



## THE EFFECT OF EMOTIONAL INTELLIGENCE AND LOCUS OF CONTROL ON INTRINSIC MOTIVATION: A STUDY AMONG IT PROFESSIONALS

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### ABSTRACT

The aim of the present study is to investigate the relationship and effect of emotional intelligence and locus of control on intrinsic motivation among IT professionals. The ability of any individual to understand and regulate their emotional responses so as to adapt to situation in a better manner is emotional intelligence (Mayer, 2002). Locus of control is the extent of controlling the actions and events by people (Onu, 2013) and Intrinsic motivation is a general willingness to learn something without the force of any external incentive where as extrinsic motivation is that which is related to the actions performed to achieve the goal with noticeable effect (Jarjoura, 2014). The study was conducted to a sample of 120 IT professionals working in SEZ Coimbatore district. Dhar's Emotional intelligence scale, Rotter's Locus of Control Scale and Amabile's Intrinsic Motivation Scales were used to collect data. The data was analysed using Karl Pearson's product moment correlation and Regression analysis. The results of the study revealed the impact of emotional intelligence and locus of control on intrinsic motivation. Emotional intelligence should be given a considerable importance in the employee recruitment, appraisals and in leadership roles.

**KEYWORDS** : Emotional Intelligence, Locus Of Control, Intrinsic Motivation, It Professionals

### INTRODUCTION:

A significant stream of research in the literature on work place examines the nature and impacts of emotional intelligence in relation to leadership, stress coping, mental well-being, motivation and work performance. Emotional intelligence improves employees ability to manage their feelings, communicate appropriately and facilitate people to work together smoothly toward their common goals. Emotional intelligence (EI) refers to the ability to perceive, control and evaluate emotions. Many researchers advocate that emotional intelligence can be learned and developed, whilst some others claim it as an inborn characteristic (Saxena & Singhvi, 2015). Emotional intelligence is the area of cognitive ability linking traits and social skills that assists interpersonal behaviour. There are four major skills that make up emotional intelligence are self-awareness, self-management, social awareness and relationship management (Goleman, 1995).

Salovey, (1989) portrayed that emotional intelligence helps in directing individual's behaviour as well as thinking and it was considered as a leadership ability to identify one's own and others emotions. This is used in decision making process as expression and evaluation, regulation and use of emotions. Ability model by Mayer et.al, 2008 clearly explains about emotional intelligence as how it helps to lead the actions and though process of individuals. It was also agreed that emotional intelligence contribute towards positive attitude, behaviour and outcomes. The four interrelated competencies that are related to emotional intelligence stated by Mayer and Salovey includes perception, appraisal and expression of emotions, facilitation and understanding of thinking using emotions and managing emotions effectively. The 80% of success of human beings is contributed by emotional intelligence whereas, the remaining 20% of the success is found to be contributed by intelligence quotient (Georg, 2002). From this it is clear that higher the level of emotional intelligence, the competence will also be higher.

Locus of control is the extent to which the perception of individual extends determined either internally or from external circumstances. During 1966, Rotter established internal and external loci. The people who see themselves as the reason behind their success have high degree of internal locus of control and they have high level of job satisfaction and they involve actively towards the growth of the community (Bush, 2005) but the people who believe that fate and luck are the reason behind their success are emphasised with external locus of control (Hans, 2000) and they believe that they don't have control over their environment than others.

Self Determination Theory gave differentiated intrinsic and extrinsic motivation (Deci & Ryan, 1985). Intrinsic motivation refers to do something that is inherently interesting or enjoyable as well as it is pervasive and extrinsic motivation refers to do something that which gives separable outcome. Intrinsic motivation exists within

individuals also it works with relationship between individuals and activities. This satisfies the basic psychological needs for competence, self-sufficiency and relatedness.

### METHODS:

The study was conducted among 120 IT professionals working in an IT industry in Special Economic Zone, Coimbatore. The researcher adopted descriptive research design for the study. Emotional intelligence scale (EIS) developed by Dhar, Hyde and Pethe (2002), Rotter's locus of control scale by Rotter (1966) and Work performance inventory by Amabile, Hill, Hennessey and Tighe (1994) were used to collect the data from the respondents.

### OBJECTIVES:

1. To study the personal profile of the IT professionals
2. To find out the relationship between emotional intelligence and locus of control on intrinsic motivation of the IT professionals
3. To identify the effect of emotional intelligence and locus of control on intrinsic motivation of the IT professionals
4. To offer suitable suggestions for IT professionals based on the results

### HYPOTHESES:

1. There is no significant relationship between the emotional intelligence and locus of control on intrinsic motivation of the IT professionals
2. Emotional intelligence and locus of control does not have a significant prediction on intrinsic motivation of the IT professionals

### RESULTS AND DISCUSSION:

**Results of Socio Demographic Variables:** Most of the respondents were males 67.5% (N=81), 83.2% respondents were between the age group of 20 – 30 years, nearly half of the respondents 40.9% are working as software engineers and 38.6% have 4-6 years of experience.

### Results of Correlation:

The hypothesis stating that there is no significant relationship between the emotional intelligence and locus of control on intrinsic motivation of the IT professionals are analyzed by using Karl Pearson's Correlation analysis. The results of correlation supports in finding the strength and the direction in which the relationship exists among the variables are explained in the below table 1.

**Table 1 Relationship between Emotional Intelligence, Locus of Control and Intrinsic Motivation**

Variables	Emotional Intelligence	Locus of Control	Intrinsic Motivation
Emotional Intelligence	1	- 0.082	0.451

Locus of Control		1	0.601
Intrinsic Motivation			1

Emotional intelligence and locus of control have a positive and strong relationship with intrinsic motivation. The correlation value of  $r$  (0.451) is significant ( $p < 0.05$ ) was found to have a positive relationship with intrinsic motivation. Likewise the locus of control value of 0.601 ( $p < 0.05$ ) have a higher positive strong relationship with intrinsic motivation when compared to emotional intelligence. It was found that the emotional intelligence does not have a significant relationship with locus of control and the values of  $r$  also denotes that the direction is negative ( $r = -0.082$ ,  $p < 0.05$ ). Hence it was found that there is no significant relationship between the locus of control on intrinsic motivation of the IT professionals.

### Results of Regression:

The null hypothesis stating that the Emotional intelligence and locus of control does not have a significant prediction on intrinsic motivation of the IT professionals is analyzed and explained in the following table 2 & 3.

**Table 2 Effect of Emotional Intelligence and Locus of Control on Intrinsic Motivation**

Variables	B	Std. Error	Beta	T value	Sig
Constant	16.622	2.287		7.267	.000
Emotional Intelligence	.280	.028	.443	9.868	.000
Locus of Control	-.204	.166	-.055	-1.227	.221

**Table 3 Multiple Regression Results for Intrinsic Motivation**

R	R Square	F value	Sig
.451 <sup>a</sup>	.203	14.911	.000 <sup>b</sup>

The Multiple Regression analysis of the given variables helps to predict the criterion variable (Intrinsic motivation) from emotional intelligence and locus of control by establishing a model between independent and dependent variable.

$$Y = a + b_1 X_1 + b_2 X_2 + e$$

From the above equation,  $Y =$  Intrinsic motivation;  $a =$  Constant;  $X_1 =$  Emotional intelligence;  $X_2 =$  Locus of control;  $e =$  Random error.

The Regression equation obtained is  $Y = 16.622 + (.280) X_1 + (-.204) X_2 + e$  explains there is a significant influence ( $p < 0.05$ ) between emotional intelligence and intrinsic motivation whereas another variable locus of control does not have its influence towards the intrinsic motivation of IT professionals. The  $R^2$  value of .203 shows the variance explained by the independent variables and F value 14.911 shows the overall significance of the relationship and confirms the fitness of the model based on the F statistic value. The  $R^2$  shows that the independent variables emotional intelligence and locus of control included in the model together account for 20% variation in the intrinsic motivation of the caregivers.

### CONCLUSION:

The present research has thrown light on the extent of impact of emotional intelligence and locus of control on intrinsic motivation. Emotional intelligence should be given a considerable importance in selecting an employee, appraisals and in leadership roles. Locus of control is the interaction of individual with external environment and any changes in the locus of control will result with a considerable change in the emotional intelligence as well as the intrinsic motivation of the individual. The present study results reveal that emotional intelligence is directly related to intrinsic motivation and locus of control has its impact on emotional intelligence and it indirectly contribute towards intrinsic motivation. This suggests the IT industry's while focusing on the level of intrinsic motivation of employees it is essential for them to analyze their emotional intelligence and should also focus on developing interventions for enhancing emotional intelligence and locus of control. This helps the professional to develop a tendency to pursue innovativeness and challenges towards exploration and learning called intrinsic motivation.

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