

EMOTIONAL INTELLIGENCE AND PERSONAL DEVELOPMENT IN EMPLOYEES: A CASE STUDY OF ZIGRON CORPORATION, PAKISTAN

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ABSTRACT

Article sought to explore the potential role of Emotional Intelligence (EI) in the personal development of organizational employees and to find out the scope of emotional intelligence for personal development of individuals. This study was qualitative in nature; however, to ensure the authenticity and generalizability of the results some quantitative analysis analyses were applied. Using case study method and taking interviews from 17 software house engineers of Zigron Corporation in Pakistan, this study suggests that emotional intelligence plays a crucial role in the personal development of individuals.

Keywords: *emotional intelligence, personal development, software house*

INTRODUCTION

Emotions play very important role in daily and working lives of individuals. Emotional intelligence (EI) has emerged as an interesting and value able field of study during last two decades. It is strengthened due to the intensive work of Mayer & Salovey (1993) that developed the ability model of “emotional intelligence”. This model explains EI as “the ability to monitor one’s own and other’s emotions, to discriminate among them and to use the information to guide one’s thinking and actions.” The second model of EI is known as a mixed model. According to mix model “EI is the ability with social behaviors, traits, and competencies” (Mandell & Pehrwani, 2003). Goleman (1995) has also worked extensively on the topic of emotional intelligence. EI is contained divergent skills, and it can be improved in those individuals who lack it (Salovey, 1997). It is apparent from the literature that emotional intelligence has very important relation with the personal development of individuals. However, what is the nature of this relation? It requires further in-depth investigation of the topic which is the aim of the study. The rationale for choosing a software house for this case study is the fact that the awareness of Software Engineering researchers and practitioners has increased that there is a need to focus on more and better understanding of those engineers who are involved in developing software (Kosti, Feldt & Angelis, 2014). The importance of this choice is even more evident from the word of Glass (2002) who highlighted that “The most important factor in software work is not the tools and the techniques used by the programmers, but rather the quality of the programmers themselves.” The question arises that whether or not emotional intelligence plays any role in the personal development of software engineers? Hence, for investigating the role of emotional intelligence in the personal development of software engineers, the focus of the present study is the software engineers working in Zigron Corporation.

The term emotional intelligence was first developed and used by Salovey & Mayer in 1990 who described “a set of skills which are relevant to the accurate appraisal and expression of emotions in one’s own self and in others, the effective regulation of emotions in self and in others and the use of

emotions to motivate, plan and achieve personal objectives” (Kerr, Garvin, Heaton, & Boyle, 2006). Chiva & Alegre (2008) identified that Goleman’s (1995; 1998) work on EI is also very crucial in building theory on the subject. Goleman’s (1998) work showed that EI abilities are two times important and are at a higher rank for achieving excellence than technical and cognitive skills. Chiva & Alegre (2008) suggested that for technical and complex positions, EI abilities are more crucial for organizational and individual performance. They recommended that “administering the Myers-Briggs Type Indicator (MBTI), a typology of personality preferences based on Jungian psychology (which is one of the most often used in evaluating individuals and managerial development and emotional quotient inventory (EQI) formulated by Bar-On (2000) instruments in HR programs as a customary part of the employee orientation and/or training programs) will improve employee as well organizational growth”. Leary, Reilly & Brown (2009) found the relationship between extroversion and the components of EI through MBTI and suggested that EI can offer a pathway for enhanced teamwork and leadership. Love, Edwards & Wood (2011) investigated the ways that can contribute to project success by linking EI and project performance of construction industry. High potentials in individuals display higher levels of job performance and, in return, fewer boundaries less career attitudes (Dries & Pepermans, 2007). In the same way, Carmeli, Yitzhak-Halevy & Weisberg (2009) argued about the positive association between emotional intelligence and psychological well-being (self-esteem, self-acceptance, and life satisfaction). Those individuals, who are better in emotional intelligence than others, are expected to experience a better psychological wellbeing as compared to those who lack emotional intelligence. Nwokah & Ahiauzu (2010) examined the most largely useful definitions and other features of EI and its related leadership and managerial capabilities in corporate governance.

It is also identified in the literature that EI can prove to be a good tool for individual and group effectiveness in all areas of life by many researchers (Chiva & Alegre, 2008; Dulewicz & Higgs, 1999; Morehouse, 2007; Rozell & Scroggins, 2010). Major factors considered by these researchers against EI are job success, professional growth of individuals, performance climate and performance and job satisfaction. However, Rozell & Scroggins (2010) argued that contrary to much of the literature discussed above EI, greater involvement in understanding and managing emotions may considerably decrease certain features of group participants’ satisfaction for those who are highly emotionally intelligent. Keane (2006) explored the emotional intelligence level of stakeholders and found that emotional intensity and stakeholder power did impact the level of authentic discourse surrounding policy conflicts in each of the highly regulated industries. Further, development of EI is also proven and discussed topic in literature (Boyatzis, 2009). Social, cognitive and emotional intelligence abilities are predicted to be effective in managerial and leadership roles in a number of societal sectors. Moreover, these capabilities can also be formulated in adults. Hess & Bacigalupo (2011) mentioned organizational and individual benefits through the development and employment of emotionally intelligent behavior. Furthermore, individual and group decision making and its outcomes are also expected to enhance by the practical application of emotional intelligence skills. Although number of researchers (e.g. Grant, 2007; Koman & Wolff, 2008; Kosti, Feldt & Angelis, 2014; McEnrue, Groves & Shen, 2009; Morehouse, 2007) emphasized the importance of emotional intelligence for organizational employees, however, no single study was found that investigated the effect of EI on the personal development of software engineers.

Personal growth refers to “a continuous and purposeful development of the human person towards the full potential of what he/she can become” (Khalid, 2004). Personal development / personal growth have been one of the successes of the 1990s (Tamkin, 1996). Tamkin (1996) defined personal development in the context of Academics as “the ability of adults to manage their own learning and said that practitioners have seen the world of work change in ways that might at one time have been considered the stuff of nightmares”. Atkinson (1999) identified four meta-abilities in the personal development of individuals which are broadly appropriate for effective performance of managerial roles today. These are self-knowledge, cognitive skills, personal drive and emotional resilience. Self-knowledge comprised of “self-awareness and the awareness of one’s own impact on others”. Cognitive

skills can be defined as “the key thought processes required reading situations and which can be used to understand and resolve problems or issues”. Personal drive may be defined as “personal achievement orientation and motivation. It includes personal ambition for responsibility, the ability to motivate one and others and to take personal risks”. Whereas, emotional resilience comprises of four chief features i.e. “to exert self-control and self-discipline; to manage emotions appropriately; to be personally resilient in coping with pressure and adversity; to have a balanced view of the self”. Himachali (2002) defined personal development as “it is the level of freedom and happiness one can experience in his/her life”. Maslow (1970) who was a motivational theorist, considered personal development as an inborn need that must be satisfied and concluded that this need is so strong in humans that interference with this process results in neurosis, guilt, and despair. Frued (1949) views personal development as the ability to love and to do productive work. Jung (1954) viewed personal development as gradual unfolding and expression of the unconscious, and integration of these unfolding aspects of personality into coherent, meaningful way of life, further he described personal development as a process of individuation or self- realization. Field (1995) found manager seeking emotional and applied support for being committed to organizational management in such a way that every employee may have the opportunity to maximize and enjoy their personal potential and buy this make a fruitful contribution to the society. Tamkin (1996) also concluded that there was improved performance among those who use personal development programs. Lee (1999) suggested that by developing manager of an organization, the healthy psychological work environment can be created, which is in fact related to professional and/or personal development and change. Moreover, courses aiming at personal development, feelings, personal growth, individual needs, team development, manager development, outdoor education and leadership development have grown in popularity. As people working in organizations; spend a large part of their lives, therefore, they spend a large portion of their personality development duration in their working organizations. Personal development has been subject to different considerations and is viewed differently. Bhavnani (1997) argued that personal development programs (PDPs) have the effect of helping women, on an individualized basis, to adapt to organizations and cultures which are not of their making. Khilay (2010) discussed that by maximizing employee potential (especially females), personal-development programs have a direct impact on employee and organizational effectiveness, productivity, and profitability. Furthermore, Khilay (2010) said that it is more cost-effective to maintain and develop a satisfied employee than to hire a new staff member. Therefore, there is the need of personal development programs that many organizations are subject to change on a continuing basis. The result of this instability is a workforce that could easily be left behind unless structured plans are put in place to ensure necessary knowledge and skills are kept current and staff even at the most junior level are developed, if appropriate, towards management roles. These all organizational needs to develop their employees lead to the requirement to find out the factors that might help in developing the individuals. EI has always played a major role in organizational psychology, therefore; this study tries to find out the role of EI in personal development by using case study method.

The research question of this study is how EI enacts within organization for the personal development of employees? Next, the basic objective of this study survey is to explore the potential role of Emotional Intelligence (EI) in the personal development of employees in Zigron Corporation and to find out is there any room for EI? For achieving this objective following methodology was developed and followed it step by step throughout the survey.

METHODS

This study pursues the exploration of the potential role of EI in personal development (PD) of employees in Zigron Corporation and to find out is there any room for EI? Case study method is used for investigating this phenomenon and building theory on its base. In case of study method, the researcher explores in depth a program, an event, activity, a process, or one or more individuals

(Creswell *et al.*, 2003). “Building theory from case studies is a research strategy that involves using one or more cases to create theoretical constructs, propositions and/or midrange theory from case-based, empirical evidence” (Eisenhardt, 1989). “Case studies are rich, empirical descriptions of particular instances of a phenomenon that are typically based on a variety of data sources” (Yin, 1994) and “case studies emphasize the rich, real-world context in which the phenomena occur” (Eisenhardt & Graebner, 2007). All these facts support the choice of case study method for this research study.

The site selected for data collection is Zigron Corporation Islamabad, which is an American based software house located in the I8-4 sector of Islamabad and the sample selected for data collection is Zigron Corporation employees. Theoretical sampling type is used in this study. According to Eisenhardt & Graebner (2007) “this simply means that cases are selected because they are particularly suitable for illuminating and extending relationships and logic among constructs”. Moreover, “Just as laboratory experiments are not randomly sampled from a population of experiments, but rather, chosen for the likelihood that they will offer theoretical insight, so as are cases sampled for theoretical reasons”. “Theoretical sampling of single cases is straightforward; they are chosen because they are unusually revelatory, extreme exemplars, or opportunities for unusual research access” (Yin, 1994). According to the HR department, the total numbers of employees in zigron corporations are about 35, but only 30 employees were available, the rest of the employees are assigned different tasks outside the country. The sample selected from the total population of 35 employees is 17 employees. According to Pan & Tan (2011), an adequate number of interviews is dependent on the unit of analysis’ size along with many other factors. However, less than 15 interviews per case study are considered insufficient for analysis. Therefore, the selected sample from Zigron Corporation is sufficient enough for present case study. The selected sample has also considered the six criteria of Miles and Huberman (1994, p 278-280).

One-on-one interview method is used for collecting data from employees of Zigron Corporation. It helped in extracting particular information from employees because, although direct observation was used, it generates little explanation of EI in subjects. Face to face interviews also provide ground for controlling and asking different questions. Along with this, interviews are audio recorded. Each and every employee is interviewed approximately for 20 minutes. Re-interviews also conducted after few days of first visit and interviews. Diary notes are also taken by the researcher during the interviews. It is used to record the demographic information and reflective notes of the interviewees. This method ensures the triangulation required for making research more scientific.

Interview procedure included a letter to the head of the organization. This letter contained information about the researcher, request for information to head and assurance that confidentiality and anonymity at the subject level will be maintained. Employees are informed about the purpose of this research and the nature of the subject for which they were going to give interview. They were contacted and interviewed after taking appointment from them because of their busy work schedule.



Figure Methodological Framework of the Study

Interviews were conducted in natural organizational setting so that researcher can also observe employees actions and attitudes depicting EI in them. Researchers did their homework before going for interviews by writing down all the questions on a paper sheet. This ensured that same questions are asked to every interviewee for increasing the reliability and the validity of the provided information. Some demographic information was also collected from participants. This information is used for the data analysis of this study. Along with this reflective notes are also recorded with the help of a friend, who also helped in audio recording of interviews. The framework of the study can be seen in the Figure.

Initially used questionnaire contained few questions for investigating the issue understudy for three interviews from the three employees of Zigron. The reason for taking these initial interviews was to identify any missing aspect of the study and to incorporate it later in the study. Sample questions included in these interviews are; how easily you express your feelings? How do you like to say no to others? What role do you play in the lives of people around you?

A modified questionnaire was used for further interviews from the employees of Zigron Inc. The purpose of developing modified questionnaire is to investigate the issue under study in more detail. Some sample questions from the modified questionnaire are provided as; if you are not getting your rights, do you take stand for your rights? Do you get enjoyment from your work? Moreover, can you achieve your objectives through objectionable methods by others?

Data is collected through face to face interviews along with diary notes. Sample for this study was 17 employees of Zigron Corporation. The demographic characteristics of this sample are provided in Table 1.

Table 1 Demographic Sheet of the Participants of Research Study (n=17 employees)

Demographics	Frequency
Age:	
23	
24	2
25	1
26	4
	1
27	3
28	3
29	1
30	1
31	1
Gender:	
Male	14
Female	3
Educational level:	
Primary	1
BSCS	9
BE	1
B.Sc. in Mechanical Engineering	1
PGD Diploma	1
MSC	1
MSCS	3
Work Experience:	
1 month to 6 months	2
1 year to 2 years	5
2 years to 3 years	3
3 years to 4 years	3
4 years to 5 years	1
More than 5 years	1

The sample selected for this research comprises of 17 employees of Zigron Inc. comprising of 14 males and three females. Ages of this sample ranged from 23-31, indicating that all of them were young. All of them were well educated except one who was highly educated and performing responsible duties in Zigron Corporation. Their work experiences range from one month to more than five years.

Face to face interviews generated 26 categories in total presented in Table 2 and Table 3. These categories emerge through detailed interviews and notes taken from participants. These categories are divided into two distinct groups i.e. emotional intelligence (EI) and personal development (PD). Furthermore, these categories generated five major categories namely, emotional self-awareness, assertiveness, self-actualization, autonomy and purpose of life. Emotional self-awareness, assertiveness, and self-actualization are coded into emotional intelligence whereas, autonomy and purpose of life coded into personal development of individuals. This is presented in Table 4. For this research study, emotional intelligence is defined as the ability to be aware of and understands one's feelings (emotional self-awareness), the ability to express feelings, beliefs and thoughts and defend one's rights in a nondestructive manner (assertiveness) and the ability to realize one's potential capacities and to do what one can do and wants to do and enjoys doing (Self-actualization). Whereas, personal development is, "a continuous and purposeful development of the human person towards the full potential of what he or she can become" (Khalid, 2004).

The following paragraph discusses about interview cases with Waqas Baber (a 28 year old, senior associate technology, that has more than five years' experience).

"... Believe me; it is not the problem to involve our company here. It is our job to help local researchers. I hope that together the researchers and industries can produce a better human resource for businesses...

...I do not feel any difficulty in expressing my feelings, but sometimes it is in the best interest of everyone to hide feelings. I am very much in touched with my emotions with my inner self. Life is just like a struggle, and it comprises of lots of things. ..Decision making depends on two things, personal life decisions, and professional decisions. Individual decisions can be taken individually, but it is better to take the opinion of colleagues for professional decisions. Planning is very important in my life. It is important for a leader to convey his ideas to his team. So think that idea sharing is very important..."

The next paragraph shows the response of Usman Bin Salman, a 28 year old principal software engineer that has more than 5 years' experience in Zigron.

.....Normally I do not feel any difficulty in expressing my emotions, but there are certain situations when you have less knowledge about the issue. I think for everyone and for me, emotions play a very critical role. If you are emotionally disturbed, you cannot give a good performance. I am a friendly person. I am a social type guy, but I am not friendly with those I do not want to hang around. Most of the time I can differentiate that which kind of emotions I am going through and I feel no difficulty in identifying my emotions. Normally I do not feel any difficulty in sharing my ideas, but I do not share my ideas with everyone expect I trust them. I do not hide my anger, but I avoid the person for showing my anger. If I have a different idea or point of view about any issue, I do tell about it. I try to convince the other party, but I will never leave the situation if I am sure that I am right. Most of the time I try to find some time for helping others but sometimes due to time shortage and some other important assignments, I have to say No to others. I can express my thinking easily. Mostly I do stand for my rights, but there are certain times when you know that another person is not in a position to give me my rights I will go for compromise. I am going with the flow of my life currently, but I am trying to find out proper meaning and purpose for my life. Most of the things are preplanned for me by Almighty Allah Tallah....

RESULTS AND DISCUSSIONS

Emotional Self-Awareness is defined as being aware of and understanding our emotions. According to Bar-On (2000),

“Emotional self-awareness is the ability to recognize our emotions. It is not only the ability to be aware of our emotions, but also to differentiate between them, to know what we are feeling and why, and to know what caused those feelings. Serious deficiencies in this area are found in an emotional disorder known as alexithymia, which is at the pathological end of the EI continuum.”

Analysis of the presented data shows that about 88% participants showed emotional self-awareness. They can express their feelings easily even deep feelings. They are in touched with their emotions. They can identify the type of emotions they have at the moment e.g. nervous, confused, happy, etc. most of them said that they are very friendly, as seen in Table 2, Table 3, and Table 4.

Table 2 Broader Categories Emerged for EI (n=17)

Sr. No.	Category	Comments
1	Expression of emotions	How easily/difficult they express their emotions.
2	Intouchment with emotions	How strongly one is in touched with his/her emotions
3	Expression of deep feelings	How easily/difficult they express their deep feelings.
4	Identification of type of emotions	How easily/difficult one can identify the way he/she feels
5	Expression of friendly feelings	How easily/difficult one can express his/her friendly feelings with others.
6	Expression of new ideas	How easily/difficult one can express his/her ideas to others.
7	Expression of anger	How convenient one can express his/her anger to others.
8	Expression of disagreement	How convenient one can express his/her disagreement to others.
9	Saying No to others	How easily/difficult one can say No to others.
10	Expression of thinking	How convenient one can express his/her thinking to others.
11	Taking stand for rights	How easily/difficult one can take stand for his/her rights.
12	Meanings of life	How one feels about the purpose/meanings of his/her life.
13	Things one is good at	How easily/difficult one can identify good in him/her
14	Accomplishments in recent years	The extent of identifying one's own accomplishments in recent years.
15	Enjoyment at work	How much one enjoys his/her work.
16	Excitement in interests	The level of involvement in one's interests.
17	Continuous development in interests	How much one is keen on developing his/her current interests.
18	Future planning	How much one is clear about his/her future planning.

Table 3 Broader Categories of Personal Development (PD) (n=17)

Sr. No.	Categories	Comments
1	Decision making	How independent one is in deciding matters of his/her life.
2	Inquiry in work	How difficult/easy one feels in performing that work which is inquired from him/her.
3	Sticking with right decision	How constantly one sticks with his/her right decision
4	Believe about human autonomy	What one believes about the basic right of human beings deciding priorities of their lives.
5	Meeting others expectations	The extent to which one prefer other's expectations on his/her own desires.
6	Expression of abilities through new ways	The extent to which one wishes to polish his/her current abilities.
7	Achieving goals through objectionable means	To what extent one wanted to achieve his/her goals at any price.
8	Role in the lives of people around	How much concern one shows for people around him/her.

Table 4 Major Categories and Coding for EI & PD (n=17)

Sr. No.	Categories emerged	Major categories emerged	coding
1	Expression of emotions	Emotional self-awareness	Emotional intelligence
2	Intouchment with emotions		
3	Expression of deep feelings		
4	Identification of type of emotions		
5	Expression of friendly feelings		
6	Expression of new ideas	Assertiveness	
7	Expression of anger		
8	Expression of disagreement		
9	Saying No to others		
10	Expression of thinking		
11	Taking stand for rights		
12	Meanings of life	Self-actualization	
13	Things one is good at		
14	Accomplishments in recent years		
15	Enjoyment at work		
16	Excitement in interests		
17	Continuous development in interests		
18	Future planning		
19	Decision making	autonomy	Personal development
20	Inquiry in work		
21	Sticking with right decision		
22	Believe about human autonomy		
23	Meeting others expectations		
24	Expression of abilities through new ways	Purpose of life	
25	Achieving goals through objectionable means		
26	Role in the lives of people around		

Assertiveness is defined as expressing our feelings and ourselves nondestructively. According to Bar-On (2000):

“This is the ability to express feelings, beliefs and thoughts and to defend our rights in a nondestructive manner. Assertiveness is thus composed of three basic components: (1) the ability to express our feelings; (2) the ability to express beliefs and opinions; and (3) the ability to stand up for our rights and not to allow others to bother or take advantage of us. Assertive people are not overly controlled or shy, and they are able to outwardly express their feelings (often directly) without being aggressive or abusive”

Analysis of study data shows that 77% participants showed assertiveness. They feel free in sharing their ideas with others. They are able to express their anger, their disagreement with someone. They can express their thinking to others. They feel difficulty in saying No to others. It shows they like to help others. They are conscious of their rights and take a stand for their rights.

Self-Actualization is defined as “setting and achieving goals to actualize our potential”. Bar-On (2000) described self-actualization in following words:

“Self-actualization pertains to the ability to realize our potential capacities. It is manifested by becoming involved in pursuits that lead to a meaningful, rich and full life. Striving to actualize our potential involves developing enjoyable and meaningful activities and can mean a lifelong effort and an enthusiastic commitment to long-term goals. Self-actualization is an ongoing, dynamic process of striving toward maximum development of our competencies, skills and talents. This is associated with persistently trying to do our best and trying to improve ourselves in general. Additionally, excitement about our interests energizes and motivates us to continue these interests. Self-actualization is also associated with feelings of self-satisfaction. Low levels of self-actualization are associated with depression”.

Analysis of the data shows that about 71% of the participants showed ability of self-actualization. They try to make their life more meaning full; they know what they are good at. They have good accomplishments and are satisfied from their accomplishments. They do enjoy their work and try to develop their interests along with excitement continuously. They have a clear idea about their future, and they planned what they want to achieve in their lives.

According to Khalid (2004), “Autonomy refers to relative independence and social environment, to rely on one’s own potentialities and latent resources for growth and development”. Data analysis shows that about 65% participants showed autonomy in their life. They take decisions about most important matters of their life. They like autonomy in performing their work activities. They believe that man is independent in deciding his/her life priorities, and they do what they think is right.

The purpose of life means to have some goals in life which are of non-personal & unselfish nature; and to pursue these goals with the framework of values (Khalid, 2004). Analysis of the data shows that 82% participants are spending purposeful life. They want to polish and express their abilities through better ways. They have objectives, but they are not willing to go for objectionable means for achieving those objectives. They have a positive role in the lives of people around them. They try to do whatever is possible by them to do for them.

Analysis of the data reveals some important facts about emotional intelligence of individuals and their personal development. These facts are stated one by one. The first element of EI that contributed to the personal development of employees of Zigron Co is emotional self-awareness. It shows that most of the individuals are fully aware of their own emotions and how they express their emotions. However, about 65 % of the participants showed autonomy. This difference is basically due to the cultural and religious factors in Pakistan. Decision making is considered a very important part of an individual’s life. In Pakistani culture, most of the decision making of individuals is influenced by many factors. Among all these factors few are family, friends and other related people around the individuals guide him/her or in most of the cases take decision on behalf of that individual. Social values are more important for individuals than their personal self. They like to be directed and have confidence in parents and other related people for their decision making. Further, data analysis shows that emotional self-awareness provides a room for personal development of individuals, as 65% depicted autonomy in their lives.

On the other hand, emotionally self-aware individuals do have a clear purpose of life. It is supported by the fact that 82% participants showed that they have purposeful life. Those who are more aware of their emotions are clearer about the purpose of their life. Furthermore, 77% of the participants showed assertiveness. Comparing it with the data analysis of autonomy, it shows that those individuals who are assertive are also autonomous in their life. However, although individuals are more assertive, they are conscious in deciding their life matters. On other hand, individuals who are assertive also have a clear purpose of life with 82% agreement. Differences in percentages show that although they have a purposeful life but some of the individuals are not confident in sharing their ideas and thinking to others. The data also indicated data analysis shows that 71% of the total sample selected depicted self-actualization. It means that 71% participants try to make their life as meaning full as they can, they enjoy their work, and they are excited about their interest. They try to develop their interests continuously. Such individuals also show autonomy in their life and in making decisions for themselves. Individuals showing self-actualization also have a purposeful life. Next, overall data analysis shows that individuals with more emotional intelligence are more developed. Work experience and age also matters in developing emotional intelligence in individuals. Face to face interviews revealed that those who have more work experience and are in a higher age group think and act more intelligently with their emotions and they are more developed and successful in their lives than those who are at the younger stage of their age and have less work experience. Emotionally intelligent behave very carefully in their work as well as personal life. They are in touched with their

emotions, but they keep separate their emotions and work. Most of the Participants of the study are successful software engineer and they depict good emotional intelligence, which proves that they are developing themselves by controlling and driving their own emotions in their work life.

CONCLUSIONS

Following are some reflective notes collected during interviews from the participants. (1) The researcher was treated respectfully by the employees of Zigron Inc. (2) Initially, there was a very welcoming and encouraging attitude of the HR representatives of the company. It encouraged the researcher to plan as many interviews as possible for graving the issue under study in detail, however, later on only 17 employees were available for interviews from the HR. This may be due to the reason that interviews were being audio recorded, and most of the employees were reluctant to give the interview. (3) All of the interviewees were very cooperative and willing to give the interview, and most of them were very interested in the topic under study. However, audio recording of the interviews created little hesitation which was removed after ensuring them the confidentiality of their provided information.

The concept of EI is very new in Pakistan. Most of the people are unaware of what emotional intelligence is. Emotional intelligence plays a very important role in the lives of individuals (Bar-On, 2000). The purpose of this paper was to explore the potential role of Emotional Intelligence (EI) in the personal development of employees and to find out is there any room for EI? Findings of the study displayed that emotional intelligence do play very important role in the personal development of employees. Most people in earlier stages of their life are very keen to grow and develop them. If implemented practically, emotional intelligence skills can enhance individual and group decisions and outcomes (Hess & Bacigalupo, 2011). It is recommended therefore that for improving productivity and performance of the organization, employees can be provided with emotional intelligence training on regular basis. How is it possible? EI can be developed through proper EI trainings (Boyatzis, 2009). So for enhancing organizational as well as individual performance, organizations need to develop their employees for productive uses. This will be ultimately fruitful for the individuals specifically and for the organization generally.

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