.6%	1.4%	0.8%	39.6%
	Neutral	Count	17	54	54	10	7	142
		% of Total	3.4%	10.8%	10.8%	2.0%	1.4%	28.4%
	Disagree	Count	4	6	10	0	0	20
		% of Total	0.8%	1.2%	2.0%	0.0%	0.0%	4.0%
	Strongly disagree	Count	0	3	0	3	0	6
		% of Total	0.0%	0.6%	0.0%	0.6%	0.0%	1.2%
Total		Count	68	228	148	41	15	500
		% of Total	13.6%	45.6%	29.6%	8.2%	3.0%	100.0%

Interpretation: from the above crosstab, it can said that out of total 500 respondents (Software Professionals), 13.6 % respondents strongly agreed, 45.6 % respondents agreed, 29.6 % respondents were neutral, 8.2 % respondents disagreed and 3% respondents strongly disagreed that **I am able to maintain the standards of honesty and integrity.**



4.3.5. Analysis: Analysis of the relationship between **I am emotionally intelligent and I am highly organized in my work.**

H0: The two factors are independent.
H1: The two factors are not independent (associated).
Tool Used: Chi Square Test (Analyze→Descriptive Statistics→Crosstabs)

Table 4.31 Chi-Square Tests

Chi-Square Tests			
	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	47.637[a]	16	.000
Likelihood Ratio	52.912	16	.000
Linear-by-Linear Association	2.823	1	.093
N of Valid Cases	500		
a. 8 cells (32.0%) have expected count less than 5. The minimum expected count is .30.			

Table 4.32 Symmetric Measures

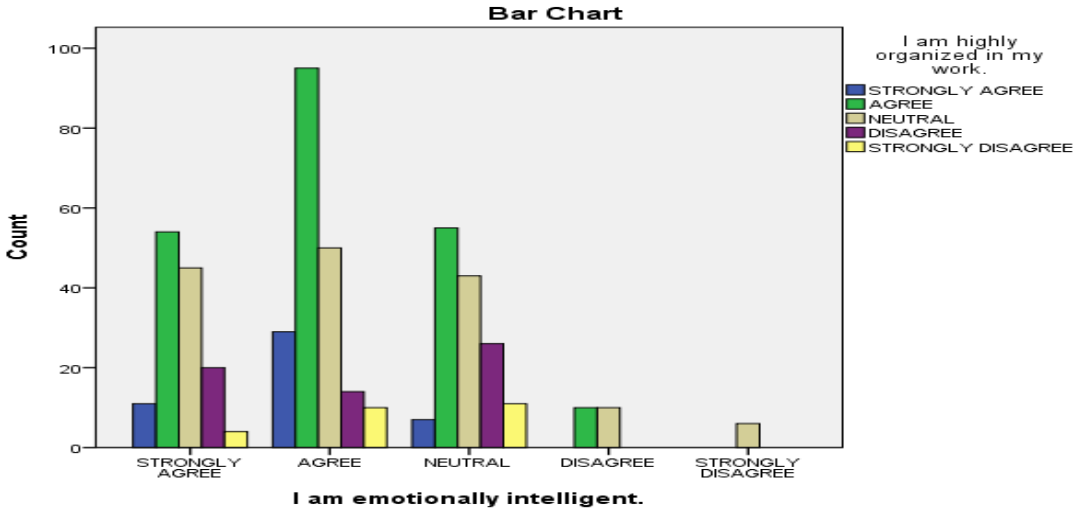
Symmetric Measures			
		Value	Approx. Sig.
Nominal by Nominal	Contingency Coefficient	.295	.000
N of Valid Cases		500	
a. Not assuming the null hypothesis.			
b. Using the asymptotic standard error assuming the null hypothesis.			

Interpretation: From the table we find out that asymptotic significance for Pearson Chi Square comes out to be 0.000 (less than 0.05) so we **reject null hypothesis** at 5% level of significance. Hence it can be concluded that **two variables are associated**.

Table 4.33 Crosstab: I am highly organized in my work.

Crosstab								
			I am highly organized in my work.					Total
			Strongly agree	Agree	Neutral	Disagree	Strongly disagree	
I am emotionally intelligent.	Strongly agree	Count	11	54	45	20	4	134
		% of Total	2.2%	10.8%	9.0%	4.0%	0.8%	26.8%
	Agree	Count	29	95	50	14	10	198
		% of Total	5.8%	19.0%	10.0%	2.8%	2.0%	39.6%
	Neutral	Count	7	55	43	26	11	142
		% of Total	1.4%	11.0%	8.6%	5.2%	2.2%	28.4%
	Disagree	Count	0	10	10	0	0	20
		% of Total	0.0%	2.0%	2.0%	0.0%	0.0%	4.0%
	Strongly disagree	Count	0	0	6	0	0	6
		% of Total	0.0%	0.0%	1.2%	0.0%	0.0%	1.2%
Total		Count	47	214	154	60	25	500
		% of Total	9.4%	42.8%	30.8%	12.0%	5.0%	100.0%

Interpretation: from the above crosstab, it can said that out of total 500 respondents (Software Professionals), 9.4 % respondents strongly agreed, 42.8% respondents agreed, 30.8 % respondents were neutral, 12 % respondents disagreed and 5% respondents strongly disagreed that **I am highly organised in my work.**



From the above results it can be seen that there was an association between all the independent variables of Personal Competence and the dependent variable-Emotional Intelligence.
Hence, it can be said that our **Alternate Hypothesis (H1) -2** is **accepted** and **Null Hypothesis (H0) -2** is **rejected** and **Research Objective-2** is **fulfilled.**

4.4. CHI Square Analysis:Analysis of the Association between **Emotional Intelligence** and **Social Competence**

4.4.1. Analysis: Social Competence: Analysis of the relationship between **emotional intelligence** andI have a clear understanding about others' strengths and weaknessesof the software professional in India.

H0: The two factors are independent.
H1: The two factors are not independent (associated).
Tool Used: Chi Square Test (Analyze→Descriptive Statistics→Crosstabs)

Table 4.34 Chi-Square Tests

Chi-Square Tests			
	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	89.957[a]	16	.000
Likelihood Ratio	93.141	16	.000
Linear-by-Linear Association	15.237	1	.000
N of Valid Cases	500		
a. 10 cells (40.0%) have expected count less than 5. The minimum expected count is .16.			

Table 4.35 Symmetric Measures

Symmetric Measures			
		Value	Approx. Sig.
Nominal by Nominal	Contingency Coefficient	.390	.000
N of Valid Cases		500	
a. Not assuming the null hypothesis.			
b. Using the asymptotic standard error assuming the null hypothesis.			

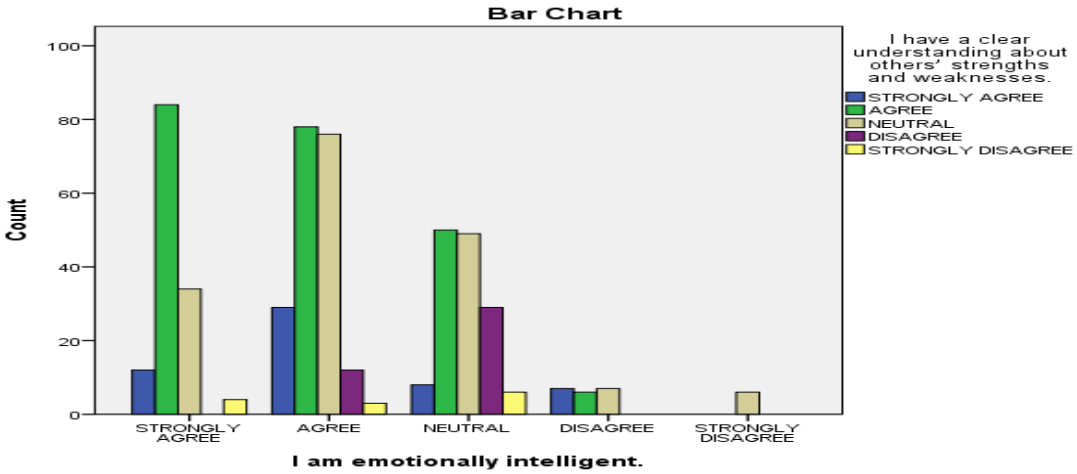
Interpretation: From the table we find out that asymptotic significance for Pearson Chi Square comes out to be 0.000 (less than 0.05) so we **reject null hypothesis** at 5% level of significance. Hence it can be concluded that **two variables are associated**.

Table 4.36 Crosstab: I have a clear understanding about others' strengths and weaknesses.

Crosstab								
			I have a clear understanding about others' strengths and weaknesses.					Total
			Strongly agree	Agree	Neutral	Disagree	Strongly disagree	
I am emotionally intelligent.	Strongly agree	Count	12	84	34	0	4	134
		% of Total	2.4%	16.8%	6.8%	0.0%	0.8%	26.8%
	Agree	Count	29	78	76	12	3	198
		% of Total	5.8%	15.6%	15.2%	2.4%	0.6%	39.6%

	Neutral	Count	8	50	49	29	6	142
		% of Total	1.6%	10.0%	9.8%	5.8%	1.2%	28.4%
	Disagree	Count	7	6	7	0	0	20
		% of Total	1.4%	1.2%	1.4%	0.0%	0.0%	4.0%
	Strongly disagree	Count	0	0	6	0	0	6
		% of Total	0.0%	0.0%	1.2%	0.0%	0.0%	1.2%
Total		Count	56	218	172	41	13	500
		% of Total	11.2%	43.6%	34.4%	8.2%	2.6%	100.0%

Interpretation: from the above crosstab, it can said that out of total 500 respondents (Software Professionals), 11.2 % respondents strongly agreed, 43.6% respondents agreed, 34.4 % respondents were neutral, 8.2 % respondents disagreed and 2.6% respondents strongly disagreed that **I have a clear understanding about others' strengths and weaknesses.**



4.4.2. Analysis: Analysis of the relationship between **emotional intelligence** and**I know what motivate and satisfy clients**of the software professional in India.

H0: The two factors are independent.
H1: The two factors are not independent (associated).
Tool Used: Chi Square Test (Analyze→Descriptive Statistics→Crosstabs)

Table 4.37 Chi-Square Tests

Chi-Square Tests			
	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	39.883[a]	16	.001
Likelihood Ratio	36.798	16	.002
Linear-by-Linear Association	1.830	1	.176
N of Valid Cases	500		
a. 8 cells (32.0%) have expected count less than 5. The minimum expected count is .24.			

Table 4.38 Symmetric Measures

Symmetric Measures			
		Value	Approx. Sig.
Nominal by Nominal	Contingency Coefficient	.272	.001
N of Valid Cases		500	
a. Not assuming the null hypothesis.			
b. Using the asymptotic standard error assuming the null hypothesis.			

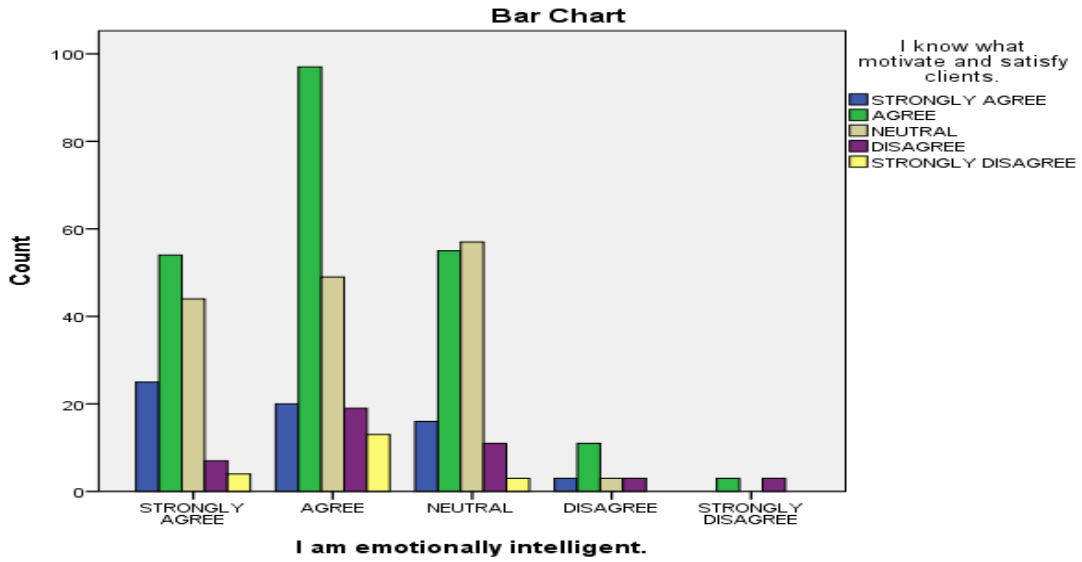
Interpretation: From the table we find out that asymptotic significance for Pearson Chi Square comes out to be 0.000 (less than 0.05) so we **reject null hypothesis** at 5% level of significance. Hence it can be concluded that **two variables are associated**.

Table 4.39 Crosstab: I know what motivate and satisfy clients

Crosstab								
			I know what motivate and satisfy clients.					Total
			Strongly agree	Agree	Neutral	Disagree	Strongly disagree	
I am emotionally	Strongly agree	Count	25	54	44	7	4	134
		% of Total	5.0%	10.8%	8.8%	1.4%	0.8%	26.8%

intelligent.	Agree	Count	20	97	49	19	13	198
		% of Total	4.0%	19.4%	9.8%	3.8%	2.6%	39.6%
	Neutral	Count	16	55	57	11	3	142
		% of Total	3.2%	11.0%	11.4%	2.2%	0.6%	28.4%
	Disagree	Count	3	11	3	3	0	20
		% of Total	0.6%	2.2%	0.6%	0.6%	0.0%	4.0%
	Strongly disagree	Count	0	3	0	3	0	6
		% of Total	0.0%	0.6%	0.0%	0.6%	0.0%	1.2%
Total		Count	64	220	153	43	20	500
		% of Total	12.8%	44.0%	30.6%	8.6%	4.0%	100.0%

Interpretation: From the above crosstab, it can said that out of total 500 respondents (Software Professionals), 12.8 % respondents strongly agreed, 44% respondents agreed, 30.6 % respondents were neutral, 8.6 % respondents disagreed and 4.0% respondents strongly disagreed that **I know what motivate and satisfy clients.**



4.4.3 Analysis: Analysis of the relationship between **emotional intelligence** and**I try to build personal rapport and long term relationship with others** and the software professional in India.

H0: The two factors are independent.
H1: The two factors are not independent (associated).
Tool Used: Chi Square Test (Analyze→Descriptive Statistics→Crosstabs)

Table 4.40 Chi-Square Tests

Chi-Square Tests			
	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	75.437[a]	16	.000
Likelihood Ratio	55.491	16	.000
Linear-by-Linear Association	15.315	1	.000
N of Valid Cases	500		
a. 10 cells (40.0%) have expected count less than 5. The minimum expected count is .22.			

Table 4.41 Symmetric Measures

Symmetric Measures			
		Value	Approx. Sig.
Nominal by Nominal	Contingency Coefficient	.362	.000
N of Valid Cases		500	
a. Not assuming the null hypothesis.			
b. Using the asymptotic standard error assuming the null hypothesis.			

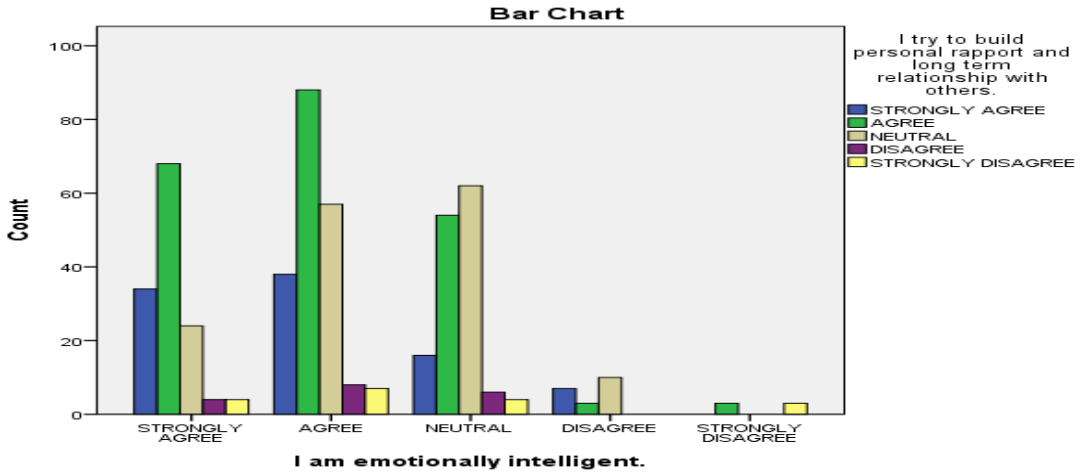
Interpretation: From the table we find out that asymptotic significance for Pearson Chi Square comes out to be 0.000 (less than 0.05) so we **reject null hypothesis** at 5% level of significance. Hence it can be concluded that **two variables are associated**.

Table 4.42 Crosstab: I try to build personal rapport and long term relationship with others

Crosstab		
	I try to build personal rapport and long term relationship with others.	Total

			Strongly agree	Agree	Neutral	Disagree	Strongly disagree	
I am emotionally intelligent.	Strongly agree	Count	34	68	24	4	4	134
		% of Total	6.8%	13.6%	4.8%	0.8%	0.8%	26.8%
	Agree	Count	38	88	57	8	7	198
		% of Total	7.6%	17.6%	11.4%	1.6%	1.4%	39.6%
	Neutral	Count	16	54	62	6	4	142
		% of Total	3.2%	10.8%	12.4%	1.2%	0.8%	28.4%
	Disagree	Count	7	3	10	0	0	20
		% of Total	1.4%	0.6%	2.0%	0.0%	0.0%	4.0%
	Strongly disagree	Count	0	3	0	0	3	6
		% of Total	0.0%	0.6%	0.0%	0.0%	0.6%	1.2%
Total		Count	95	216	153	18	18	500
		% of Total	19.0%	43.2%	30.6%	3.6%	3.6%	100.0%

Interpretation: from the above crosstab, it can said that out of total 500 respondents (Software Professionals), 19 % respondents strongly agreed, 43.2% respondents agreed, 30.6 % respondents were neutral, 3.6 % respondents disagreed and 3.6% respondents strongly disagreed that **I try to build personal rapport and long term relationship with others.**



4.4.4 Analysis: Analysis of the relationship between **emotional intelligence** and**I have a special ability to take along people with different points of view** of the software professional in India.

H0: The two factors are independent.
H1: The two factors are not independent (associated).
Tool Used: Chi Square Test (Analyze➔Descriptive Statistics ➔Crosstabs)

Table 4.43 Chi-Square Tests

Chi-Square Tests			
	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	143.119[a]	16	.000
Likelihood Ratio	86.335	16	.000
Linear-by-Linear Association	2.275	1	.131
N of Valid Cases	500		
a. 11 cells (44.0%) have expected count less than 5. The minimum expected count is .11.			

Table 4.44 Symmetric Measures

Symmetric Measures			
		Value	Approx. Sig.
Nominal by Nominal	Contingency Coefficient	.472	.000
N of Valid Cases		500	
a. Not assuming the null hypothesis.			
b. Using the asymptotic standard error assuming the null hypothesis.			

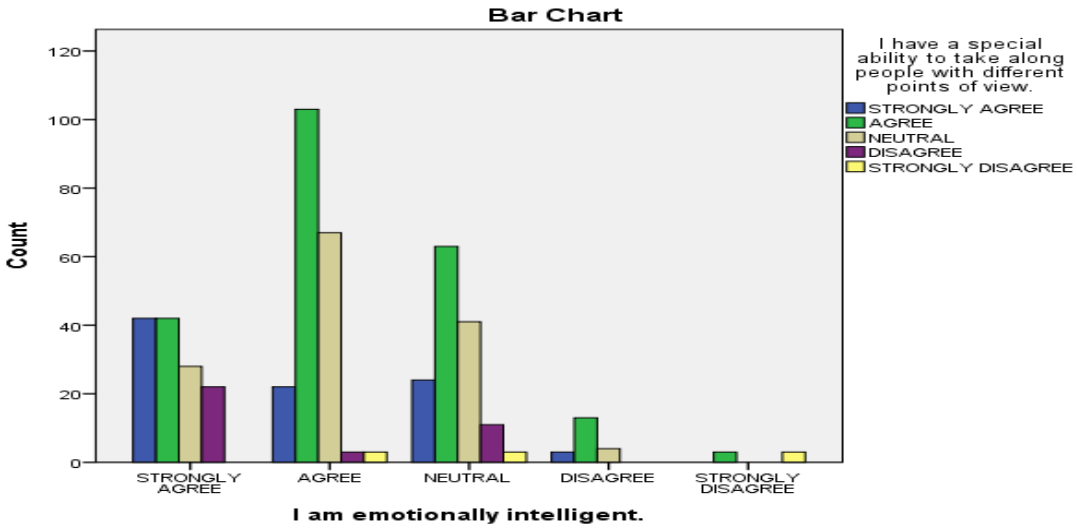
Interpretation: From the table we find out that asymptotic significance for Pearson Chi Square comes out to be 0.000 (less than 0.05) so we **reject null hypothesis** at 5% level of significance. Hence it can be concluded that **two variables are associated**.

Table 4.45 Crosstab: I have a special ability to take along people with different points of view

Crosstab		
	I have a special ability to take along people with different points of view.	Total

			Strongly agree	Agree	Neutral	Disagree	Strongly disagree	
I am emotionally intelligent.	Strongly agree	Count	42	42	28	22	0	134
		% of Total	8.4%	8.4%	5.6%	4.4%	0.0%	26.8%
	Agree	Count	22	103	67	3	3	198
		% of Total	4.4%	20.6%	13.4%	0.6%	0.6%	39.6%
	Neutral	Count	24	63	41	11	3	142
		% of Total	4.8%	12.6%	8.2%	2.2%	0.6%	28.4%
	Disagree	Count	3	13	4	0	0	20
		% of Total	0.6%	2.6%	0.8%	0.0%	0.0%	4.0%
	Strongly disagree	Count	0	3	0	0	3	6
		% of Total	0.0%	0.6%	0.0%	0.0%	0.6%	1.2%
Total		Count	91	224	140	36	9	500
		% of Total	18.2%	44.8%	28.0%	7.2%	1.8%	100.0%

Interpretation: from the above crosstab, it can said that out of total 500 respondents (Software Professionals), 18.2 % respondents strongly agreed, 44.8% respondents agreed, 28 % respondents were neutral, 7.2 % respondents disagreed and 1.8% respondents strongly disagreed that **I have a special ability to take along people with different points of view.**



From the above results it can be seen that there was an association between all the independent variables of Social Competence and the dependent variable-Emotional Intelligence.Hence, it can be said that our **Alternate Hypothesis (H1)-3** is **accepted** and **Null Hypothesis (H0) -3** is **rejected** and **Research Objective-3** is **fulfilled.**

V. Conclusion, Discussion and Practical Implications

Service businesses especially IT industry has to face a challenge of great operational variability. Service delivery process is complex and also involves human element that is software professional have to deal the clients directly as clients participate directly in on-going operations. It has become mandatory for any software professional to be not only technically skilled but also possess behavioural competence. As self-awareness, personal and social competencies help software professional to be emotionally intelligent, and it also leads to the enhanced and value-added performance of any individual as well as of organisational performance.

Such dynamics of service firms makes it necessary for employees to be capable of handling the customers by accommodating the wide variety of requests made to the company. For service firms, the only strategy to retain their intellectual capital is to hire and keep good employees (Mcbride, Maitland, 2002) who can serve the varying demands of customers. The above discussion highlights the importance of software professionals' emotional intelligence to understand, empathise and efficiently deal with job-related problems, to perform efficiently too which is necessary to succeed in the dynamic work environment.On the other hand, employers require their software professionals to be emotionally intelligent to serve clients in a best possible manner and to create as well as maintain healthy work environment. They need to assess software professionals' EI to facilitate their recruitment, selection, promotion and retention.In the present study, the association between self-awareness, personal competence and social competence and emotional intelligence of software professionals working in IT industry had been checked. The result of the study proves that above mentioned competencies are associated with emotional intelligence of software professionals. The result is evident and in compliance with the expectations of researchers as well as in agreement with the previous researches.

Self-Awareness

Following independent variables related to self-awareness competencies were analysed for their association with EI of software professionals and it was found that all the variables are associated with EI of software professionals.

- I am conscious of my needs and wants in life.
- I have a clear understanding about my own strengths and weakness.
- I am now aware of what I think and feel and how I act in a situation.
- I think a lot before I act.
- I consider all the possibilities before making a decision.
- I know what motivates and satisfies me.

Personal Competence

Following independent variables related to personal competence were analysed for their association with EI of software professionals and it was found that all the variables are associated with EI of software professionals.

- I have the ability to tackle all problems with analytical approach.
- I build faith through my reliability.
- I take responsibility for my personal performance.
- I am able to maintain the standards of honesty and integrity.
- I am highly organized in my work.

Social Competence

Following independent variables related to social competence were analysed for their association with EI of software professionals and it was found that all the variables are associated with EI of software professionals.

- I have a clear understanding about others' strengths and weaknesses.
- I know what motivate and satisfy clients.
- I try to build personal rapport and long term relationship with others.
- I have a special ability to take along people with different points of view.

Emotional intelligence is essential not only for the overall development of software professionals but also for the complete utilisation of their technical skills by any organisation. They will have to realise that they have to satisfy the clients and deliver the services as efficiently as possible. They must be able to empathise with their clients so that they can spot and prevent where personality clashes may impact on work performance.

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