Emotional intelligence, individual and contextual correlates of team leaders attitudes toward depressed employees in Chennai IT industries

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ABSTRACT

The aims of the present research are twofold. The first aim is to explore the psychometric properties of a developed measure of team leader's attitudes toward depressed employees. This will address a major deficit in the literature. The main objective of this research is to determine the individual and contextual correlates of team leader's attitudes toward depressed employees in Chennai IT industries. The nature of the research is Descriptive method, and the sample size is 300 respondents from various locations in India and data collection method used in the research is "Questionnaire Method". Data was analyzed by using SPSS 16.0. Findings, suggestions and conclusions were made by keeping an eye on the objectives. A second aim of this study is to identify individual and contextual correlates of these attitudes. This knowledge can inform design interventions that may help promote a positive climate for mental health in organizations and facilitate supportive managerial behaviour toward employees with symptoms or diagnoses of depressive disorders. A number of hypotheses are advanced in relation to these potential correlates of team leader's attitudes toward depressed employees.

Keywords: Psychometric Properties, Depressed Employees, Individual and Contextual Correlates.

"I suppose leadership at one time meant muscles; but today it means getting along with people."

- Mahatma Gandhi

1. Introduction

Occupational stress has been a serious matter for employees, organizations and communities. The following costs of the problem are immense, and their effect on health and well-being is on the increase **(A. M. Kikangas and U. Kinnunen, 2003)**. As **T. J. Nhundu 1999** states, occupational stress is considered to be one of the primary work-related health problems, mainly in developed-countries where the phenomenon is well documented.

Occupational stress -also called work stress, job stress or stress in organizations- "is a condition wherein job-related factors interact with the worker to change, either disrupt or enhance, his or her psychological or physiological conditions such that the individual's mind and/or body are forced to deviate from normal functioning" **(T. Beehr and J. E. Newman, 1978).** Occupational stress and depression symptoms are not left in the workplace at the end of the workday, but remain with the human being to impact on to the broader psychosocial domain **(N. S. Schwartberg and R. S. Dytell, 1996).**On the other hand, in the present work environment, one of the fastest growing workforces is the group of information technology (IT) professionals. The number of personal computers around the world is close to one billion, but the number of IT professionals joining this field is declining fast.Bureau of Labour Statistics estimated that about 1.6 million new IT professions would be created from 2004 to 2016 **[Bureau of Labour Stastistics (BLS)].** Information technology is also different from other conventionally male-oriented occupational fields like medicine and accounting where female participation is rising, whereas the number of women in the field of IT is dwindling.

2. Review of Literature

NehaVerma et al, (2015) Indian manufacturing executives have shown highest rational and least avoidant in their DMSs. Transformational (TFM) leaders are found rational, while the transactional (TSL) leaders are observed to be rational and dependent. Laissez faire style has correlation with avoidant decision making and interactive dependent and avoidant styles.

Brook (1973) stated that qualitative changes in the job creates adjustment problem among workers. The interpersonal relationships inside the department and between the departments create qualitative difficulties within the workplace to a great extent.**Cobb (1975)** was with belief that, "The responsibility load creates severe stress among workers and managers". If the individual manager/employee cannot cope with the increased level of responsibilities it may lead to several psychological and physical disorders among them.

According to **French and Caplan (1975),** "Pressure of both quantitative and qualitative overload can result in the need to work excessive hours, which is an additional source of job stress". Having to perform under time pressure in order to meet deadlines/targets is an independent source of stress. Studies revealed that levels of stress increase as difficult deadlines draw near. More often, Stress is developed when an individual employee is assigned a key responsibility without proper authority and delegation of power.**Ivancevich and Matteson (1980)** signify that, "Lack of group cohesiveness may explain various behavioural and physiological outcomes in an employ desiring such sticks together". Negative interpersonal relations and workplace interpersonal conflicts are prevalent sources of stress and are existed with symptoms of ill health and negative mood depressions. Lack of effective consultation, lack of participation in the decision making process and communication, unjustified restrictions on behaviour, no sense of belonging and office politics are identified as potential sources of stressors. Lack of participation in work activity is associated with negative behavioural responses and psychological mood, including escapist drinking and heavy smoking.

3. Research Methodology

The aims of the present research are twofold. The first aim is to explore the psychometric properties of a developed measure of team leader's attitudes toward depressed employees. This will address a major deficit in the literature. Collecting data using this measure will also provide descriptive information for this newly developing area by examines a sample of team leader's views about depressed employees. A second aim of this study is to identify individual and contextual correlates of these attitudes. This knowledge can inform design interventions that may help promote a positive climate for mental health in organizations and facilitate supportive managerial behaviour toward employees with symptoms or diagnoses of depressive disorders. A

number of hypotheses are advanced in relation to these potential correlates of team leader's attitudes toward depressed employees.

4. Statement of the Problem

Rapid growth of technology and its extensive use in business and industry has increased the competition manifold among organizations across the globe, and the worker of the 21st century is facing more challenges as compared to his/her predecessors. These compelling forces in the organizations are continuously reshaping the business strategies, restructuring the hierarchy, re-engineering business processes, and altering managerial practices, thereby, forcing the organizations to adapt innovative business models with their unique blend of technology.**(Acton, T. and Golden, W. 2002)**

(Glass R. L. 1997) The technological and structural changes in the organizations blurred the boundaries of traditional departments, modified the roles and responsibilities of employees and affected work-team relationships. On the one hand, those changes forced the organizations to acclimatize innovative technology for their business processes and pressurized the employees to accommodate them in their daily work routines; while on the other hand, automation of business processes created a huge demand of software development within the organization and they faced difficulties to accomplish those demands. That puts pressure on the software development team within the organization. **(Greenhaus, J. H., et al. 1997)**The in-house software development team faced two basic problems: first they had time constraints, i.e. developing more software modules in a short span of time, and second, changing technology and learning upcoming technological changes to accommodate in their processes. One successful model to overcome the situation was outsourcing of software development. Hence, software development emerged as a roaring business in the last two decades and good quality software professionals were in a greater demand. Developed countries adopted the business automation quite earlier as compared to under-developed countries. This created a huge demand of software developers and professionals in those countries, hence an immense brain drain was also observed. The outcome of this brain drain resulted in the form of an acute shortage of quality software professionals in local software houses. This shortage further pressurizes the existing professionals and developers working in different software houses in India. The situation has also produced many other types of pressures in the organizations and has resulted in the

form of job stress, jobdissatisfaction, employee burnout and other related issues of employee motivation, behaviour, and performance.**(Natalie, E. 1995)**

5. Research Gap

Research has shown that the psychological demands of a job can have pervasive andprofound emotional and physical effects on the lives of workers **(Kahn, 1981; Karasek and Theorell, 1990; Matteson and Ivancevich, 1982).**The explosive increase in research on occupational stress, especially during the lastdecade **(for example, Cooper and Cartwright, 1994; Quick et al., 1997; Spielberger and Reheiser, 1994; Spielberger et al., 2002),** has clearly established that job-related stress hasan adverse impact on productivity, absenteeism, worker turnover and employee health. Inaddition to these severe consequences of stress-related problems in the workplace,reduced productivity and diminished customer services are hidden costs that often resultfrom 'exhausted or depressed employees who are not energetic, accurate, or innovativeat work' **(Karasek and Theorell, 1990, p. 167).** According to **Matteson and Ivancevich (1982)**, costs in the Indian economy relating to reduced productivity, absenteeism and workerturnover have continued to escalate as a function of measured occupational stress.

6. Research Questions

1. How demographicand biographicimpact characteristics of IT sector employees in Chennai?

2. What the variables are of dimensions those attitudes towards individual and contextual correlates of team leader's attitudes toward depressed employees inChennai IT industries?

3. What are the different dimensions of individual and contextual correlates of team leader's attitudes toward depressed employees inChennai IT industries?

4. How these strategies interact to impact individual and contextual correlates of team leader's attitudes toward depressed employees inChennai IT industries?

5. What is the appropriate human resources policy for individual and contextual correlates of team leader's attitudes toward depressed employees inChennai IT industries?

7. Research Objectives

1. Find demographic and biographic characteristics of IT sector employees in Chennai.

2. To identify the following aspects such as about ones superior, external environment, about oneself as superior, work and organizational environment, depression and stress inducing factors of the work environment.

3. To analyze attitude towards individual and contextual correlates of team leaders attitudes toward depressed employees inChennai IT industries.

4. Design appropriate human resources policy for individual and contextual correlates of team leader's attitudes toward depressed employees inChennai IT industries.

8. Need for the Study

In the present scenario, the dream of many of the engineering students has been IT industries where one can have secured job for a decent package. It not only determines the social status of an individual but it augments the economic growth of our nation. Such an industry is now being afflicted by occupational stress. It has taken its deep root in the minds of many of the engineers in the field of information technology. It is obvious that it is unchecked will definitely have its serious impact on the overall growth of our nation.

The Government and also the IT industries should take necessary steps on a war foot basis to uproot such a stress from the minds of the employees. So it is the duty of both Government and the industrialist to identity such factors for stress. Its cause and find immediate solutions to put an end this problem. The major objective of the researcher for submitting his research in this field is that it would benefit the society of software employees, soft ware employers, indirect employees and nation.

9. Limitations for the Study

- The study area is a major limitation of this research work because if covers Chennai city only.

- It IT sector it is not a stable in nature it is always changing.

- Behavioural nature of study.

10. Sampling Design

Table 1 -Selected IT Companies for Data Collection

S.No	Selected IT Companies for Data Collection	Total Population	Sample Drawn	Percentage
1.	Microsoft Corporation (I) Pvt. Ltd. Dr. RadhakrishnanSalaiMylapore, Chennai – 600004	132	61	**11.01**
2.	Polaris Software Lab Pvt Ltd Anna Salai. Chennai - 600 002	115	58	**10.47**
3.	Sonata Information Technology Ltd Basavanagudi.Bangalore - 560 004,	89	49	**8.85**
4.	Infosys Technologies Ltd. Sholinganallur,Chennai - 600 119.	122	68	**12.27**
5.	Wipro Technologies Ltd. Mount Road Guindy.Chennai - 600 032.	141	91	**16.43**
6.	HCL Technologies Ltd. Thousand Lights, Chennai.	123	52	**9.39**
7.	Patni Computer Systems Ltd.. Siruseri.Chennai 603 103.	54	27	**4.87**
8.	Tech Mahindra Limited Nungambakkam,Chennai - 600034	92	29	**5.24**
9.	Perot Systems TSI (I) Ltd Ambattur Chennai- 600058,	81	42	**7.58**
10.	L&T Infotech Ltd Mannapakkam, Chennai 600 089.	39	22	**3.97**
11.	Hexaware Technologies Ltd Thyagaraya Nagar, Chennai 600017	41	28	**5.05**
12.	Mastek Ltd Vetri Nagar, Chennai 600066	38	27	**4.87**
	Total	**1067**	**554**	**100**

11. Sample Size Determination

Different value statements identified are rated with the lowest agreement anchored in 1 and higher in 5. **Bartlett, Kotrlik, and Higgins (2001)** suggested suitable sample size calculation for scaled variables. For present research alpha level is set a priori at 0.05 and the level of acceptable error at 5%. The estimated standard deviation of the scale as 0.5. Cochran's sample size formula for categorical data is:

$$\text{Sample Size (n)} = \frac{t^2 p^2 q^2}{d^2}$$

$$n = (1.96)^2 (.5)^2 (.5)^2/(0.05)^2 = 384.$$

The value of 1.96 gives t-value for selected value of alpha level of .025 in each tail. (The alpha level of.05 indicates the degree of danger that the true margin of error may exceed the acceptable tolerance of error). Where (p) (q) that is an estimation of variance equal to.25. Where d is the acceptable margin of error of proportion being estimated equal to.05 and it is the error that the researcher is willing to accept.

12. Validation of Data

12.1. Reliability

The degree to which a measurement technique can be depended upon to secure consistent results upon repeated application, Reliability is the ratio of true variance to the total variance yielded by the measuring instrument. It indicates stability and also the internal consistency of a test. The reliability of a measure indicates the stability and consistency with which the instrument measures the concept and helps to assess the 'goodness' of a measure. A measure is reliable to the degree that it supplier consistent results. Internal consistency gives an estimate of the equivalence of sets of items from the same test (e.g., a set of questions aimed at assessing quality of life or disease severity). The coefficient of internal consistency provides an estimate of the reliability of measurement and is based on the assumption that items measuring the same construct should correlate. Perhaps the most widely used method for estimating internal consistency reliability is Cronbach's alpha.

Cronbach's alpha is a function of the average inters correlations of items and the number of items in the scale. It is used for summated scales such as quality-of-life instruments, activities of daily living scales, and the Mini Mental State Examination. All things being equal, the greater the number of items in a summated scale, the higher Cronbach's alpha tends to be, with the major gains being in additional items up to approximately 10, when the increase in reliability for each additional item levels off. This is one reason why the use of a single item to measure a construct is not optimal. Having multiple items to measure a construct aids in the determination of the reliability of measurement and, in general, improves the reliability or precision of the measurement.

Table 2 - Reliability of Instruments used for study

S. No	Scale	Reliability (Cronbach Alpha Value)
1.	Demographic profile	0.800
2.	About ones superior	0.796
3.	External environment	0.713
4.	About oneself as superior	0.715
5.	Work and organizational environment	0.709
6.	Depression	0.823

Inference

The desired value for reliability test is 0.5 and above. Overall reliability of the instrument is above 0.7568 indicating good testing norm for internal consistency. So the result of the reliability test, which indicates that questionnaire, is more reliable for the further study.
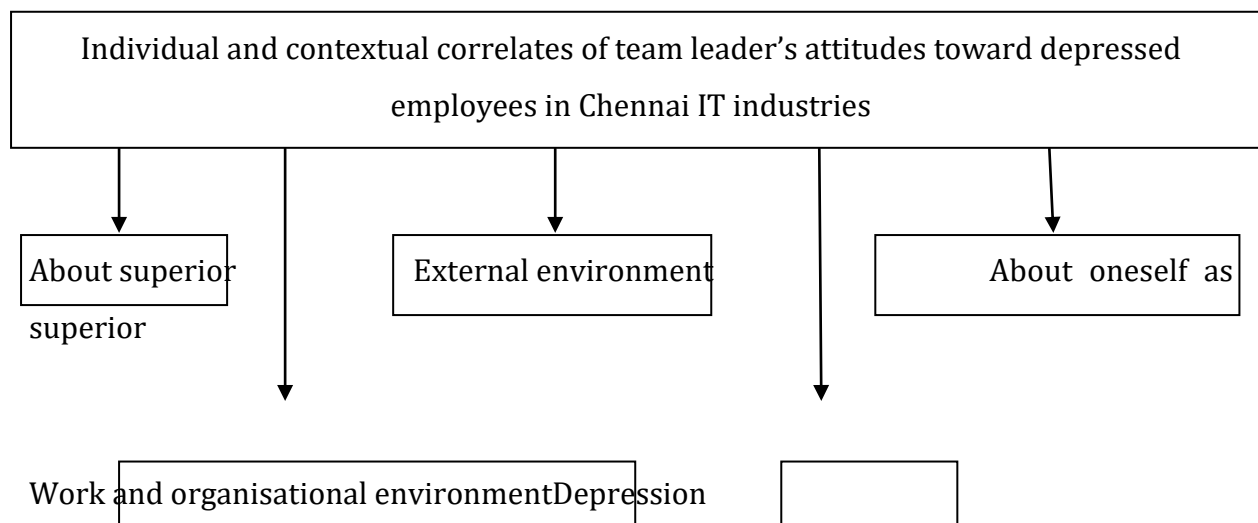
12.2. Validity

Validity is often defined as the extent to which an instrument measures what it purports to measure. Validity requires that an instrument is reliable, but an instrument can be reliable without being valid. For example, a scale that is incorrectly calibrated may yield exactly the same, albeit inaccurate, weight values. A multiple-choice test intended to evaluate the counselling skills of pharmacy students may yield reliable scores, but it may actually evaluate drug knowledge rather than the ability to communicate effectively with patients in making a recommendation. While we speak of the validity of a test or instrument, validity is not a property of the test itself. Instead, validity is the extent to which the interpretations of the results of a test are warranted, which depends on the test's intended use (i.e., measurement of the underlying construct). Much of the research conducted in health care involves quantifying attributes that cannot be measured directly.

Instead, hypothetical or abstract concepts (constructs), such as severity of disease, drug efficacy, drug safety, burden of illness, patient satisfaction, health literacy, quality of life,

quality of provider–patient communication, and adherence to medical regimens, are measured. Hypothetical constructs cannot be measured directly and can only be inferred from observations of specified behaviours or phenomena that are thought to be indicators of the presence of the construct.1 Measurement of a construct requires that the conceptual definition be translated into an operational definition. An operational definition of a construct links the conceptual or theoretical definition to more concrete indicators that have numbers applied to signify the "amount" of the construct. The ability to operationally define and quantify a construct is the core of measurement.The instrument is designed based on validated instruments from the literature survey. Two hundred and five item questionnaires have given to the employees those who are working inIT sectors in Chennaiand duplicate and ambiguous items are removed. A test survey has been conducted among fifty respondents to ensure face validity and based on the feedback 185 items are selected.

13. Conceptual Framework and Research Model

Individual and contextual correlates of team leader's attitudes toward depressed employees in Chennai IT industries

About superior superior	External environment	About oneself as

Work and organisational environmentDepression

14. Analysis& Interpretations

14.1 Demographic characteristics of respondents

Demographic characteristics of respondents are obtained and tabulated and given as follows.

Table 3- Demographic characteristics of respondents

Particulars	Classification	Number of Respondents	Percentage
	Below 25	21	3.08
Age	26-30	158	28.52
	31-35	261	47.11
	36-40	91	16.44
	41-45	12	2.17
	46 and above	11	1.99
Marital Status	Married	220	39.71
	Bachelor / Spinster	334	60.29
	Junior Level	112	20.22
Occupation (Cadre)	Middle Level	341	61.55
	Lower Level	101	18.23
	Below 10	320	57.76
Experience (In Years)	11-20	133	24
	21-30	101	18.23
	31 and above	0	0
	U.G Level	220	39.71
Educational Status	P.G Level	334	60.29
Educational Qualification	Professional- Technical	321	57.94
	Professional–Non Technical	233	42.06

Inference:

Majority of the respondents (47%) are from age groups from 31-35. Majority of the respondents (60%) are Bachelor / Spinster.Majority of the respondents (61.55%) are middle level cadre employees. The experience of the majority of the respondents is below 10 years. 60% of the staffs are having post graduate as an educational status. 57 % are from professional-technical qualification.

14.2 Attributes (Occupational Stress)

Table 4 -Attributes (Occupational Stress)

| Variable	Mean	Std. Deviation
Role Overload	4.41	.776
Role Ambiguity	4.10	.847
Role Conflict	4.14	.936
Unreasonable Group and Political Pressure	3.90	.980
Responsibility for persons	3.80	1.124
Under-participation	4.24	1.006
Powerlessness	4.07	1.040
Poor-Peer Relations	4.00	1.095
Intrinsic Impoverishment	3.89	1.123
Low Status	374	1.271
Strenuous Working condition	4.25	.974
Unprofitability	4.02	1.063

Inference:

The attitude related to the occupational stress of IT sector employees in Chennai appear to be satisfactory role overload, role ambiguity, role conflict, under-participation, powerlessness, poor-peer relations, strenuous working condition and unprofitability.

14.3 Structural Equation Models (SEM's) – Path Diagram and Model Fit Analysis

Coding	Name of the Independent Variable
V1	Give importance to human beings more than to work
V2	Think you are cost conscious
V3	Accept responsibility
V4	Intellectual and emotional identification with your subordinates
V5	Maintain fixed standard of your subordinates' performance
V6	Work related problems of your subordinate employees
V7	High tolerance
V8	Involve in idea formation
V9	Minimum tension or conflict among the employees working at your level
V10	Approach according to situation
V11	Ability to understand the mind of others
V12	Subordinates' job or task effectively
V13	Style of approach is consultative
V14	High amount of integrity
V15	High proficiency in managing relationships

Figure-1: Team Leader Attitudes
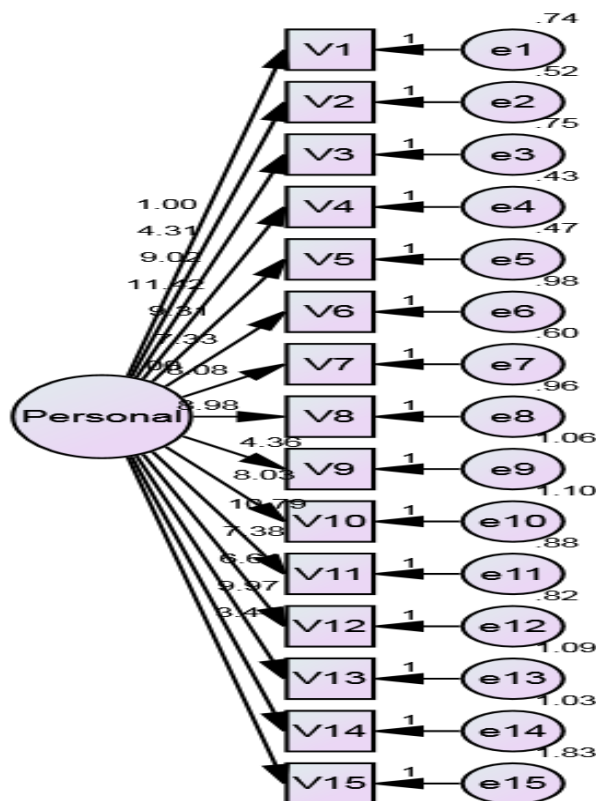
CMIN

Model	NPAR	CMIN	DF	P	CMIN/DF
Default model	30	1774.129	90	.000	19.713
Saturated model	120	.000	0		
Independence model	15	3200.086	105	.000	30.477

RMSEA

Model	RMSEA	LO 90	HI 90	PCLOSE
Default model	.176	.169	.183	.000
Independence model	.221	.214	.227	.000

Inference

The desired value CMIN and degree of freedom for default model is 19.713, which is good and reliable to fit a model fit for mentioned independent variables. The actual default model value arrived is 19.713. So the variables are accepted to fit a structural equation modelling.

From the RMSEA table, it's inferred that the significant value for default model is 0.000, which is significantly fit a model at the level 5 percent.

Model Fit Summary

Step 1:- Variables for team leader attitudes are listed; in our research work.

Step 2:- From the variables identified in step 1, contextual relationship among the variables with respect to which pairs of variables are examined.

Step 3:- The explained and assumed variables are

- Give importance to human beings more than to work
- Think you are cost conscious
- Accept responsibility
- Intellectual and emotional identification with your subordinates
- Maintain fixed standard of your subordinates' performance
- Work related problems of your subordinate employees
- High tolerance
- Involve in idea formation

- Minimum tension or conflict among the employees working at your level
- Approach according to situation
- Ability to understand the mind of others
- Subordinates' job or task effectively
- Style of approach is consultative
- High amount of integrity
- High proficiency in managing relationships

Step 3:- A Structural Equation diagram is developed for variables, which indicates pair wise relationship among variables of the system under consideration.

Step 4:- Model fit is developed from the Structural Equation diagram and the Default model summary is checked for team leader attitudes. The independent variables are very much necessity for team leader attitudes.

Step 5:- Based on the contextual relationships in the reach ability matrix, a directed graph is drawn and the transitive links are removed.

Step 7:- The resultant diagraph is converted into an Interpretive Structural Model by replacing variable nodes with statements

14.4Work and organisational environment

Work and organisational environmentdimensions are subjected to factor analysis. The KMO Bartlett test is significant having value of less than .05and sampling adequacy at 0.927, indicating the appropriateness of factor analysis.

Table 5 - KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.927
Bartlett's Test of Sphericity	Approx. Chi-Square	7808.082
	df	190
	Sig.	.000

Table 6 - Rotated Component Matrix[a]

Work and organisational environment	Component			
	1	2	3	4
Recreation facilities				.878

Work culture				.842
Unhealthy competition				.781
Promotion		.		.576
Work assigned is structured, formal and set in order		.681		
Extent of flexibility formed		.789		
Extent of smooth and effective upward communication		.759		
Extent of satisfaction from the knowledge you possess in the work		.763		
Extent of satisfaction from the knowledge you possess in the work		.628		
Extent of satisfaction from the hygienic condition prevailing in the department		.	.610	
Extent of satisfaction from the hygienic condition prevailing in the department		.	.678	
Extent to which the work entrusted to you is not overburdened			.784	
Extent to which there is no restriction on you to be an honest government servant			.690	
Infrastructural facilities			.656	
Policy followed and administration	.681			
Job related ideas and policies	.731			
Wide imagination	.824			
Believing that you think well before acting	.805			
Quick and prompt decisions	.692			

Inference:

The four factors, which may be considered as Work and organisational environment identified are as follows.

1. Work cultureand socialization

2. Working condition

3. Infrastructural facilities

4. Policy followed and administration

15. Results

- Majority of the respondents (47%) are from age groups from 31-35. Majority of the respondents (60%) are Bachelor / Spinster. Majority of the respondents (61.55%) are middle level cadre employees. The experience of the majority of the respondents is below 10 years. 60% of the staffs are having post graduate as an educational status. 57 % are from professional-technical qualification.

- The attitude related to the occupational stress of IT sector employees in Channai appear to be satisfactory role overload, role ambiguity, role conflict, under-participation, powerlessness, poor-peer relations, strenuous working condition and unprofitability.

- The four factors, which may be considered as Work and organisational environment identified are as follows.

    1. Work culture and socialization
    2. Working condition
    3. Infrastructural facilities
    4. Policy followed and administration

16. Conclusions

Exploratory factor analysis showed evidence of work culture and socialization, working condition, infrastructural facilities and policy followed and administration. Regression analyses examined relationships between the measure and a range of proposed individual and contextual correlates. Results showed that more negative attitudes toward depressed employees were endorsed by managers who reported a more internal locus of control, higher levels of stress, less familiarity with depression, and greater reticence to seek help. Managers who perceived their organizations to have

unsupportive depression disclosure norms reported higher levels of stigma, and those whose organizations had a clear mental health strategy reported lower levels of stigma. The findings have important implications for developing human resource management strategies that deal with the increasing incidence and impact of depression in the workplace.

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