EMOTIONAL INTELLIGENCE OF EXPATRIATES IN BANGALORE: WITH SPECIAL REFERENCE TO SELF- MANAGEMENT

Mamatha. M[*]
Dr. Hemanth Kumar[**]

ABSTRACT

Purpose: Self-management is an imperative component of emotional intelligence. The purpose of the study is to identify the most important dynamics, which contribute to self-management of expatriates. Expatriates require more self-management to handle the cross-cultural differences and navigate the challenges of living and working in a foreign country.

Design/ methodology/ Approach: Exploratory research carried out with a sample size n=120 from the expatriates in Bangalore city, Convenient sampling technique is used and a structured questionnaire is administered to the respondents. Exploratory factor analysis and structural equation modeling are used to identify the factors under each of the construct for self-management.

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

Originality Value: The findings of the study can facilitate to formulate a scale for measuring Self-management as part of Emotional intelligence for expatriates.

_____

Keywords: Emotional Intelligence, Self-Management, Expatriates.

_____

Introduction

Emotional intelligence for expatriates is significant because it helps them navigate cultural differences and build strong relationships with locals **Koveshnikov, A.,et al . (2014).** Expatriates with high emotional intelligence are better equipped to understand and adapt to the customs, values, and communication styles of their host country, which can lead to more successful business interactions and collaborations **Singh, J. S. K., & Mahmood, N. H. N. (2017).** Additionally, emotional intelligence allows expatriates to manage stress and emotions effectively, enabling them to handle the challenges of living in a foreign environment with resilience and adaptability. Moreover, expatriates with high emotional intelligence are more likely to establish genuine connections with locals, as they are able to empathize and connect on a deeper level. **Kai Liao, Y., et al (2021).** This not only enhances their overall experience abroad but also opens doors to new opportunities and networking possibilities. In addition, their ability to effectively manage their own emotions and understand the emotions of others can help them navigate cultural misunderstandings and conflicts, fostering a harmonious and productive work environment. Furthermore, their colleagues and superiors often see individuals with high emotional intelligence as approachable and trustworthy, which can lead to increased collaboration and teamwork. **Konanahalli,**

---
[*]   Research Scholar, CIRD Research Centre, Mysore University, Bangalore, Karnataka, India.
[**]   Professor, CMS Business School, Jain (Deemed-to-be) University, Bangalore, Karnataka, India.

A., & Oyedele, L. O. (2016). Their empathetic nature allows them to resolve conflicts with ease and diffuse tense situations, ultimately contributing to a more positive and inclusive workplace atmosphere. Overall, the presence of emotional intelligence in individuals working abroad can greatly contribute to their personal growth, professional success, and the building of strong, meaningful relationships. **Huang, H., (2022).**

One of the key components of emotional intelligence is self-management, which involves leveraging one's understanding of their emotions to effectively regulate them in order to foster meaningful interpersonal relationships and achieve personal growth in many contexts **Kanesan, P., & Fauzan, N. (2019)**. The act of acknowledging one's experience of negative emotions significantly contributes to the preservation of self-regulation and behavioral control. The concept of self-management does not always preclude the possibility of occasional loss of control. There may exist circumstances in which experiencing indignation is a wholly rational and justifiable emotional response **Martin, J. (2019).** However, the crucial aspect lies in exercising control over this emotion, so as to effectively channel it towards resolving the present issue. The provided Assessing Self-Management Checklist offers a concise and straightforward method for evaluating the self-management component of emotional intelligence. **Gómez-Leal, R., et al (2022).**

Review of Literature

According to **Goleman (2000),** the notion of self-management is a fundamental component of emotional intelligence (EI). Self-management encompasses several key attributes, including discretion, dependability, integrity, adaptability, goal orientation, and initiative. According to **Goleman (1995),** emotional intelligence (EI) encompasses qualities such as restraint, excitement, industriousness, and the ability to motivate oneself. Self-control can be defined as the ability to effectively regulate challenging emotions and impulses. Self-management has also been understood as self-regulation. According to **Goleman (1998),** self-regulation or self-management is seen as a component of emotional intelligence (EI). The concept of passionate self-guideline encompasses the management of both motivating energies and distressing emotions. However, the concept of self-management extends beyond the mere regulation of problematic or negative emotions.

The concept of Powerful Self-management appears to bring potential benefits for both individual representatives and organizations. In a study conducted by **Jain and Sinha (2006),** it was discovered that self-management behavior has a positive correlation with both in-job and extra-job behavior. Various investigations in the field of neuroscience have unequivocally shown that self-regulation techniques have proven to be efficacious in both laboratory and non-hierarchical settings. **Luthans and Davis (1979)** identified a confounding factor that they referred to as distractedness, which they argued was a missing link in the effectiveness of administrative performance. According to **Latham and Frayne (1989),** the implementation of a self-management training program in authoritative settings resulted in an increase in learner participation. Numerous previous researchers have discovered that learners who engage in self-management demonstrate higher levels of ability speculation and overall performance on the given activity, even after controlling for the effects of outcome goals.

The concept of self-governing work teams inside prominent corporations, such as Procter and Gamble, General Motors, Motorola, AT&T, Xerox, American Press, and Prudential **(Stewart and Manz, 1995),** suggests that there are potential benefits associated with self-management in organizational contexts. Additionally, self-management practices are frequently presented as a distinguishing feature of exemplary organizations **(Sheriden, 1995).**

The presented literature demonstrates that the self-management process is orchestrated in order to influence an individual's self. In this context, we acknowledge the endorsement of self-management observation and practice as favorable and appealing forms of behavior, which can be enhanced through the utilization of emotional intelligence (EI) skills.

Objectives

The objective of the study is to identify the dynamics of self-management for expatriates, which can also be used as a scale or inventory for self-management for expatriates.

Hypothesis

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

Research design

      This research is exploratory in nature and identifies the parameters or dynamic that contributes to self-management. The researcher uses convenient sampling to select sample from the expatriates in Bangalore City. Expatriates from Gulf country were are selected and administered with a structured questionnaire having 37 items related to self-management which are adopted from Goleman model, the data collected is analyzed using the Exploratory factor analysis technique from SPSS and Structural equation modeling technique from AMOS r tools.

Analysis and Interpretation

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

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

	Descriptive Statistics				
		Mean	**Std. Deviation**		
		Statistic	**Statistic**	**Skewness**	**Kurtosis**
SM_1	I am able to complete assigned task on time.	3.9	0.749	-0.81	0.963
SM_2	I am able to effectively perform tasks that do not appeal to me.	3.63	0.84	-1.298	1.948
SM_3	I am able to practice what I preach.	3.97	0.755	-0.421	-0.014
SM_4	I am able to balance my short and long term goals effectively.	3.9	0.947	-1.004	1.286
SM_5	I am able to pursue my goals in the face of resection or questions.	3.9	0.6	-0.913	2.403
SM_6	I have sufficient levels of energy to ensure the completion of tasks and projects.	4.27	0.775	-0.945	0.642
SM_7	I have a positive outlook on life.	4.17	0.863	-1.606	4.018
SM_8	I do not become sad when things go wrong.	3.33	1.169	-0.808	-0.222
SM_9	I am able to relax in pressure situation.	3.37	1.084	-0.776	0.114
SM_10	I communicate my feelings effectively.	3.37	1.229	-0.955	-0.224
SM_11	I am able to recognize when help is needed.	3.7	1.192	-1.091	0.367
SM_12	I am able to identify my negative thoughts.	3.77	1.09	-1.42	1.703
SM_13	I know when I am becoming angry.	4.1	0.653	-0.103	-0.638
SM_14	I make decisions quickly when necessary	3.93	0.683	0.084	-0.825
SM_15	I feel comfortable with risk.	3.8	0.875	-0.514	-0.283
SM_16	I try to keep emotions out of work.	3.93	0.775	-0.324	-0.299
SM_17	I find it difficult to maintain positive moods	2.9	1.198	-0.281	-1.245
SM_18	My moods and emotions help me generate new ideas.	3.93	0.968	-1.222	1.541
SM_19	I believe in positive feedback and recognition.	4.13	0.849	-0.929	0.493
SM_20	I am good at motivating others.	4.13	0.721	-0.753	0.944
SM_21	I tend to get irritated by colleagues.	3.17	1.374	-0.069	-1.261
SM_22	I find it easy to control my anger at work.	4.03	0.952	-1.018	0.289
SM_23	At work I experience strong emotions that are hard to control.	2.93	1.32	-0.321	-1.299
SM_24	I can mange time effectively.	3.63	1.02	-0.755	0.025
SM_25	I believe in seeing more challenges and responsibilities.	4.17	0.737	-0.275	-1.11
SM_26	I consider the expectations from different people in my role.	3.7	0.975	-1.132	1.713

SM_27	I am not stagnant in my role.	3.57	1.207	-0.858	-0.174
SM_28	I allocate time to spend with my family.	3.83	1.133	-1.359	1.436
SM_29	My work is challenging.	3.87	0.961	-0.884	0.939
SM_30	Freedom to decide on how to work.	3.63	1.053	-1.326	1.514
SM_31	Work assignments are not over loading.	3.47	1.181	-0.854	-0.291
SM_32	I feel that my job responsibilities are increasing.	3.73	0.932	-1.465	2.71
SM_33	I learn new skills in my work.	4.03	0.879	-1.577	3.508
SM_34	My job has a good future.	3.67	0.873	-0.834	1.362
SM_35	There is a room for individualism / creativity in my job.	3.67	1.11	-1.105	0.931
SM_36	My organizational and personal objectives do not clash.	4	1.004	-1.62	2.972
SM_37	My job is physically dangerous.	2.37	1.334	0.594	-0.788
	Valid N (listwise)				

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

Exploratory Factor Analysis

Extract Constructs related to factors influencing Emotional intelligence specific to self management of expatriates

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

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

Table 1: KMO and Bartlett's Test

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

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

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

Table 2: Total Variance Explained

Total Variance Explained									
Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	6.130	30.650	30.650	6.130	30.650	30.650	4.001	20.003	20.003
2	3.095	15.474	46.125	3.095	15.474	46.125	3.679	18.393	38.396
3	2.386	11.932	58.057	2.386	11.932	58.057	3.010	15.052	53.448
4	2.231	11.154	69.211	2.231	11.154	69.211	2.605	13.026	66.474
5	1.367	6.837	76.048	1.367	6.837	76.048	1.619	8.096	74.571
6	1.126	5.631	81.678	1.126	5.631	81.678	1.422	7.108	81.678
7	.703	3.516	85.194						
8	.577	2.886	88.080						
9	.500	2.500	90.580						
10	.442	2.209	92.789						
11	.411	2.053	94.842						
12	.302	1.509	96.351						

13	.214	1.069	97.419						
14	.188	.940	98.360						
15	.160	.799	99.159						
16	.063	.317	99.476						
17	.048	.240	99.716						
18	.026	.128	99.844						
19	.019	.095	99.940						
20	.012	.060	100.000						
Extraction Method: Principal Component Analysis.									

The total variance explained for factors is expected to be around 60% and above. Eigen values refer to the variance explained or accounted for. In this case, 81.678 % of the variance is accounted for by the first six factors. Percent of variance of each component before rotation for the First factor is 30.650 and percent of variation for each component after rotation is 20.003. Out of the 20 items only 6 factors are extracted.

Table 3: Rotated Component Matrix

Rotated Component Matrix[a]		Component					
		1	2	3	4	5	6
SM_3	I am able to practice what I preach.	0.880					
SM_6	I have sufficient levels of energy to ensure the completion of tasks and projects.	0.871					
SM_7	I have a positive outlook on life.	0.795					
SM_9	I am able to relax in pressure situation.		0.859				
SM_10	I communicate my feelings effectively.		0.849				
SM_11	I am able to recognize when help is needed.		0.834				
SM_12	I am able to identify my negative thoughts.			0.891			
SM_17	I find it difficult to maintain positive moods			0.887			
SM_19	I believe in positive feedback and recognition.				0.871		
SM_20	I am good at motivating others.				0.817		
SM_23	At work I experience strong emotions that are hard to control.				0.797		
SM_24	I can mange time effectively.					0.894	
SM_25	I believe in seeing more challenges and responsibilities.					0.885	
SM_26	I consider the expectations from different people in my role.					0.743	
SM_27	I am not stagnant in my role.					0.645	
SM_29	My work is challenging.						0.871
SM_30	Freedom to decide on how to work.						0.837
SM_31	Work assignments are not over loading.						0.797
SM_35	There is a room for individualism / creativity in my job.						0.634
SM_37	My job is physically dangerous.						0.551

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

Table 4; Items loaded under each factor

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

Structural Equation Modelling

The Chi-Square value of 3375.414 with 178 degrees of freedom is statistically significant given the p value is 0.00, indicating that the model matched the data well based on the CFA output. The model is approaching the expected criteria of fitness for good, as indicated by its Goodness of Fit Index (GFI) = 0.655, which is below the predicted Criteria and Root Mean Square Error Approximation (RMSEA) = 0.052. The model that is displayed below is the graphic result of the data that the model has processed; the model also displays the standardized relationship estimations.

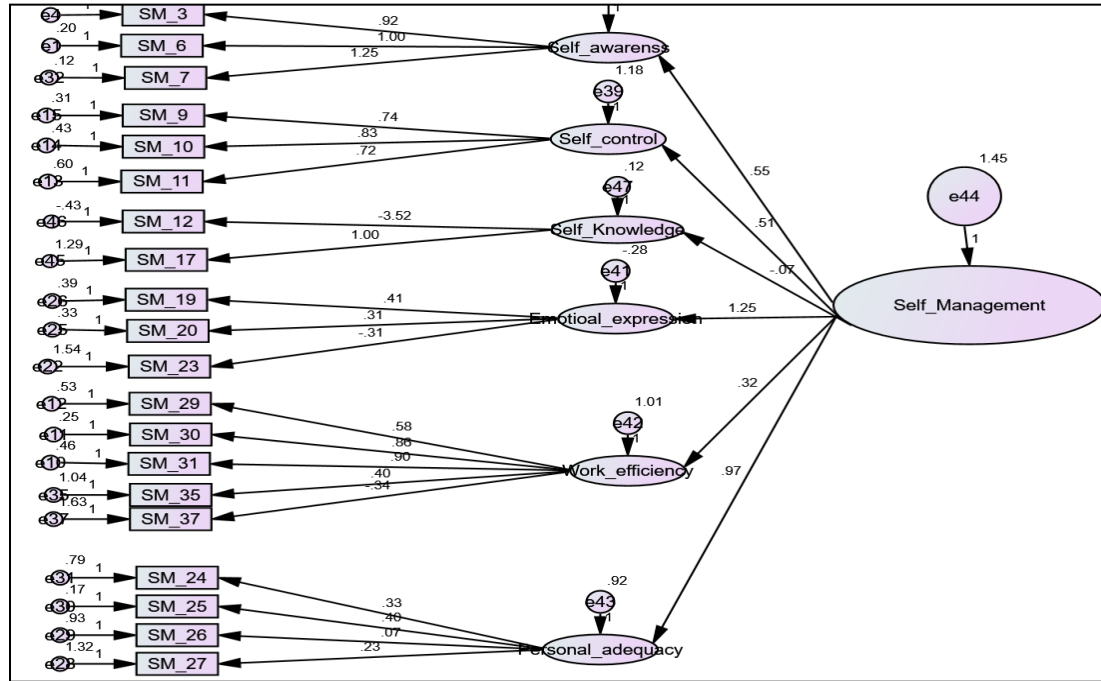**Figure 1: Confirmatory Factor Analysis – Factors influencing self management at workplace**

Table 5; Structural Relationship between the constructs

Structural relationship			Estimate
Self_control	<---	Self_Management	0.511
Self_Knowledge	<---	Self_Management	0.074
Work_efficiency	<---	Self_Management	0.317
Personal_adequacy	<---	Self_Management	0.967
Emotioal_expression	<---	Self_Management	1.253
Self_awarenss	<---	Self_Management	0.553

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

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

Self-control, self-knowledge, work efficiency, personal adequacy, emotional expression, and self-awareness contribute to the self-management of expatriates. These qualities are essential for expatriates to effectively navigate the challenges of living and working in a foreign country. Self-control enables expatriates to handle difficult situations with composure and make rational decisions. Self-knowledge allows them to understand their strengths and weaknesses, which helps them adapt to new environments. Work efficiency ensures that expatriates can meet their professional responsibilities effectively, while personal adequacy enables them to maintain a healthy work-life balance. Emotional

expression helps expatriates manage their emotions and build strong interpersonal relationships. Lastly, self-awareness allows expatriates to understand their own cultural biases and adjust their behavior accordingly, fostering successful integration into the host country.

Conclusion

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

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

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

Scope for Further Research

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

References

1.   Goleman, D. (1995). Emotional intelligence. New York. Bantam Books.

2.   Goleman, D. (1998). Working with emotional intelligence. Bantam Books

3.   Goleman, D. (2000). Leadership that gets results. Harvard Business Review, March-April, 2000, 78-90.

4.   Goleman, D. , 1998, Working with Emotional Intelligence; Bantam: Bloomsbury, London.

5.   Gómez-Leal, R., Holzer, A. A., Bradley, C., Fernández-Berrocal, P., & Patti, J. (2022). The relationship between emotional intelligence and leadership in school leaders: A systematic review. Cambridge Journal of Education, 52(1), 1-21.

6.   Hong, E.; Lee, Y.S. , 2016, The mediating effect of emotional intelligence between emotional labour, job stress, burnout and nurses' turnover intention. Int. J. Nurs. Pract., 22, 625–632

7.   Huang, H., Gao, L., Deng, X., & Fu, H. (2022). The Relationship Between Emotional Intelligence and Expatriate Performance in International Construction Projects. Psychology Research and Behavior Management, 3825-3843.

8.   Jain, A. K., & Sinha, A. K. (2005). General health in organizations: Relevance of emotional intelligence, trust and organizational support. International Journal of Stress Management, 12(3)

9.   Kai Liao, Y., Wu, W. Y., Dao, T. C., & Ngoc Luu, T. M. (2021). The influence of emotional intelligence and cultural adaptability on cross-cultural adjustment and performance with the mediating effect of cross-cultural competence: A study of expatriates in Taiwan. Sustainability, 13(6), 3374.

10.   Kanesan, P., & Fauzan, N. (2019). MODELS OF EMOTIONAL INTELLIGENCE: A REVIEW. e-BANGI Journal, 16(7).

11.   Konanahalli, A., & Oyedele, L. O. (2016). Emotional intelligence and British expatriates' cross-cultural adjustment in international construction projects. Construction management and economics, 34(11), 751-768.

12.   Koveshnikov, A., Wechtler, H., & Dejoux, C. (2014). Cross-cultural adjustment of expatriates: The role of emotional intelligence and gender. Journal of World Business, 49(3), 362-371.

13.   Lartey, J.K.S.; Amponsah-Tawiah, K.; Osafo, J.(2021) Emotional intelligence and perceived organizational support as predictors of emotional exhaustion among nurses and midwives. Int. J. Worplace Health Manag.

14. Latham, G.P. & Frayne, C.A. (1989). Self-management training for Increasing Job Attendance: A Follow-up and a replication. Journal of Applied Psychology, 74, 411-416.

15. Leon, R.D.; Tănăsescu, 2018, R.I. Emotional intelligence and occupational stress in Romanian organizations. Manag. Dyn. Knowl. Econ, 1, 52–65.

16. Luthans, F., & Davis, T.R.V. (1979). 'Behavioral self-management: The missing link in managerial effectiveness', Organizational Dynamics, 8, 42-60

17. Martin, J. (2019). Emotional intelligence, emotional culture, and library leadership. Library Leadership & Management, 33(2).

18. Ogi ´nska-Bulik, N., 2005, Emotional intelligence in the workplace: Exploring its effects on occupational stress and health outcomes in human service workers. Int. J. Occup. Med., 18, 167–175.

19. Petrides, K.V.; Pita, R.; Kokkinaki, F.2007, The location of trait emotional intelligence in personality factor space. Br. J. Psychol., 98, 273–289

20. Sheridan, J.H. (1995). XEL Communications, IW: The management magazine, Oct. 16, 61-62.

21. Singh, J. S. K., & Mahmood, N. H. N. (2017). Emotional intelligence and expatriate job performance in the ICT sector: The mediating role of cultural adjustment. Global Business and Management Research, 9(1), 230-243.

22. Stewart, G.L. & Manz, C.C. (1995). Leadership for self-managing work teams: A typology and integrative models. Human Relations, 48, 747-770.

23. Warrier, U., John, M., & Warrier, S. (2021). Leveraging emotional intelligence competencies for sustainable development of higher education institutions in the new normal. FIIB Business Review, 10(1), 62–73. https://doi.org/10.1177/2319714521992032

☐〇☐