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EMOTIONAL SELF-AWARENESS OF SOFTWARE ENGINEERS IN RELATION TO THE DECISION-MAKING STYLES

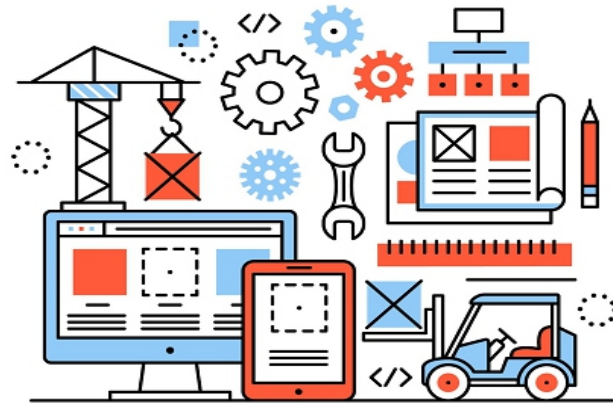


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ABSTRACT

In modern years, the significance of emotional self-awareness on decision-making has increased owing to the vibrant changes in the information technology industry. That is why; software engineers as decision makers play a vital role and they need self-awareness and ground-breaking work behaviour together which provide them to make decisions in point of fact. In this scenario an attempt was made to examine the emotional self-awareness and



decision-making style among software engineers with special reference to information technology companies in Bangalore. Convenience samples of 153 software engineers in Bangalore were selected. Emotional self-awareness scale developed by Bar-On (1997) and Decision-Making styles developed by Leon Mann (1982) was used to measure the emotional self-awareness and decision-making styles respectively. The Mean, SD, 't' test, 'F' test and linear correlation was computed to analyse the data. The results revealed that rationalization dimension of decision-making styles have significant positive relationship with the emotional self-awareness.

KEYWORDS :*Emotional self-awareness, decision-making styles, Information technology, Software engineers, and Bangalore.*

INTRODUCTION:

Unexpected growth of information technology and the competitive environment in the information technology sector makes the organization look for employees who have various skills to cope with changes in appropriate ways. For that one of the most important issues is decision-making and software engineers have to take decisions in all spheres of working life. Decision-making skills are very much essential in the part of software engineers, who works in information technology sector.

Software engineers are who write code, design, and test configuration architectures, manage system networks, analyzes webs, develop portals, and do software maintenance jobs. To do this, the software engineer as a decision maker should high in emotional self-awareness which is a fundamental variable affecting the individual decisional style.

Emotional self-awareness is the ability to recognize one's feelings which helps to take better decisions for establishing and meeting goals, planning careers, exploring/investigating career choices, making decisions about the future, and establishing objectives and activities.

The main rationale of the study is to focus on how emotional self-awareness operates at work and mainly how significant it is on their decisional style. The software engineer who works in information technology sector needs effective decision-making to achieve the objectives which are requirements to monitor an organization's performance and progress.

Many have reported that self-awareness leads to greater leader performance (Atwater & Yammarino, 1992; Barling et al, 2000; Church, 1997; Shipper & Dillard, 1994; Sosik & Megerain, 1999). Employees who are able to influence decisions affecting them are more likely to value the outcomes (Black and Gregersen, 1997; Denton and Zeytinoglu, 1993).

The relationship between emotional self-awareness and decision-making styles of the software engineers at the work place is being discovered. The researchers ask how the self gain can back its emotional self-awareness and decisional style. In pursuit of an answer, this study addressed the research question what impact does emotional self-awareness has on decision-making of the software engineers?

The methodology will present the research design, measurement tools, and results. In the final section, discussion, limitations, and implications are presented. Ultimately it is determined that regaining a deeper sense of emotional self-awareness offers individuals greater chances of experiencing life, while also increasing productivity and better enabling sustained change.

EMOTIONAL SELF-AWARENESS

The two key variables in this research study are decision-making and emotional self-awareness. Emotional self-awareness is to know what we are feeling and why, and to know what causes these feelings. Emotional self-awareness, the framework used in this study is Bar-On's (1997) defined as "ability to recognise our various emotions and distinguish between them."

This is probably the most important factorial component of emotional-social intelligence and integrally associated with other important emotional intelligence factors such as the ability to accurately understand how others feel and to express our own feelings as well as to effectively manage and control emotions. Emotional self-awareness appears, in one form or another, in every description, definition and conceptualization of this construct from drawn to the present day; and there is no emotional intelligence psychometric instrument that does not include a measure of this important emotional intelligence factor.

People who possess high emotional self-awareness are said to be "in touch with their feelings" and have a good understanding of their inner being. On the other hand, serious deficiencies in this area are found in an emotional disorder known as "alexithymia" which is at the pathological end of the emotional intelligence continuum; and these people have great difficulty knowing what they feel, what caused those feelings and how to distinguish between them. Using this framework, this study highlights the emotional aspect of self-awareness.

DECISION-MAKING

Present cut throat competition in the information technology sector thrust the software engineers to inherit different qualities to enhance their decisions which ensures the success of projects. Decision-making is an essential aspect of modern management, moreover it is a primary function of management. Decision-making is the cognitive process of reaching a decision; "a good leader must be good at decision-making." A leader's major job is sound/rational decision-making. Decision-making is the key part of software engineers'. Software engineer takes hundreds of decisions consciously and subconsciously. Decisions are important as they determine both managerial and

organizational actions.

NEED OF THE STUDY

In the present study author has focused on the relationship between emotional self-awareness with the decision-making styles. The goal of this study was to enhance our knowledge regarding emotional self-awareness by examining its possible attitudinal with the decision-making styles of the software engineers and demographic (age, income, occupational level, and marital status) antecedents.

Hence, the software engineer's should evaluate their current emotion quotient skills and develop more creative and innovate ways in their decision-making. The purpose of the study was to investigate the relationship of emotional self-awareness with the different decisional styles of software engineers who works in information technology companies. Beside various organizational and environmental factors, software engineers' responses to decision-making situations seem to be different because of their personal characteristics and orientations.

METHOD

To explore the relationship between emotional self-awareness and decision-making styles of software engineers the author conducted the research among software engineers in Bangalore. A sample of 153 individuals who working full time and who resided in the Bangalore area completed self-report surveys containing items assessing the variables described below.

The survey contains thirty one item of the Leon Mann, Radford, and Kalucy (1986) decision-making styles inventory. The survey items designed to assess vigilance, hyper vigilance, defensive avoidance, procrastination, buck passing, and rationalization of their decisions. These items featured a three-point response format ranging from not true (one point) to true for me (three points). Leon Mann et al. (1986) reported test-retest reliability, ranging from 0.47 to 0.74 for all the sub-scales. In India, Amalor (1992) found test-retest reliability as follows: vigilance 0.79, hyper vigilance 0.47, defensive avoidance 0.58, procrastination 0.76, buck passing 0.46, and rationalization 0.59. This tool possesses both content and constructs validity. The factorial validity of the scale ranges from 0.55 to 0.82 for all the six dimensions.

The emotional self-awareness of the software engineers was measured with the help of Emotional Quotient Inventory developed by Bar-On (1997). There are five response categories for each item ranging from not true (zero point) to true (four point) for positive item and true (zero point) to not true (four point) for negative items. The average Cronbach's alpha coefficient for emotional self-awareness was 0.76. Bar-On (1997) established the validity of the tool by conducting studies in six different countries (India is one among the six countries). This tool possesses content and face validity. Moreover, the criterion group validity was established as 0.82.

HYPOTHESIS

1. Software engineers differ in the emotional self-awareness and decision-making styles on the basis of their age.
2. Married and Unmarried software engineers differ significantly in their emotional self-awareness and decision-making styles.
3. Software engineers differ significantly in their emotional self-awareness and decision-making styles on the basis of their income.
4. There is a significant difference in the emotional self-awareness and decision-making styles of

software engineers depending on their occupational level.

5.The emotional self-awareness has significant relationship with the decision-making styles of the software engineers.

RESULTS AND DISCUSSION

The ‘t’ test was used for testing the significant difference between the means of demographic variable viz. marital status. The ‘F’ test was used for testing the significant difference between the means of demographic variables viz. age, income and occupational level. To find out the relationship between the emotional self-awareness and decision-making linear correlation analysis was used and the correlation values were calculated.

Hypothesis: Software engineers differ in the emotional self-awareness and decision-making styles on the basis of their age.

From the Table - 1, it is found that ‘F’ values are significant for most of the decision-making styles viz. Vigilance, Hyper vigilance, Procrastination, Buck passing, and Rationalization along with the emotional self-awareness. Hence the hypothesis is accepted for decision-making and emotional self-awareness. It is concluded that the software engineers differ significantly in their decision-making styles and emotional self-awareness based on their age.

From the below table, it is found that software engineers falls in 36 years to 40 years of age group where high in emotional self-awareness variable. It may be due to the adulthood and aging introduce increased needs and opportunities to connect with others developed the abilities of the individuals skilfully to regulate their emotions and excitements in a way to excite and arouse others to obtain the most optimum result.

Table: 1. DECISION-MAKING STYLES AND EMOTIONAL SELF-AWARENESS SOFTWARE ENGINEERS BASED ON THEIR AGE

	AGE				F – value	Posthoc
	1 Mean (S.D)	2 Mean (S.D)	3 Mean (S.D)	4 Mean (S.D)		
Emotional self-awareness	14.56 (2.45)	18.09 (3.03)	19.23 (2.19)	18.52 (2.47)	24.914*	3 Vs 4 Vs 2 Vs 1
Decision-making styles						
Vigilance	11.77 (1.77)	11.93 (1.69)	13.23 (1.70)	12.93 (1.64)	6.742*	3 Vs 4 Vs 2 Vs 1
Hyper vigilance	11.49 (1.88)	10.61 (2.12)	9.87 (1.82)	10.63 (1.62)	4.753*	1 Vs 4 Vs 2 Vs 3
Defensive avoidance	9.77 (1.63)	10.10 (1.45)	10.77 (1.55)	10.00 (1.52)	3.000 ^{NS}	----
Procrastination	10.56 (2.01)	9.73 (1.76)	8.21 (1.66)	7.44 (1.40)	22.440*	1 Vs 2 Vs 3 Vs 4
Buck passing	11.33 (1.99)	10.44 (1.69)	9.82 (1.55)	9.51 (1.85)	7.189*	1 Vs 2 Vs 3 Vs 4
Rationalization	9.69 (1.49)	9.73 (1.43)	10.82 (1.27)	11.85 (1.43)	17.092*	4 Vs 3 Vs 2 Vs 1

*Significant at 0.05% level

NS Not Significant at 0.05% level

1. Less than 30 years – 39 members

2. 31 years to 35 years – 41 members

- 3. 36 years to 40 years – 39 members
- 4. Above 40 years – 27 members

The software engineers who falls in 36 years to 40 years of age group where high in vigilance decisional style than the other age group. It may be due to the individual clearly pointed the goals or objectives of the situation requiring a solution, collects information related that, outlines and evaluates the strategies for reaching those goals, and reaches the decision that most effectively achieves the desired outcome with minimal negative consequences.

More than 40 years of aged software engineers where high in rationalization decisional style. It may be due to the years of experience behind them developed the ability to search alternatives and weigh them carefully. They also consider the pros and cons of the situation and calculate the probabilities while making decisions.

Less than 30 years of age group of software engineers where high in hyper-vigilance, procrastination and buck passing dimension of decision-making styles. It may be due to the growing age and young in experience increases the stress and anxiety may be the possibility that they preferred hyper vigilance dimension of decision-making style.

High in procrastination may be due to the inability or unwillingness of individuals to make decisions. By denying that decisions are theirs to be made and passing responsibility on to others, or by simply putting off making any decisions until a later time.

High in buck passing may be due to the failure in search of alternatives to take the decision makes the individuals to be preferred. It is concluded that the software engineers differ significantly in their decision-making styles and emotional self-awareness based on their age.

Hypothesis: Software engineers differ significantly in their emotional self-awareness and decision-making styles on the basis of their income.

From the Table - 2, it is found that ‘F’ values are not significant for the decision-making styles and significant for the emotional self-awareness. Hence the hypothesis is accepted for the emotional self-awareness and rejected for decision-making styles. It is concluded that the software engineers differ significantly in their emotional self-awareness based on their income.

Table: 2. DECISION-MAKING STYLES AND EMOTIONAL SELF-AWARENESS OF SOFTWARE ENGINEERS BASED ON THEIR INCOME

	INCOME					F – value	Posthoc
	1 Mean (S.D)	2 Mean (S.D)	3 Mean (S.D)	4 Mean (S.D)	5 Mean (S.D)		
Emotional self-awareness	13.89 (2.42)	16.19 (2.66)	17.49 (3.15)	18.13 (2.90)	19.19 (2.65)	7.108*	5 Vs 4 Vs 3 Vs 2 Vs 1
Decision-making styles							
Vigilance	12.22 (1.99)	11.29 (1.59)	12.83 (1.79)	12.29 (1.99)	12.61 (1.39)	3.149 ^{NS}	----
Hyper vigilance	11.56 (1.67)	10.76 (2.05)	10.76 (1.88)	10.16 (2.33)	10.58 (1.68)	1.034 ^{NS}	----
Defensive avoidance	9.67 (1.41)	10.62 (1.40)	10.02 (1.57)	10.45 (1.88)	10.00 (1.30)	1.133 ^{NS}	----

EMOTIONAL SELF-AWARENESS OF SOFTWARE ENGINEERS IN RELATION TO THE DECISION-MAKING STYLES

Procrastination	10.11 (2.42)	9.52 (1.89)	9.20 (2.23)	8.71 (2.05)	8.77 (1.84)	1.206 ^{NS}	----
Buck passing	11.00 (0.87)	10.48 (1.81)	10.61 (1.77)	10.19 (2.17)	9.58 (1.94)	1.762 ^{NS}	----
Rationalization	10.44 (1.13)	10.10 (1.97)	10.36 (1.56)	10.29 (1.35)	10.88 (1.90)	0.805 ^{NS}	----

- *Significant at 0.05% level
 NS Not Significant at 0.05% level
1. Less than Rs. 20,000/- per month
 2. Rs.20,001 to Rs. 30,000/- per month
 3. Rs.30,001 to Rs. 40,000/- per month
 4. Rs.40,001 to Rs. 50,000/- per month
 5. Above Rs. 50,001/- per month

From the above table, it is found that more than Rs. 50,000/- per month salaried software engineers are high in emotional self-awareness. It may be due to the years of experience conscious knowledge of their character, feelings, motives, and desires. It is concluded that the software engineers differ significantly in their emotional self-awareness based on their income. And they do not differ in their decisional styles based on their income.

Hypothesis: There is a significant difference in the emotional self-awareness and decision-making styles of software engineers depending on their occupational level.

From the Table 3, it is found that ‘F’ values are significant for most of the decision-making styles viz. Vigilance, Procrastination, Buck passing, and Rationalization, along with the emotional self-awareness. Hence, the hypothesis is accepted for both the variables. It is concluded that the software engineers differ significantly in their decision-making styles and emotional self-awareness based on their occupational level.

The software engineers were high in procrastination and buck passing dimension of decision-making styles. High in procrastination decisional style due to the experience in the project or task makes them hesitant to take responsibility over the decisions in work life. Whereas high in buck passing decisional style may be due to the individual lacks confidence in their ability to make a decision and thus prefers that someone else make the decision for them.

From the above table it is found that the software architect where high in rationalization and vigilance decision-making styles, along with the emotional self-awareness. High in rationalization decision-making styles may be due to the choice of preferring the old technique or used methodologies over the available solutions. High in vigilance decision-making styles may be due to the ability of the individuals to generate as many possible and feasible alternatives. By which the choices are wide open and selects the best by considering the outcome of the decision.

Table: 3. DECISION-MAKING STYLES AND EMOTIONAL SELF-AWARENESS OF SOFTWARE ENGINEERS BASED ON THEIR OCCUPATIONAL LEVEL

	OCCUPATIONAL LEVEL			F – value	Posthoc
	1 Mean (S.D)	2 Mean (S.D)	3 Mean (S.D)		
Emotional self-awareness	15.71 (3.02)	18.31 (2.78)	19.12 (2.61)	17.098*	3 Vs 2 Vs 1
Decision-making styles					
Vigilance	11.85 (2.00)	12.71 (1.74)	12.79 (1.22)	4.239*	3 Vs 2 Vs 1
Hyper vigilance	11.06 (1.97)	10.39 (2.01)	10.54 (1.72)	1.811 ^{NS}	----
Defensive avoidance	9.87 (1.61)	10.44 (1.58)	10.04 (1.33)	2.154 ^{NS}	----
Procrastination	10.27 (2.01)	8.39 (1.91)	8.79 (1.77)	14.740*	1 Vs 3 Vs 2
Buck passing	10.79 (1.81)	10.31 (1.81)	9.46 (1.98)	4.310*	1 Vs 2 Vs 3
Rationalization	9.85 (1.50)	10.60 (1.52)	11.04 (1.88)	4.239*	3 Vs 2 Vs 1

1. Software Engineer
Significant at 0.05% level
3. Software Architect

*Significant at 0.05% level

2. Senior Software Engineer NS Not

High in emotional self-awareness may be due to the individual ability to regulate their emotions by identifying the source of the feelings which influences one's thoughts and actions and recognize how it reacts. It is concluded that the software engineers differ significantly in their decision-making styles and emotional self-awareness based on their occupational level.

Hypothesis: Married and Unmarried software engineers differ significantly in their emotional self-awareness and decision-making styles.

From the Table - 4, it is found that 't' values are not significant for any of the decision-making styles and emotional self-awareness. Hence the hypothesis is rejected for both the variables. It is concluded that the software engineers did not differ in their decision-making styles and emotional self-awareness based on their marital status.

Table: 4. DECISION-MAKING STYLES AND EMOTIONAL SELF-AWARENESS BASED ON THEIR MARITAL STATUS

	MARITAL STATUS		t value
	MARRIED Mean (S.D)	UNMARRIED Mean (S.D)	
Emotional self-awareness	18.54 (2.72)	14.29 (1.98)	3.309 ^{NS}
Decision-making styles			
Vigilance	12.64 (1.78)	11.71 (1.72)	0.102 ^{NS}
Hyper vigilance	10.38 (1.96)	11.51 (1.72)	0.579 ^{NS}
Defensive avoidance	10.32 (1.50)	9.69 (1.71)	0.276 ^{NS}
Procrastination	8.71 (1.97)	10.43 (1.97)	0.216 ^{NS}
Buck passing	10.16 (1.86)	10.91 (1.85)	0.265 ^{NS}
Rationalization	10.66 (1.57)	9.60 (1.56)	0.909 ^{NS}

* Significant at 0.05% level

Married – 111 members

NS Not significant at 0.05% level

Unmarried – 35 members

The marital status of the software engineers does not have significant impact on any of the decisional styles viz., Vigilance, hyper vigilance, defensive avoidance, procrastination, buck passing and rationalization as well as the emotional self-awareness. It is concluded that the software engineers did not differ in their decision-making styles and emotional self-awareness based on their marital status.

Hypothesis: The emotional self-awareness has significant relationship with the decision-making styles of the software engineers.

From the Table - 5, it is found that the correlation coefficient is significant for half of the dimensions. Hence, the hypothesis is accepted. It is concluded that the emotional self-awareness of software engineers have correlation with their decisional styles.

Table – 5: DECISION-MAKING STYLES AND EMOTIONAL SELF AWARENESS: CORRELATIONAL ANALYSIS

Decision-making styles	Emotional Self-Awareness
Vigilance	0.158 ^{NS}
Hyper vigilance	-0.087 ^{NS}
Defensive avoidance	0.092 ^{NS}
Procrastination	-0.330*
Buck passing	-0.291*
Rationalization	0.165*

* Significant at 0.05 level

NS Not Significant at 0.05% level

The procrastination dimension of decision-making styles has significant negative relationship with the emotional self-awareness. It may be due to the inability to carry out accurate reasoning about issues and answering to the problems while developing or enhancement as well as maintenance of the software programming.

The buck passing dimension of decision-making styles has significant negative relationship with the emotional self-awareness. It may be due to the work pressure, time bound, and job insecurity makes them to prefer defensive decision-making. The software engineers who have ability to deal with the internal emotions are able to ameliorate the job insecurity which is present in the information technology sector.

The rationalization dimension of decision-making styles has significant positive relationship with the emotional self-awareness. It may be due to the adoption of the defensive mechanism by the software engineers in which controversial behaviour or feeling are justified and explained in a seemingly rational or logical manner to avoid the true explanation for taking such decision.

It is concluded that the procrastination and buck passing dimension of decision-making having negative relationship with the emotional self-awareness whereas rationalization dimension of decision-making having positive relationship with the emotional self-awareness.

SUMMARY

Individual's decisions are primarily based on the ability to explore the problems/issues and develop creative solutions as vital for the organizations to compete successfully in the rapidly changing marketplace. An attempt was made to find out the relationship of emotional self-awareness with the decision-making styles of software engineers. For each demographic variable, researcher conducted a one-way analysis of variance (ANOVA) and 't' test in order to find the difference among the selected variables. There was no significant difference among the software engineers based on their monthly income and marital status. And significant difference among the software engineers based on their age and occupational level.

A correlation analysis was computed for all the possible pairings between the emotional self-awareness and decision-making styles of software engineers who works in information technology sector. The results revealed that there is significant negative relationship with the procrastination and buck passing where as significant positive relationship with the rationalization.

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