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Emotional Intelligence and Decision Making: A Correlational Study of School Principals

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Abstract *The objective of the study was to find out the relationship between emotional intelligence and the decision-making of secondary school principals. The current study was descriptive and quantitative in nature, and a survey method was applied to collect the data. All the secondary school principals working in District Haveli and Punch were the population of the study. The instrument used was a self-developed questionnaire to collect the data. The questionnaire was used comprising of three parts. Part A of the questionnaire was used for demographic data, part B was used to measure emotional intelligence, and Part C of the questionnaire was utilized to measure the decision-making styles. The researcher collected data from all secondary school principals of both districts, District Haveli and District Bagh, including private and public school principals, using a universal sampling technique. Data were analyzed through SPSS by using Pearson's correlation analysis. It is inferred that a significant and strong positive relationship exists between emotional intelligence and decision-making styles of principals.*

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Introduction

Emotional intelligence has a significant influence on making decisions in routine life in special circumstances. How to deliver harmless and appropriate attention is relies on making proper decisions. Everyone has emotion, and whether it is realized or not, these feelings influence us every day. These emotions also influence those nearby us, both in the place of work and in our individual survival. Organizations are made up of people with emotions, opinions, values, and requirements, and to narrate by means of them suitably and conflicts are avoided in the working place frequently, one has to be emotionally intelligent. Administrators recognize the emotional state of their assistants, intellects, and also philosophy; they have to get ahead the action and reaction in particular circumstances, and they need to do the emotions intelligently (Salovey & Mayer, 1990).

Daniel Goleman, in his book "emotional intelligence," the writer cites the five principle spaces of emotional intelligence, begat by Peter Salovey: Self-awareness, knowing one's feelings; Self-regulation, overseeing feelings; Self-motivation, encouraging oneself; Social Awareness or Empathy, knowing feelings in others; and Social-skills, dealing with connections. As every one of these areas is gradually significant in ours associated effort for life and single excursions, controllers, trainers, and commercial thinkers are nothing to understand prior the guess the enthusiastic awareness. These five spaces of emotional intelligence were Self-awareness, Self-regulation, Self-motivation, Empathy or Social Awareness, and Social-skills.

Decision-making is a basic intellectual procedure; it is the basic need of humanity. In this procedure, the people assume a functioning

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job and get yields corresponding with their useful utilization of dynamic abilities. Along these lines, the dynamic procedure and the aptitudes with respect to the powerful administration of this procedure can influence the life of a person, basic fulfillments, and also the social relationships of a person. Generally, scientists have characterized dynamically as a procedure of picking one likely chance amongst others (Miller and Byrnes, 2001, Rehman and Khan, 2015). Decision-making abilities had been recently viewed as closed off. It was felt that this expertise was obtained through the span of time and subject to age. Nonetheless, a few investigations have demonstrated that dynamic abilities can be instructed (Klaczynski, 2001).

The Objective of the Study

- To find out the relationship between the five parameters of emotional intelligence and the decision-making style of principals.

Delimitations of the Study

The current studies delimited to:

1. Poonch Division AJ&K.
2. District Haveli & District Bagh.
3. Public and Private Boys Secondary School principals

Review of Literature

Emotional Intelligence

The expression "emotional intelligence" was begat and also utilized through Mayer and Slovey (1990). They differentiate emotional intelligence by means of the capability that recognize emotions, to discriminate and accomplish the moods or feelings of oneself and others in mandate increasing thoughtful and achievement (Zafra-Lopez, Retamero, & Landa, 2008). Daniel Goleman (1998) advanced the origination of emotional intelligence. Daniel Goleman characterized emotional intelligence, such as a person's fitness to hold self-controlling, enthusiasm, assurance, and self-consolation. Weinberger (2003) well-define emotional intelligence as the brainpower to use diverse feelings to shortest behavior's, judgments and improve operational messages with group fellows. This is similarly a person's talent to use their period successfully and also achieve better results in the place of work (Fatemeh & Saeidi, 2013).

Emotional intelligence is the skill of somebody to become sensible of their sensations and the sensations of others. He can consume the capability and awareness to be aware of feelings and accomplish them to make certain attainment. A person with a great degree of emotional intelligence manages, understands, and manages not simply their emotions but likewise manages the sensations of others. It helps to improve worries and emotional disorders. It also increases the productivity of oneself and the institute. Emotional intelligence might be developed by learnings. A manager with an extraordinary level of emotional intelligence has a constant emotional appearance and is able to develop social relationships. Individuals who consume great levels of emotional intelligence are capable of comprehending the societal, intellectual, and also physical effects of their sensations in their minds, their behavior. The low stage of emotional intelligence also disturbs an individual's ability to succeed in the administrative goals (May & Supovitz, 2011).

People have various characters' needs, needs, and methods of indicating their feeling, and discovering from end to end require thoughtfulness and cleverness—particularly on the fresh chances that one plans to prevail through daily life. This is the place passionate insight hypothesis makes a difference. In the most conservative system, five areas of enthusiastic insight ranges organized near to home-based (mindfulness; self-guideline; and self-inspiration) and (socially mindfulness's and socials abilities) skills. Janis and Mann (1977); described seven operational criteria that might be compulsory to teach decision-making talents.

(1) Those principles include meticulously campaigning a wide scope of elective approaches,
(2) Surveying the full scope of targets to be satisfied and the qualities embroiled by the decision,
(3) Carefully gauging whatever the individual in question thinks about the expenses and dangers of negative outcomes, just as the positive results that could spill out of every other option,
(4) Intensively scanning for new data applicable to the further assessment of the other options,

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(5) correctly absorbing and assessing any new data or master judgment to which the individual is uncovered, in any event, when the data or judgment doesn't bolster the strategy the person in question at first likes,
(6) Reexamining the positive and negative outcomes of the entirety of the referred to options, including those initially viewed as inadmissible, before settling on the last decision, and
(7) Making natty gritty arrangements for actualizing or executing the picked strategy, with unique consideration regarding emergency courses of action that may be required if different realized dangers were to appear.

Domains of Emotional Intelligence

In the book of Daniel Goleman, "Emotional intelligence, "the writer cites the five principal areas of Emotional intelligence, begat by Peter Salovey: Self-Awareness, knowing one's feelings; self-Regulation overseeing feelings; Self-motivation, rousing oneself; Social Awareness or Empathy. Recognizing feelings in others, and social aptitudes, dealing with connections. As every one of these spaces is ever more significant, in our interrelated labor lifespan and singular excursions, bosses, instructors, and businesses thinkers are not the considerate estimate of Emotional intelligence. The areas of Emotional intelligence are as follows:

Self-Awareness

Self-awareness is the measurements, how to sensate feeling that instantly happens. It isn't in every case guileless to screen one's sentimentalities currently, at this very moment, as it involves care. This is the base of knowledge, self-comprehending, and state of acknowledging. On the off chance that we cannot get our real sentiment, it is more enthusiastically to comprehend our feeling. Personalities who are surefire almost their emotions are increasingly capable at allocating with, be alive, and taking a progressively definite feelings of their genuine sentiments about altered decisions: what employment to takes, what are influences to place their time in, what exercise to squeeze, and what is the objective to sets. This was the ability to observe and comprehend ones disposition, inspirations, also the capacities. Additionally, understand the impacts they are having on others. Goleman said to accomplish a condition of broad mindfulness; an individual requirement has the option to display their passionate state and recognize the feeling. Characteristics that determine a one's as honestly develops include: certainty, the aptitude to snicker at oneself, and theirs missteps, and the familiarity within what way you are seen by others. Example: By examining the responses of other person, you see just how you are seen by them.

Self-Regulation

When we've managed, mindfulness might be advanced to dealings with the feeling we become aware of, taking care of those, so they are suitable. It denotes moderating ourselves and adjusting tension, misery or violence. The individual who flops in its capability is increasingly disposed to a sentiment of pain. Acing the administration of our own feeling permits us to improve snappier from the misfortunes, upsets, and disappointment and to carry on forward toward our objective. This is the capacity to control ones motivations, the capacity to think earlier you talk/respond, and the capacity to communicate suitably. Goleman characterizes passionate development in this segment as having the option to assume liability for your activities, having the option to adjust to change, and the capacity to react fittingly to others' nonsensical feelings or practices. Example: If somebody is shouting at you, you realize that they are not generally furious at you. You can comprehend they might resent a specific circumstance and feel they have to take it out on somebody.

Self-Motivation

At the point when we channel feeling according to our objectives, we are the better focus, subdivide ourselves, practice train and dedicate while for the creative attempt. Passionate restraint is shown through deferring delight and dealing with hastiness, significant key fixings in any achievement. Besides, the capacity to go into a "stream" state or giving ourselves absolutely to the profession that needs to be completed, regulated straight-line authority, consistent considerations require inward creativeness. This requires personal growth and enthusiasm for learning. It is having the team spirit to support at

what time there are snags all over the daily life. This defines objectives and concludes them. Goleman should characterize an enthusiastic develop individuals in this class to having qualities, an example is, having an activity and the pledge to complete an assignment, and have the constant notwithstanding disaster. Example: anybody who picks inner encouragement derived objective relatively than outsides creativeness derived objective. Inward motivation-driven objectives are a thing, for the example given, obtaining a professional education or rotating into a more constructive individuals. The others inspiration derived objective is a thing that displays rich status. This defines objectives; an example is the, have the following most up to date and most delightful vehicle. Example: If an understudy bombs a class, they consider this to be a chance to learn and retake the class without self-question.

Social Awareness or Empathy

Our capacity to relate to other people, an indispensable people aptitude, returns to our mindfulness. Compassion is also our capacity to feel what others feel, to comprehend what the other need to state, and to become receptive to unpretentious societal signal, almost what other needs. It is an unquestionable requirement to have the capacity to everybody in mindful callings, in instruction, deals, and the executives. It is the skill to understand others' feelings and responses. Compassions need proficiency if mindfulness is completed. Goleman admitted that an individual has options to comprehend themself earlier to get others. Passionate developed in the class incorporate individual having characteristics, example, views of others, beings deep on others' concern and concern, the capability to predict somebody enthusiastic reactions to issues or circumstances, and the conception of society's standard and why individual acts the manners in which they do. Example: Being ready to realize adapts to other person's difficulties and pity. At the point when you completely get yourself and why you feel the things you believe, you can comprehend different people groups regardless of whether they are unique in relation to you.

Social Skills

When we are aware of responsibilities and are equipped for perceiving the feeling of others, we continue to the followings ability – how to deal with others' feelings. This assignment leads to the initiative, ubiquity, and also relational adequacy. It doesn't come down to directing others, yet to direct and help them be increasingly mindful, progressively adroit at enthusiastic self-administration, self-inspirations, sympathy, and taking care of connections. A few people are better in a portion of these areas than others. One representative can be especially acceptable at rehearsing tolerance and persistence, yet could think that it's hard to comfort an associate in a troublesome individual circumstance. Fortunately, our minds are staggeringly plastic, able to do continually learn new data and abilities. Passionate aptitudes can be learned and improved, and rehearsing care and pondering through contemplation and reflection, is the initial step of the excursion.

This was the ability to get on the joke, mockery, and buyer assistance, keep up kinship and connection and discover shared beliefs to others. Goleman state that adoring developments in this segment characterize someone who has the greater relational ability, abundant time the boarding, the ability to be a forge with a gathering of individuals, and ability to find the situations are applying arrangements. For example, Somebody in a "boss" situation, for the most part, have a attired handling to take care of any single unique type of character. In the event that both of the representatives have a controversy, they could discover share convictions and resolve the issues in a socialized and realistic ways. In a nutshell, your feelings are identified by five spaces; dealing with yours feeling; rousing yourselves; comprehending and perceiving others' feeling; and managing connection, i.e.; dealing the feeling of other

Decision Making

In Psychological researches, the judgments are considered as the cognitive procedure which prompts the decision of persuasion or an activity plan amongst various substitute prospects. Each decision-making procedure is an item, the last decision, which might prompt activity. To make a decision, the strategy of finding and choosing alternatives dependent on the qualities, inclinations, and assessments of the chief. A fundamental portion of the decision-making technique concerns the investigation of a restricted arrangement of options portrayed

regarding assessment standards. Consequently, the errand could be to characterize these options depending on their intrigue to the leader (s) when all the guidelines are considered all the while (Tabesh & Zare, 2012).

In management, the basic tool is decision-making. Essentially, rationale or sound judgments are taken as the necessary ability of the directors. Every head takes hundreds and more decisions subliminally or intentionally make it as a significant part in the profession of the executive. Decisions adopt important jobs as they decide both imposing and managerial exercise. A judgment can be considered as a game-plan intentionally looking over a percentage of decisions to complete authoritative or executive destination or objective. This technique is a persistent and irreplaceable part of dealings with some business exercises. Decisions are prepared to upkeep the exercise of all association exercises and influential working.

The conclusion is taken at a respective degree of the executives to sure authoritative or business objective are accomplished. Furthermore, the decisions created, one of the beneficial center potentials which every relationship holds and executive to pledge perfect improvement and drivability as far as administration and moreover items are marketed. The best essential tool of a director is to make choices in the friendship. Achievements or disappointments of the subordinates rely on the type of decision that the rulers make at each stage. Every directorial judgment, irrespective of whether it is anxious for arrangement, categorization, set up, or coordination of its concerned about the procedures of self-motivation (Gayathri & Meenakshi, 2013).

It is a result of its backward nature of decision-making that teacher Herbert Simons has said the way toward overseeing as a procedure of dynamic. According to his conclusion, a post of position can't be supposed to be administrative until and except if the privilege of decision-making is joined to it. A choice is a strategy that is intentionally seen amongst many of decisions to achieve an ultimate outcomes. It is suggested that choices came in picture when multi choices are available. Afterwards, in relationship, a complete structure ended by producing different sequences of activities in certain circumstances. These are complete objective in an association. Final conclusion intend to piece or portion to reach a determination. It is additionally a psychological procedure. Regardless of whether the issue is huge or little in the association, it is normally the director who needs to comfort it and choose what move to make. Thus, the nature of chiefs' choices is the Yardstick of their viability and incentive to the association. This demonstrates supervisors should fundamentally create dynamic aptitudes. As per D. E. McFarland, "A decision is a demonstration of decision – wherein an official structures a decision about what must not be done in a given circumstance. A choice speaks to a course of conduct browsed various potential other options". As per Haynes and Massie, "a decision is a strategy which is intentionally picked for accomplishing an ideal outcome". As per R. A. Killian, a decision in its easiest structure is a determination of decisions.

Decision Making Styles

Scott and Bruce (1995) introduced the decision making model. It consist of five decision making styles. These are discussed as under:

Rational Decision Making

Rational managerial brings an organized or realistic assumed method to the decision. The decision to rationally decide helps upkeep the decision-maker by making the understanding associated in the choice exposed and particular. This can be appropriate significant when making important conclusions that can advantage from the use of utensils, developments or specialist information. It is a process of systematic selection between the possible choices grounded on intention and actualities. In a justification decision-making practice, a person often uses a chain of diagnostic phases to examine the appropriate truths, interpretations, and conceivable consequences before selecting a specific way of act.

Avoidant Decision Making

Avoiding the decision-making approach stresses the delay and the avoidance of the decision. Avoidant decision-making works well when conditions are highly uncertain and benefits of taking action are unclear. This approach also known as wait and see approach.

Intuitive Decision Making

In this approach, while respectively person is

handled with decision-making circumstances, he trusts his own visualization and approach and chooses the results that appears most appropriate.

Dependent Decision-Making

This style of decision emphasizes the research or advice and guidance of others. This style is symbolic of the deficiency of logical and applied freedom in the decision-making process also advice on the shelter and support of others when making decisions.

Spontaneous Decision Making

This approach emphasizes the logic of immediate awareness and the aspiration to go through the decision-making procedure as quickly as probable. Faced with the position of the decision, he instantly and quickly adopts his core decision (Scott & Bruce, 1995).

Relationship in Emotional Intelligence and Decision Making Style

Management has been defined precisely through a number of ways: it mainly refers to the way a person directs others. Scholars and further professionals have recommended the work of a group depends on the level to which heads communicate or maintain their decision-making power. It is a technique to evaluate the efficacy of management. Leadership is perceived as the capability to create tactical decisions, using skills such as communication, relational skills, motivation, decision-making, and emotional maturity, to complete academic or organizational goals (Shamir, Zaky, Breinin & Popper, 2000).

Rehman (2011) analyzed the effect of enthusiastic knowledge on the relationship among administration styles, dynamic styles, and hierarchical execution, and she inferred that EI moderate the connection between initiative styles and dynamic styles in a single hand, and authoritative execution in other hand. Likewise, she deduced that dynamic styles impact the hierarchical exhibition, (Rehman 2011).

Research Methodology

Current investigation was descriptive and quantitative in nature and the data was collected by survey method. It is designed to find out the relationship of emotional intelligence on decision making styles of principals. The population of the study was consisted of male principals serving in public and private schools of District Haveli and District Bagh in AJ&K. In both districts there were 153 public and private secondary so, the data were quite manageable. Therefore, the researcher took the total population as a sample by using the Universal sampling technique. The researcher used a self-developed questionnaire for data collection. One questionnaire was used for this purpose. Part A of the questionnaire was used for demographic data, part B was used to measure emotional intelligence, and part C of questionnaire was used for decision-making styles. The questionnaire was validated through educational experts in the field of education. The experts suggested some needful changes in the questionnaire, the researcher amended the questionnaire in the light of experts' suggestions, and then the questionnaire was used for the final survey. For pilot testing, the questionnaire was distributed among 5 principals of public and private secondary schools. The purpose of the pilot testing was to check the reliability, usability, and suitability of the questionnaire. The respondents pointed out three statements that were not understandable according to them. The researcher amended those statements and then used the questionnaire for the final survey. The reliability of the research instruments was checked by chronbach's alpha coefficient through the statistical package for Social Sciences (SPSS). The reliability of the instrument was found .723 which showed that the instrument was reliable. The researcher sent the questionnaire via electronic emails and postal mail. Prior permission was taken from the principals of the institution before sending the questionnaires. After collecting data, it was analyzed in order to draw tables. Data was analyzed by using linear regression analysis.

Results

Table 1. Pearson's Correlation between Self-Awareness and Decision Making

Variables	Mean	SD	R	Sig
Self-awareness	12.50	3.25	.783	.000

Variables	Mean	SD	R	Sig
Decision making	78.52	18.26		

Table 1 shows the relationship between Self-Awareness and Decision Making using Pearson's Correlation. It has been witnessed that there is a significant relationship between SA (M=12.50, SD=3.25) and DM (M=78.52, SD=18.26) as p=.000<0.05. Furthermore, the value of R = 0.783 showed a strong and positive relationship between SA and DM.

Table 2. Pearson's Correlation between Self-Regulation and Decision Making

Variables	Mean	SD	R	Sig
Self-regulation	20.26	5.76	.823	.000
Decision making	78.52	18.26		

Table 2 shows the relationship between Self-Regulation and Decision Making using Pearson's Correlation. It has been witnessed that there is a significant relationship between SR (M=20.26, SD=5.76) and DM (M=78.52, SD=18.26) as p=.000<0.05. Furthermore, the value of R = 0.823 showed a strong and positive relationship between SR and DM.

Table 3. Pearson's Correlation between Social Skills and Decision Making

Variables	Mean	SD	R	Sig
Self-regulation	7.62	2.36	.607	.000
Decision making	78.52	18.26		

Table 3 shows the relationship between Social Skills and Decision Making using Pearson's Correlation. It has been witnessed that there is a significant relationship between SS (M=7.62, SD=2.36) and DM (M=78.52, SD=18.26) as p=.000<0.05. Furthermore, the value of R = 0.607 showed a strong and positive relationship between SS and DM.

Table 4. Pearson's Correlation between Empathy and Decision Making

Variables	Mean	SD	R	Sig
Self-regulation	18.84	6.47	.687	.000
Decision making	78.52	18.26		

Table 4 shows the relationship between Empathy and Decision Making using Pearson's Correlation. It has been witnessed that there is a significant relationship between Empathy (M=18.84, SD=6.47) and DM (M=78.52, SD=18.26) as p=.000<0.05. Furthermore, the value of R = 0.687 showed a strong and positive relationship between Empathy and DM.

Table 5. Pearson's Correlation between Self-Motivation and Decision Making

Variables	Mean	SD	R	Sig
Self-regulation	14.23	4.73	.690	.000
Decision making	78.52	18.26		

Table 5 shows the relationship between Self-Motivation and Decision Making using Pearson's Correlation. It has been witnessed that there is a significant relationship between SM (M=18.84, SD=6.47) and DM (M=78.52, SD=18.26) as p=.000<0.05. Furthermore, the value of R = 0.690 showed a strong and positive relationship between SM and DM.

Discussion

The objective of the study was to find out the relationship between the parameters of emotional intelligence and the decision making style of principals. This is likewise inferred that a huge and solid relationship happen between mindfulness and dynamic styles of chiefs and mindfulness additionally predicts and adds to

dynamic styles of administrators. MacNeil, Prater and Busch, (2009) presumed that a noteworthy and solid relationship present between self-guideline and dynamic styles of chiefs and self-guideline additionally predicts and adds to dynamic styles of directors. It is likewise reasoned that a noteworthy and frail relationship found between social-abilities and dynamic styles of chiefs and social-aptitudes additionally predicts and adds to dynamic styles of directors. It is likewise inferred that a huge and moderate relationship appeared among sympathy and dynamic styles of directors and compassion additionally predicts and adds to dynamic styles of chiefs. It is likewise reasoned that a noteworthy and moderate relationship exists between self-inspiration and dynamic styles of chiefs and self-inspiration additionally predicts and adds to dynamic styles of administrators. Cruzeiro and Boone (2009) who investigated new jobs in the workplace, expressed that 40%of the individuals who do not have the inspiration, can't help out their colleagues. Nettles and Herrington (2007) brings up that four boundaries (merit, compassion, independence and achievement) give interior inspiration. He additionally shows that inspired individuals are increasingly profitable, less missing from work, have more critical thinking abilities, are creative, lastly report more employment accomplishments.

Conclusions

1. It is also concluded that a significant and strong relationship occur between self-awareness and decision making styles of principals.
2. It is also concluded that a significant and strong relationship present between self-regulation and decision making styles of principals.
3. It is also concluded that a significant and weak relationship found between social skills and decision making styles of principals.
4. It is also concluded that a significant and moderate relationship shown between empathy and decision making styles of principals.
4.
5. It is also concluded that a significant and moderate relationship exists between self-motivation and decision making styles of principals.

Recommendations

1. As the result showed that a strong relationship of emotional intelligence and decision making style due to result, it is recommended that there would be need to include emotional intelligence literature may be included in the syllabus of managerial staff of schools. As Kashmir Institute of Management (KIM) Muzaffarabad is a training center for management officers, so they might give the emotional intelligence related education to the principals.
2. The research conclusions indicates that there is a strong relationship between self-awareness, self-regulation and decision making. For good management it is necessary that there will be a strong relationship between self-regulation and decision making. In self-regulation, a principal must have the qualities such as recognizing emotions, self-confidence, self-control, trustworthiness, flexible in handling change. As these two variables strongly effects the decision making of principals therefore, it is recommended that training programs and refresher courses may be arranged for principals. Govt. of AJ&K established a special directorate of educational training, (Directorate of Education Extension. DEE) for teachers and headteachers, so when they are promoted in the next grade then their promotional training may be arranged according to that grade.
3. The result also showed that a moderate relationship found between social skills, empathy and decision making. It means there is a gap in influence, communication, building relationship and working with others hence, it is recommended the trainings, workshops should be held to promote social skills and empathy of principals.

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