

# An Empirical Study on Personal Competence in Relation to Emotional Intelligence in Bahrain

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Received: April 17, 2015

Accepted: June 5, 2015

Online Published: June 25, 2015

doi:10.5430/mos.v2n3p1

URL: <http://dx.doi.org/10.5430/mos.v2n3p1>

## Abstract

The aim of the present study is to investigate emotional intelligence and Personal Competence at workplace. The study was conducted in the Kingdom of Bahrain. For this purpose a structured questionnaire was developed to be used by the researchers based on emotional intelligence competencies as given by Daniel Goleman (1995, 98). The data has been collected through primary and secondary sources and has been analyzed by using percentage method with sample size of 50 employees from selected organizations in Bahrain. The results show a positive significance between emotional intelligence and Personal Competence. Further the employees opined more percentage score regarding self awareness, self motivation and emotional regulation on Personal Competence of total group employees.

**Keywords:** Emotional Intelligence, Personal Competence, Self Awareness, Self Motivation & Emotional Regulation

## 1. Introduction

Emotional Intelligence is an ability to perceive, emotions, recognize their relationship and reason and problem-solving skills by themselves. Emotional Intelligence is embedded in the capacity to perceive emotions, assimilate emotion-related feelings, understanding those emotions, and manage them. The core aim of emotional intelligence is to consists the cognitive abilities regarding motions (Mayer et al 2000a, 2000b). The domain trait that is emotional intelligence focuses on control of impulses, optimism and assertiveness (Patrides and Furnham 2001). The word emotion is derived from Latin word "emover" which means to move, to excite or agitate. The current world is used to express love, hate, attraction, anger, control and evaluate emotions or any other form of feelings. Emotions play a very vital role in business as well as personal relationships. Effective personal and social factors are emerged with non-intellective and intellective elements. The non-intellective elements are lifelong learned processes through experiences as person becomes mature in his emotional competencies it would lead to happier life and would perform better at work place. Through emotional intelligence an employee become well in their work, look forward, creative and the overall result is more increased productivity at work place. Emotional intelligence represents the ability to motivate one-self and to control their emotions to persist to keep performing.

Goleman's framework of emotional competence is classified into two categories. First is personal competencies, which expose how individual manages himself, this includes self awareness, self motivation and self regulation. The second category is social competences, this explain how one manages his relationship which includes social awareness, social skills and emotional receptivity (Goleman 1998). A brief description of each is given below (i.e Personal Competencies only).

Self awareness: It's the ability to recognize and understand one's moods and emotions.

Self motivation: A great passion to deliver performance at any situations and it enables individual to pursue long term goals with lot of energy and enthusiasm.

Self regulation: This refers to the ability to control the impulses of an individual. It helps an individual to refrain from anger, jealousy. Thses individuals exhibit the ability to deliver good judgment and also have the ability to say

No.

The aim of the current study was to explore and to know how emotional intelligence influence personal competence at workplace. The researchers carried out the study in various organizations across Bahrain. A questionnaire was designed to know the relation-ship between emotional intelligence and its influences on personal competence at work place from a sample of 50 employees. The relationship was measured using percentage method.

## 2. Literature Review

In today's psychology emotional intelligence is an important key, it is mainly liked due to the lavish interpersonal media attention. It is scientific understanding that emotional intelligence is the key construct to help people to train their emotional skills as well as for living a more fulfilling and productive life. As per Zeidner, Matthews and Roberts (2004) description emotional intelligence has its own importance due to management of emotions of person in modern society. Emotional intelligence is very much important in any organization for recruitment, selection of the employees and management of organization, relationship of customer and services. Emotional intelligence based on performance theory is merit based Goleman (1998). Zeidner, Matthews and Roberts were given two models of emotional intelligence one is mental ability and second one mixed ability.

Later, Mayer and Salovey (1997) explained about the emotional intelligence that it refers to the ability to detect emotions, to enter and create emotions that help thinking, to understand emotions and emotional knowledge acquired to promote emotional and intellectual development. They stated that combination of the idea that emotion makes thinking smart and intelligent thinking about emotions. In another piece of work by Mayer.et.al (2008) stated that some individuals have a greater capacity than others to carry out sophisticated information processing about emotions and emotion-relevant stimuli and to use this information as a guide to thinking and behaviour. Derived from this statement, it seem that individuals with high emotional intelligence pay attention to use, understand, and manage emotions and these skills serve as an adaptive functions that potentially benefit themselves and others.

Ms Emelia (2014), conducted study on emotional intelligence on organizational performance by considering 20 Ghana Banking sector to know the (ROI) return of investment. The study concluded that through emotional intelligence growth of an organization can be predicted. Muhammad Waqas Chughtai1 et.al, (2015), examined the relationship between emotional intelligence and employee performance and its impact on organizational success by selected five telecom organizations in Pakistan and concluded that emotional intelligence has its impact on the employees and the organization success as well.

In piece of work of Goleman (1995), explains that emotional intelligence is more important than IQ for workforce success. The value of emotional intelligence in the workplace is identified well. Several researches have been conducted to find out importance of EI in organization such as relationship to leadership effectiveness, Goleman.et.al (2002), Palmer. et al (2002), emotional labour and individual performance. As per the Douglass et al 2002; work attitude and outcomes, Carmeli (2003), job satisfaction and organizational commitment, Adeyemo (2007), principal leadership performance, Cook (2006) and financial success of an organization, Bradberry and Greaves (2003) and Abhiruchi Singh Verma (2013), influence of emotional intelligence on emotional adjustment at workplace.

### 2.1 Need for the Present Study

The main need of the present study was to investigate and analyze self awareness, self motivation and emotional regulation. These concepts are very critical elements for employees' success in the organizations.

However, the present study is conducted to know the following research questions.

- i. Does emotional intelligence have influence on Personal Competence.
- ii. Employees from different organizations have been utilizing their self awareness, self motivation and emotional regulation to perform better in various situations at work place. To solve these questions, objectives have been designed to know to what extent emotional intelligence affect the success of employee.

Most of the studies have been done in different countries taking into consideration emotional intelligence and very less number of studies have been done in Bahrain. Therefore, it is proposed to conduct an in-depth study of selected companies in Bahrain. Hence, the research topic "An Empirical study on Personal Competence in relation to Emotional Intelligence in Bahrain" is taken up for detailed investigation and analysis.

### 2.2 Objectives of the Study

The main objective of the present study is to analyze and find out the personal competence in relation to emotional

intelligence in selected companies in Bahrain. However, the specific objectives of the study is to:

- ❖ Investigate the self awareness of Personal Competence in select organization.
- ❖ Analyze and assess the self motivation on Personal Competence
- ❖ Identify and analyze the emotional regulation on Personal Competence in sample organizations

### 2.3 Hypotheses

- ❖ Emotional intelligence does not have any affect on self awareness of Personal Competence.
- ❖ Emotional intelligence does not have any affect on self motivation of Personal Competence.
- ❖ Emotional intelligence does not have any affect on emotional regulation of Personal Competence.

## 3. Variables Used in the Study for Analysis

The selected employees are taken as an independent variable, while self awareness, self motivation and emotional regulation are considered as dependent variable.

### 3.1 Sample Design

For the purpose of the present study 50 samples have been taken and deployed for purposive sampling method and 80 questionnaires were prepared with an intention to get required information. It was quite encouraging to the researchers that as many as 60 employees had filled the questionnaire and returned to the researchers. On scrutinizing it was seen that, 50 employees had filled the questionnaire completely and was found fit for analysis. Thus, all these 50 respondents (25 Male & 25 Female) were finally selected again by adopting purposive sampling method. The responses given by them in the questionnaire are the basis for analysis and findings.

Response Rate for the Questionnaire in Selected Organizations

Sector	Distributed	Returned Response	Percentage	Completed Response	Percentage
Organizations in Bahrain	80	60	75	50	83.33

### 3.2 Scope of the Study

The presents study is exclusively made to understand and analyze the emotional intelligence and to measure the Personal Competence through self awareness, self motivation and emotional regulation.

### 3.3 Method of Data Collection

The study is basically empirical in nature. The data for the present study are collected from both primary and secondary sources. Primary data collected through administering a structured questionnaire among the employees on various dimensions of emotional intelligence in the selected organizations. The questionnaire is divided into four sections. Accordingly, Section A is intended to get the details of personal aspects of the respondents in select organization. Section B elicits on self awareness of Personal Competence. Section C is meant to seek opinion on the self motivation of Personal Competence. Section D is designed to seek the employees opinion on the emotional regulation of Persona Competence, likewise data has been analyzed for the interpretation.

However, the secondary data is also collected from the databases, websites, theses and dissertations. As to get first hand information researchers also personally contacted the employees and ascertained their opinions.

### 3.4 Statistical Tools Used for the Study

The collected data has been processed and analyzed by using the Percentage method and to interpret the data and to draw meaningful inference. The data has also been depicted with appropriate Tables.

## 4. Results and Discussion

The present study results were analyzed statically by using percentage Method. For this purpose two variables viz dependent and independent variables are considered. The employees are considered as independent variable while self awareness processes are treated as dependent variable for the analysis.

**Table 1.** Respondent’s Opinion on the Feelings, Thinking, Doing, Acting and Saying

N=50		Opinion					Total
SL No	Profession	Unacceptable	Slightly unacceptable	Neutral	Slightly acceptable	acceptable	
1	Employees	0 (0.00)	1 (2.00)	12 (24.00)	14 (28.00)	23 (46.00)	50 (100)

Source: Data collected through questionnaire by the researchers.

Note: Figures in parentheses represent percentages to the horizontal grand total.

Table 1 exhibits the opinion of the respondents about the self awareness of their feelings, thinking, doing, acting and saying. It is found that 23 (46.00 per cent) respondents out of 50 selected have stated that self awareness of their feelings, thinking, doing, acting and saying is acceptable, 14 (28.00 per cent) respondents have stated it is used to a slightly acceptable category, 12 (24.00 per cent) have told that they are unable to express their opinion on self awareness of their feelings, thinking, doing, acting and saying and hence opined as neutral, 1(2.00 per cent) expressed as slightly unacceptable.

Therefore, it is clear from the above analysis that the majority of the sample respondent’s gave their opinion on self awareness of their feeling, thinking, doing, acting and saying as acceptable. Hence there is evidence to reject the null hypothesis of lack of influence of personal competence on self awareness. In other words it may be constructed that there is a relationship between these two variables.

**Table 2.** Respondent’s Opinion On-feelings Affects Their Performance

N=50		Opinion					Total
SL No	Profession	Unacceptable	Slightly unacceptable	Neutral	Slightly acceptable	acceptable	
1	Employees	6 (12.00)	4 (8.00)	2 (4.00)	18 (36.00)	20 (40.00)	50 (100)

Source: Data collected through questionnaire by the researchers.

Note: Figures in parentheses represent percentages to the horizontal grand total.

Table 2 represents employees opinion about the impact of their feelings on work performance. It is opined by 20 (40.00 per cent) respondents out of 50 respondents that their feelings affect work performance, 18 (36.00 per cent) respondent’s opined that it is slightly acceptable, 2 (4.00 per cent) respondents expressed neutral, 4 (8.00 per cent) who felt slightly unacceptable and followed by 6 (12.00 per cent) who felt that feelings affect the work performance is unacceptable.

By and large, personal competence of self awareness of feelings affect the performance in sample is effective.

**Table 3.** Respondents Opinion on the Goals and Values

N=50		Opinion				Total
SL No	Profession	Slightly unacceptable	Neutral	Slightly acceptable	acceptable	
1	Employees	2 (4.00)	7 (14.00)	16 (32.00)	25 (50.00)	50 (100)

Source: Data collected through questionnaire by the researchers.

Note: Figures in parentheses represent percentages to the horizontal grand total.

Table 3 shows employee’s opinion about their goals and values. It is stated that 25 (50.00 per cent) respondents out of 50 to reach are their goals and enhanced the values, fall under the category of acceptable, 16 (32.00 per cent) of them opined that it is slightly acceptable, where as 7 (14.00 per cent) respondents expressed as neutral and rest of the 2 (4.00 per cent) respondents have stated it is slightly unacceptable.

Thus, it is found that self awareness helps them to be aware about their goals and values in the sample study.

**Table 4.** Respondents Opinion on Strengths and Weaknesses

		N=50			Total
SL No	Profession	Opinion			
		Neutral	Slightly acceptable	acceptable	
1	Employees	4 (8.00)	17 (34.00)	29 (58.00)	50 (100)

Source: Data collected through questionnaire by the researchers.

Note: Figures in parentheses represent percentages to the horizontal grand total.

Table 4 gives details of the opinion of the respondents on their strengths and weaknesses. 29 employees (58.00 per cent) have opined that self awareness makes them aware about their strengths and weaknesses so it is acceptable, while 17 (34.00 per cent) have opined it is slightly acceptable and 4 of them (8.00 per cent) have given their opinion as neutral.

**Table 5.** Respondents Opinion on-learning New Skills through Experience

		N=50				Total
SL No	Profession	Opinion				
		Slightly unacceptable	Neutral	Slightly acceptable	acceptable	
1	Employees	2 (4.00)	10 (20.00)	16 (32.00)	22 (44.00)	50 (100)

Source: Data collected through questionnaire by the researchers.

Note: Figures in parentheses represent percentages to the horizontal grand total.

Table 5 incorporates the respondents opinion on their experience. It is found that 22 (44.00 per cent) respondents out of the 50 have selected that through experience they learn new skills so it is an acceptable category. 16 (32.00 per cent) respondents expressed their opinion that it is slightly acceptable, 10 (20.00 per cent) respondents opined that they are neutral and remaining of the 2 (4.00 per cent) respondents opined that it is slightly unacceptable.

From the above, it can evidently be inferred that experience through learning new skills can create lot of self awareness.

**Table 6.** Respondents' Opinion on Enthusiasm for Continuous Learning, Self Development, New Perspectives & Honest Feedback

		N=50				Total
SL No	Profession	Opinion				
		Slightly unacceptable	Neutral	Slightly acceptable	acceptable	
1	Employees	4 (8.00)	6 (12.00)	22 (44.00)	18 (36.00)	50 (100)

Source: Data collected through questionnaire by the researchers.

Note: Figures in parentheses represent percentages to the horizontal grand total.

Table 6 elucidates respondents' opinion on enthusiasm in learning process, self development, new perspective and honest feedback. It is observed that 22 (44.00 per cent) respondents out of 50 selected said that enthusiasm for continuous learning, self development, new perspectives & honest feedback it is slightly acceptable, 18 (36.00 per cent) respondents have felt that it is acceptable, followed by 6 (12.00 per cent) respondents who found it was neutral and 4 (08.00 per cent) respondents have opted for slightly acceptable category.

**Table 7.** Respondents Opinion on Their Sense of Humour

N=50		Opinion				Total
SL No	Profession	Unacceptable	Neutral	Slightly acceptable	acceptable	
1	Employees	2 (8.00)	14 (28.00)	14 (28.00)	20 (40.00)	50 (100)

Source: Data collected through questionnaire by the researchers.

Note: Figures in parentheses represent percentages to the horizontal grand total.

Table 7 gives details about the opinion of the respondents about sense of humor. It is observed that 20 (40.00 per cent) respondents out of 50 stated that self awareness enhance the sense of humor and is acceptable, 14 (28.00 per cent) respondents have felt that it is slightly acceptable, 14 (28.00 per cent) respondents have felt that it is neutral, followed by 2 (08.00 per cent) respondents who have felt that it is unacceptable.

By taking a close look at the analysis of Table 7, it can be concluded that majority of the sample respondents have felt that self awareness triggers the sense of humour.

**Table 8.** Respondents Opinion on Their Self Assurance

N=50		Opinion				Total
SL No	Profession	Slightly unacceptable	Neutral	Slightly acceptable	acceptable	
1	Employees	2 (8.00)	10 (20.00)	19 (38.00)	19 (38.00)	50 (100)

Source: Data collected through questionnaire by the researchers.

Note: Figures in parentheses represent percentages to the horizontal grand total.

Table 8 describes the opinion of the respondents on self assurance. It is viewed that 19 representing the sample (38.00 per cent) have stated that on their self assurance it is acceptable, while 19 (38.00 per cent) respondents have viewed that it has helped them to slightly acceptable manner, and 10 (20.00 per cent) respondents were unable to reach their self assurance and were neutral, 2 (08.00 per cent) respondents have felt that it is slightly unacceptable.

**Table 9.** Respondents Opinion on Organizing Skills of Their Own Work

N=50		Opinion			Total
SL No	Profession	Neutral	Slightly acceptable	acceptable	
1	Employees	8 (16.00)	20 (40.00)	22 (44.00)	50 (100)

Source: Data collected through questionnaire by the researchers.

Note: Figures in parentheses represent percentages to the horizontal grand total.

The opinion of the respondents presented in Table 9 reflect that 22 (44.00 per cent) respondents out of 50 selected have stated that self awareness generate skills and these skills enable them to organize their work in a systematic manner fall under acceptable, 20 (40.00 per cent) respondents expressed that it is slightly acceptable and 8 respondents were neutral.

Thus, it is evident that majority of the respondents have skills to organize their work in the sample study.

**Table 10.** Respondents Opinion on Problem Solving Using Original Ideas

N=50		Opinion				Total
SL No	Profession	Slightly unacceptable	Neutral	Slightly acceptable	acceptable	
1	Employees	4 (8.00)	10 (20.00)	20 (40.00)	16 (32.00)	50 (100)

Source: Data collected through questionnaire by the researchers.

Note: Figures in parentheses represent percentages to the horizontal grand total.

Table 10 incorporates the sample respondents opinion on their original ideas for solving the problems at work place. It is reported that 20 (40.00 per cent) respondents out of 50 have stated that they are using original ideas for problem solving it is slightly acceptable, 16 (32.00 per cent) respondents opined for acceptable, 10 (20.00 per cent) respondents viewed as neutral and 4 (08.00 per cent) of the respondents opined that it is slightly unacceptable.

The overall picture of the analysis fields us to infer that most of the sample respondents are getting ideas through their self awareness in the sample study in the Kingdom of Bahrain.

**Table 11.** Respondents Opinion on Their Abilities to Perform Under Pressure

N=50		Opinion				Total	
S L No	Profession	Unacceptable	Slightly unacceptable	Neutral	Slightly acceptable		acceptable
1	Employees	2 (4.00)	4 (4.00)	15 (30.00)	16 (32.00)	15 (30.00)	50 (100)

Source: Data collected through questionnaire by the researchers.

Note: Figures in parentheses represent percentages to the horizontal grand total.

Table 11 shows the opinion of the respondents about their effective decision under pressure in the sample study in Bahrain. It is stated that 15 (30.00 per cent) respondents out of 50 stated that on their abilities of performance under pressure it is acceptable, 16 (32.00 per cent) of them opined that they are slightly acceptable, 15 (30.00 per cent) respondents opinioned that they are neutral, 4 (4.00) respondents opinion that it is used to a slightly unacceptable while rest of them opined that is unacceptable.

From the above Table 11, it can evidently be inferred that self awareness can be useful while taking decision under pressure/ uncertainties.

For the analysis of this purpose two variables viz dependent and independent variables are considered. The employees are considered as independent variable while Emotional Regulation processes are treated as dependent variable for the analysis.

**Table 12.** Respondents Opinion on Depression for Any Reason

N=50		Opinion				Total	
SL No	Profession	Unacceptable	Slightly unacceptable	Neutral	Slightly acceptable		acceptable
1	Employees	4 (8.00)	2 (4.00)	18 (36.00)	6 (12.00)	20 (40.00)	50 (100)

Source: Data collected through questionnaire by the researchers.

Note: Figures in parentheses represent percentages to the horizontal grand total.

Table 12 portrays the opinion of the respondents on depression for any reason. It is found that 20 (40.00 per cent) respondents out of 50 selected have opined that their depression for any reason is acceptable, 6 (12.00 per cent) respondents opined that it is slightly acceptable, 18 (36.00 per cent) respondents opined that it is neutral, 2 (4.00 per cent) respondents opined that it is slightly acceptable and 4 (08.00 per cent) of the respondents have felt that it is unacceptable.

On the whole, it can be concluded that a majority of the respondents irrespective of their cadres opined that the emotional regulation with regards to depression of personal competence is acceptable. Hence there is evidence to reject the null hypothesis of lack of influence of personal competence on emotional regulation. In other words it may be constructed that there is a relationship between these two variables.

**Table 13.** Respondents Opinion on Happiness and Satisfaction in Their Life

N=50

SL No	Profession	Opinion				Total
		Unacceptable	Neutral	Slightly acceptable	acceptable	
1	Employees	2 (4.00)	5 (10.00)	16 (32.00)	27 (54.00)	50 (100)

Source: Data collected through questionnaire by the researchers.

Note: Figures in parentheses represent percentages to the horizontal grand total.

The Respondents opinion on happiness and satisfaction level of their life can be noticed in Table 13. It is found that 27 (54.00 per cent) have said emotional regulation role is acceptable, 16 (32.00 per cent) respondents have stated it is slightly acceptable, 5 (10.00 per cent) respondents have said that it is neutral, two respondents have stated that it is unacceptable.

In brief it can be said that the personal competence of emotional regulation to derive happiness and satisfaction in life is high. A large number of respondents have reflected as accepted.

**Table 14.** Respondents Opinion on Prediction of Their Emotions i.e Happy/Sad

N=50

SL No	Profession	Opinion				Total
		Slightly unacceptable	Neutral	Slightly acceptable	acceptable	
1	Employees	2 (4.00)	4 (8.00)	24 (48.00)	20 (40.00)	50 (100)

Source: Data collected through questionnaire by the researchers.

Note: Figures in parentheses represent percentages to the horizontal grand total.

The respondents opinion on their prediction about happy or sad emotion details is shown in Table 14. It is found that 24 (48.00 per cent) respondents out of 50 have found that on prediction of their emotions of being happy or sad it is slightly acceptable, 20 (40.00 per cent) selected respondents said that it is acceptable, 4 (8.00 per cent) respondents expressed that they are unable to say exactly.

Thus, it is evident that respondents opinion on emotional regulation helps to predict the happy or sad emotions and it leads to the personal competency growth.

**Table 15.** Respondents Opinion on Their Intention Regarding Copying Others

N=50

SL No	Profession	Opinion					Total
		Unacceptable	Slightly unacceptable	Neutral	Slightly acceptable	acceptable	
1	Employees	2 (4.00)	4 (8.00)	9 (18.00)	12 (24.00)	23 (46.00)	50 (100)

Source: Data collected through questionnaire by the researchers.

Note: Figures in parentheses represent percentages to the horizontal grand total.

Table 15 explains about the opinion of the respondents on coping others' ideas. It is found that 23 (46.00 per cent) have said that their emotions do not allow them to copy some bodies idea, 12 (24.00 per cent) respondents stated that it is slightly acceptable, 9 (18.00 per cent) respondents have said that it is neutral, 4 (08.00 per cent) respondents



have mentioned that it is slightly unacceptable, while 2 (04.00 per cent) respondents have felt as unacceptable. In brief it can be said that majority of the respondents have not showed any interest in coping others and integrate original ideas into their own work.

**Table 16.** Respondents Opinion on Their Attitude of Being Quite, Cheerful and Lively

		N=50			Total
SL No	Profession	Opinion			
		Neutral	Slightly acceptable	acceptable	
1	Employees	8 (16.00)	14 (28.00)	28 (56.00)	50 (100)

Source: Data collected through questionnaire by the researchers.

Note: Figures in parentheses represent percentages to the horizontal grand total.

The opinion of the respondents with regards to the attitude of being quite cheerful and lively, in relation to emotional regulation details is shown in Table 16. It is found that 28 (56.00 per cent) respondents out of 50 selected have stated that their attitude of being quite, cheerful and lively is acceptable, 14 (28.00 per cent) respondents expressed that they are able to stay on slightly acceptable category and remaining selected stated that they are neutral.

Thus, it is evident that respondents’ opinion on their mood of cheerful and lively attitude depends on their emotional regulation, the details is reported under acceptable and slightly acceptable category.

**Table 17.** Respondents Opined on Overcoming Stress with Out Getting Nervous

		N=50				Total	
SL No	Profession	Opinion					
		Unacceptable	Slightly unacceptable	Neutral	Slightly acceptable	acceptable	
1	Employees	2 (4.00)	2 (4.00)	14 (28.00)	8 (16.00)	24 (48.00)	50 (100)

Source: Data collected through questionnaire by the researchers.

Note: Figures in parentheses represent percentages to the horizontal grand total.

Table 17 incorporated the opinion of the respondents on overcoming stress without getting too nervous. It is found that 24 (48.00 per cent) respondents out of 50 have opined that overcoming stress with out getting nervous it is acceptable, 8 (16.00 per cent) respondents opined that it is slightly acceptable, 14 (28.00 per cent) respondents have stated that it is neutral, 2 (4.00 per cent) respondents have mentioned that it is slightly acceptable, followed by the 2 (4.00 per cent) respondents who have opined that it is unacceptable.

Thus, it may be said that the majority of the respondents opined that overcoming of stress without getting too nervous could be possible with emotional regulation.

**Table 18.** Respondents Opinion for Handling Impulsive Feelings and Disappointing Emotions Well

		N=50				Total	
SL No	Profession	Opinion					
		Unacceptable	Slightly unacceptable	Neutral	Slightly acceptable	acceptable	
1	Employees	2 (4.00)	6 (12.00)	11 (22.00)	10 (20.00)	21 (42.00)	50 (100)

Source: Data collected through questionnaire by the researchers.

Note: Figures in parentheses represent percentages to the horizontal grand total.

Table 18 shows the opinion of the respondents on emotion regulation handling both impulsive feelings and disappointing emotions well. It can further be found that 21 (42.00 per cent) respondents out of 50 selected have stated that it is acceptable, 10 (20.00 per cent) respondents have opined that it is slightly acceptable, 11 (22.00 per cent) respondents have mentioned that it is neutral, 6 (12.00 per cent) respondents have stated that it is slightly

unacceptable, followed by the 2 (4.00 per cent) respondents who stated that it is unacceptable.

To conclude, a majority of the respondents felt that emotional regulation presents both emotions such as impulsive feelings and disappointing emotions under acceptable category.

**Table 19.** Respondents' Opinion on Being Able to Be Positive and Calm Even in Frustrating Situation

		Opinion					Total
SL No	Profession	Unacceptable	Slightly unacceptable	Neutral	Slightly acceptable	acceptable	
1	Employees	4 (8.00)	3 (6.00)	14 (28.00)	10 (20.00)	19 (38.00)	50 (100)

Source: Data collected through questionnaire by the researchers.

Note: Figures in parentheses represent percentages to the horizontal grand total.

As per the details furnished in Table 19 it can explicitly be found that 19 (38.00 per cent) respondents out of 50 selected have felt that emotional regulation demonstrated in frustrating situation to maintain positive and calm emotions is acceptable, 10 (20.00 per cent) respondents opined that it is slightly acceptable, 14 (28.00 per cent) respondents opined that it is neutral, 3 (6.00 per cent) respondents opined that it is slightly unacceptable, followed by 4 (8.00 per cent) respondents stated that it is unacceptable. In a nutshell, it can be inferred that the emotional regulation demonstrated in frustrating situation to maintain positive and calm emotions are in large number and hence the majority of the selected respondents have positively stated so in the sample study.

**Table 20.** Respondents Opinion on Thinking Clearly and Staying Focused Under Pressure

		Opinion				Total
SL No	Profession	Slightly unacceptable	Neutral	Slightly acceptable	acceptable	
1	Employees	4 (8.00)	16 (32.00)	18 (36.00)	12 (24.00)	50 (100)

Source: Data collected through questionnaire by the researchers.

Note: Figures in parentheses represent percentages to the horizontal grand total.

Table 20 elaborates the opinion of the respondents about their emotions regarding staying focused under pressure. It is found that 12 (24.00 per cent) respondents have stated that in the position of under pressure-thinking clearly and staying focused it is acceptable, 18 (36.00 per cent) respondents have opined that it is slightly acceptable, 16 (32.00 per cent) respondents have opined that it is neutral and rest of the respondents have opined that it is slightly unacceptable.

From this, it can be concluded that having emotional regulation has enabled them to stay clearly focused.

**Table 21.** Respondents Opinion on Keeping Calm at the Time of Conflicting and Upsetting Mood

		Opinion				Total
SL No	Profession	Slightly unacceptable	Neutral	Slightly acceptable	acceptable	
1	Employees	6 (12.00)	8 (16.00)	15 (30.00)	21 (42.00)	50 (100)

Source: Data collected through questionnaire by the researchers.

Note: Figures in parentheses represent percentages to the horizontal grand total.

Table 21 shows the opinion of the respondents about the time of conflicting and upsetting mood, be able to keep themselves calm. It is found that 21 (42.00 per cent) respondents have opined that in the position of conflicting and upsetting mood be able to keep calm it is acceptable, 15 (30.00 per cent) respondents have stated that it is slightly

acceptable, 8 (16.00 per cent) respondents have expressed their opinion that it is neutral, and followed by 6 (12.00 per cent) respondents have found that it is slightly unacceptable.

From above, it can be concluded that majority of the respondents in the position of conflicting and upsetting mood are able to keep calm by using their emotional regulation in the sample study.

**Table 22.** Respondents Opinion on Their Efforts to Achieve Their Dreams

N=50

SL No	Profession	Opinion					Total
		Unacceptable	Slightly unacceptable	Neutral	Slightly acceptable	acceptable	
1	Employees	2 (4.00)	4 (8.00)	10 (20.00)	20 (40.00)	14 (28.00)	50 (100)

Source: Data collected through questionnaire by the researchers.

Note: Figures in parentheses represent percentages to the horizontal grand total

Table 22 exhibits the opinion of the respondents about their efforts to make their dreams come true. It is found that 14 (28.00 per cent) respondents felt that putting their full efforts to make their dreams come true, it is acceptable, 20 (40.00 per cent) respondents stated that it is slightly acceptable, 10 (20.00 per cent) respondents agreed that it is neutral, 4(8.00 per cent) respondents have felt that it is slightly unacceptable and the rest of the respondents have felt that it is unacceptable.

Thus, it is found that the majority of the respondents agreed. In other words they have stated that it is acceptable.

**Table 23.** Respondents Opinion on Emotional Regulation to Keep Cool, Be Relaxed and Stress Free

N=50

SL No	Profession	Opinion					Total
		Unacceptable	Slightly unacceptable	Neutral	Slightly acceptable	acceptable	
1	Employees	2 (4.00)	6 (12.00)	10 (20.00)	16 (32.00)	16 (32.00)	50 (100)

Source: Data collected through questionnaire by the researchers.

Note: Figures in parentheses represent percentages to the horizontal grand total

Table 23 explain the opinion of the respondents about their feelings regarding keeping cool, relaxed and stress free. It is found that 16 (32.00 per cent) respondents out of 50 by using their emotional regulation keep them self cool, relaxed and stress free, are selected as accepted, 16 (32.00 per cent) respondents opined that it is slightly acceptable, 10 (20.00 per cent) respondents stated that it is neutral, 6 (12.00 per cent) respondents have opined that it is slightly unacceptable, followed by 2 (4.00 per cent) respondents who have stated that it is unacceptable. From the above, it can evidently be inferred that their emotional regulation helps them to be cool, relaxed and stress free.

**Table 24.** Respondents Opinion on Being Able to Control Emotions, after Hearing Bad News

N=50

SL No	Profession	Opinion					Total
		Unacceptable	Slightly unacceptable	Neutral	Slightly acceptable	acceptable	
1	Employees	3 (6.00)	3 (6.00)	10 (20.00)	8 (16.00)	26 (52.00)	50 (100)

Source: Data collected through questionnaire by the researchers.

Note: Figures in parentheses represent percentages to the horizontal grand total

Table 24 depicts the opinion of the respondents on their emotions when they hear any bad news, they are unable to control themselves and go into deep sad and miserable situation. It is found that 26 (52.00 per cent) respondents out of 50 have stated that emotions are in control after hearing any bad news it is acceptable, 8 (16.00 per cent) respondents have felt that it is slightly acceptable, 10 (20.00 per cent) respondents have opined that it is neutral, 3

(6.00 per cent) respondents have viewed that it is slightly unacceptable and 3 (6.00 per cent) respondents have felt that it is unacceptable.

In brief, it can be concluded that majority of the respondents felt that the accidental news did not make them nervous.

**Table 25.** Respondents Opinion on Making Their Dreams Come True without Any External Temptations

N=50

SL No	Profession	Opinion					Total
		Unacceptable	Slightly unacceptable	Neutral	Slightly acceptable	acceptable	
1	Employees	2 (4.00)	4 (8.00)	13 (26.00)	11 (22.00)	20 (40.00)	50 (100)

Source: Data collected through questionnaire by the researchers.

Note: Figures in parentheses represent percentages to the horizontal grand total

The opinions of the respondents in connection to making their dreams come true without any external temptations are presented in Table 25. It is found that 20 (40.00 per cent) respondents out of 50 opined that it is acceptable, 11 (22.00 per cent) respondents have opined that it is slightly acceptable, 13 (26.00 per cent) respondents have stated that while making their dreams come true they do not take external temptations it is neutral, 4(8.00 per cent) respondents said that it is slightly unacceptable and 2 (4.00 per cent) respondents have asserted unacceptable.

Thus, it is evident that majority of the respondents hesitated to take external temptation while designing their dreams.

**Table 26.** Respondents Opinion on handling Multiple Demands by Shifting Priorities

N=50

SL No	Profession	Opinion					Total
		Unacceptable	Slightly unacceptable	Neutral	Slightly acceptable	acceptable	
1	Employees	4 (8.00)	2 (4.00)	6 (12.00)	14 (28.00)	24 (48.00)	50 (100)

Source: Data collected through questionnaire by the researchers.

Note: Figures in parentheses represent percentages to the horizontal grand total

Table 26 reveals the details about meeting multiple demands by using shifting priorities techniques. It is found that 24 (48.00 per cent) respondents out of 50 opined that it is acceptable, 14 (28.00 per cent) respondents have said that while handling multiple demands by using shifting priorities it is slightly acceptable, 6 (12.00 per cent) respondents have stated that it is neutral, 2 (4.00 per cent) respondents have opined that it is slightly unacceptable and 4 (8.00 per cent) respondents have opined that it is unacceptable. In short, it can be concluded that majority of the respondents accepted that they can handle multiple demands at the same time in the sample study.

For the purpose of analysis two variables viz dependent and independent variables are considered. The employees are considered as independent variable while Self Motivation processes is treated as dependent variable for the analysis.

**Table 27.** Respondents Opinion on Result-Oriented Passion to Reach Objectives and Goals

N=50

SL No	Profession	Opinion				Total
		Slightly unacceptable	Neutral	Slightly acceptable	acceptable	
1	Employees	4 (8.00)	17 (34.00)	15 (30.00)	14 (28.00)	50 (100)

Source: Data collected through questionnaire by the researchers.

Note: Figures in parentheses represent percentages to the horizontal grand total

Table 27 reveals the details about the opinion of the respondents on their result-oriented goals and objectives. It is found that 14 (28.00 per cent) respondents out of 50 selected have opined that on result-oriented passion to reach

objectives and goals it is acceptable, 15 (30.00 per cent) respondents have stated that it is slightly acceptable, 17 (34.00 per cent) respondents have reflected neutral, 4 (8.00 per cent) respondents have stated it is slightly unacceptable.

On the whole it can be concluded that a majority of the respondents on their result-oriented passion to reach goals and objectives opined that the emotional regulation is acceptable. Hence there is evidence to reject the null hypothesis of lack of influence of personal competence on self motivation. In other words it may be constructed that there is a relationship between these two variables.

**Table 28.** Respondents Opinion on Their Non Stop Learning Process to Maintain Pace of Performance in an Organization

N=50					
SL No	Profession	Opinion			Total
		Neutral	Slightly acceptable	acceptable	
1	Employees	15 (30.00)	17 (34.00)	18 (36.00)	50 (100)

Source: Data collected through questionnaire by the researchers.

Note: Figures in parentheses represent percentages to the horizontal grand total

Table 28 exhibits the opinion of the respondents on their non stop learning process to maintain pace of performance in an organization. It is found that 18 (36.00 per cent) respondents opined that on their non stop learning process to maintain pace of performance in an organization it is acceptable, 17 (34.00 per cent) respondents have said that it is slightly acceptable, followed by 15 (30.00 per cent) respondents have stated that it is neutral.

By and large, most of the respondents have agreed in the sample study which has been conducted in the Kingdom of Bahrain.

**Table 29.** Respondents Opinion on the Success of Their New Starting Venture

N=50						
SL No	Profession	Opinion				Total
		Slightly unacceptable	Neutral	Slightly acceptable	acceptable	
1	Employees	4 (8.00)	14 (28.00)	18 (36.00)	14 (28.00)	50 (100)

Source: Data collected through questionnaire by the researchers.

Note: Figures in parentheses represent percentages to the horizontal grand total

Table 29 reveals the details of the respondents opinion on the success of their new starting venture. It is found that 18 (36.00 per cent) respondents have stated that on the success of their new starting venture it is slightly acceptable, 14 (28.00 per cent) respondents have said that it is acceptable, 14 (28.00 per cent) respondents have opined that it is neutral and the remaining respondents have stated that it is slightly unacceptable.

Thus, it is established that respondents opinion on success of their new starting venture is stated as acceptable.

**Table 30.** Respondents Opinion on Their Achievements beyond Expectation

N=50							
SL No	Profession	Opinion					Total
		Unacceptable	Slightly unacceptable	Neutral	Slightly acceptable	acceptable	
1	Employees	4 (8.00)	5 (10.00)	12 (24.00)	17 (34.00)	12 (24.00)	50 (100)

Source: Data collected through questionnaire by the researchers.

Note: Figures in parentheses represent percentages to the horizontal grand total

Table 30 shows the opinion of the respondents on their achievements beyond expectation, 17 (34.00 per cent)

respondents out of 50 selected have stated that it is slightly acceptable, 12 (24.00 per cent) respondents have said that on their achievements beyond expectation it is acceptable, 12 (24.00 per cent) respondents have felt that it is neutral, 5 (10.00 per cent) respondents have stated that it is slightly unacceptable and 4 (8.00 per cent) respondents have stated that it is unacceptable.

Thus, it is observed that majority of the respondents opined that their performance led to achievement beyond their expectations are acceptable.

**Table 31.** Respondents' Opinion on the Strategic Plans to Overcome the Obstacles to Achieve the Targets

N=50						
SL No	Profession	Opinion				Total
		Slightly unacceptable	Neutral	Slightly acceptable	acceptable	
1	Employees	9 (18.00)	10 (20.00)	8 (16.00)	23 (46.00)	50 (100)

Source: Data collected through questionnaire by the researchers.

Note: Figures in parentheses represent percentages to the horizontal grand total

Table 31 portrayed the details about the opinion of the respondents on their strategic plans to overcome the obstacles to achieve the targets. It is found that 23 (46.00 per cent) respondents have expressed that strategic plans to overcome the obstacles to achieve the targets it is acceptable, 8 (16.00 per cent) respondents have stated that it is slightly acceptable, 10 (20.00 per cent) respondents have stated that it is neutral and 9 (18.00) respondents have felt that it is slightly unacceptable.

Therefore, it can be inferred that majority of the respondents said that it is acceptable in the present study.

**Table 32.** Respondents Opinion on Demonstrating High Level of Confidence in Taking Sole Responsibility on Their Business Goals

N=50							
SL No	Profession	Opinion				Total	
		Unacceptable	Slightly unacceptable	Neutral	Slightly acceptable		acceptable
1	Employees	4 (8.00)	8 (16.00)	12 (24.00)	14 (28.00)	12 (24.00)	50 (100)

Source: Data collected through questionnaire by the researchers.

Note: Figures in parentheses represent percentages to the horizontal grand total

Details of the respondents opinion on demonstrating high pitch of confidence in taking sole responsibility of their business goals is furnished in Table 32. It is found that 12 (24.00 per cent) respondents have stated that while demonstrating high pitch of confidence in taking sole responsibility on their business goals it is acceptable, 14 (28.00 per cent) respondents have felt that it is slightly acceptable, 12 (24.00 per cent) respondents have felt that it is neutral, 8 (16.00 per cent) respondents have said that it is slightly unacceptable and 4 (8.00 per cent) respondents have stated that it is unacceptable.

In brief, it can be concluded that a majority of the respondents opined that demonstrating high pitch of confidence in taking sole responsibility on their business goals is acceptable in the sample study.

**Table 33.** Respondents Opinion on Accountability of Their Objectives

N=50						
SL No	Profession	Opinion				Total
		Slightly unacceptable	Neutral	Slightly acceptable	acceptable	
1	Employees	6 (12.00)	16 (32.00)	16 (32.00)	12 (24.00)	50 (100)

Source: Data collected through questionnaire by the researchers.

Note: Figures in parentheses represent percentages to the horizontal grand total

Table 33 reveals the respondents opinion on accountability of their objectives. It is found that 12 (24.00 per cent) respondents out of 50 selected have stated that emotional regulation facilitate the accountability to reach their objectives, 16 (32.00 per cent) respondents have stated that it is slightly acceptable, 16 (32.00 per cent) respondents have said that it is neutral, followed by 6 (12.00 per cent) respondents have stated that it is slightly unacceptable.

Thus, it is understood that respondents' opinion on accountability of their objectives is acceptable in the sample study of Bahrain.

**Table 34.** Respondents Opinion on Team Decision

N=50						
SL No	Profession	Opinion				Total
		Slightly unacceptable	Neutral	Slightly acceptable	acceptable	
1	Employees	6 (12.00)	8 (16.00)	21 (42.00)	15 (30.00)	50 (100)

Source: Data collected through questionnaire by the researchers.

Note: Figures in parentheses represent percentages to the horizontal grand total

Table 34 explains in details about the respondents opinion on team decision. It is found that 21 (42.00 per cent) respondents have felt that while taking a team decision it is slightly acceptable, 15 (30.00 per cent) respondents have opined that it is acceptable, 8 (16.00 per cent) respondents have felt that it is neutral and 6 (12.00 per cent) respondents have reflected that it is slightly unacceptable.

In brief, it is concluded that majority of the respondents have stated that emotional regulation helps us to accept the team decision.

**Table 35.** Respondents' Opinion on Motivation in the Worst Situation

N=50						
SL No	Profession	Opinion				Total
		Slightly unacceptable	Neutral	Slightly acceptable	acceptable	
1	Employees	2 (4.00)	14 (28.00)	16 (32.00)	18 (36.00)	50 (100)

Source: Data collected through questionnaire by the researchers.

Note: Figures in parentheses represent percentages to the horizontal grand total

Table 35 depicts details about the opinion of the respondents on motivation in worst situation. It is found that 18 (36.00 per cent) respondents out of 50 selected have stated that self motivation helped them to be motivated even in worst situation is acceptable, 16 (32.00 per cent) respondents have said that it is slightly acceptable, 14 (28.00 per cent) respondents have stated that it is neutral and rest of the respondents have felt that it is slightly unacceptable.

Thus, it is understood that respondents opinion on motivation in the worst situation self motivation helped them to overcome, so it is acceptable.

## 5. Conclusion

Emotions and intelligence are very important aspects of each one's life and their anger, acting, depression, anxieties, annoyance, resentment, stress and irritability and makes it hard to achieve the desired goals. Self awareness, self motivation and emotional regulation helps to get rid of any difficulty and they present their Personal Competence in the work place as well. The present study strongly accepted that the emotional intelligence reflects on Personal Competence and it leads to success in the organizations at any circumstances.

## 6. Limitations and Future Directions

Emotional intelligence is the subset of the social intelligence and is embedded with emotions and ability to monitor others feelings and emotions, to discriminate among them and to utilize these information to guide ones emotional

thinking and actions. From this it is very clear that Emotional intelligence is the ability to assess and controls oneself, others and groups. Hence, there is a wide scope for further research in it by way of extending the same to different companies.

The independent variables are more in numbers with large number of dependent variables. By increasing the number of independent variable (i.e sample size) it would be more meaningful and the same study may be conducted from by taking large number of companies.

Further the same study can be conducted in GCC countries by taking huge sample size and also it could be possible to undertake a comparative study between organizations and countries.

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