SOCIAL WORK PROFESSIONALS' EMOTIONAL INTELLIGENCE, LOCUS OF CONTROL AND ROLE EFFICACY: AN EXPLORATORY STUDY

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ABSTRACT

The principal objective of the study was to study social work professionals psychologically. This study was conducted on a sample of 178 participants. The findings depict role efficacy to be associated positively with emotional intelligence and internal locus of control, but negatively with external locus of control. Similarly, emotional intelligence was found to be associated positively with internality, but negatively related to externality. The findings also indicated that emotional intelligence alone accounts for 43% of the variance on role efficacy of social work professionals. The findings of the study have major implications for non-governmental organisations and are discussed.

Key words
Social work professionals, emotional intelligence, locus of control, role efficacy

Social work as a profession has not had a very long history in India and as a result much more is still to be unearthed to understand the psychology of individual social workers working for non-governmental organisations (NGOs). The great impetus to the social standing of this profession has come from the government of the day, which has slowly but steadily started believing in and practising the philosophy of developing the society through the organisations/agencies that are non-governmental in nature. It is because of such a belief in that very philosophy on the part of the government, both at the centre and the state in India, that substantial amounts of funds are being given to the NGOs of repute for helping them to realise their dream of the all-round development of the people of the nation.

The functioning and the efficiency of the NGOs is totally dependent on the efficiency and effectiveness of the professionals who work for them. It is the social work professionals who are the lifeblood of the NGOs operating in any kind of developmental activities and as a result need to be taken care of more seriously. Therefore, it is pertinent to assess and study the psychological make-up of the social work professionals who work with passion on their organisational assignments. There is hardly any empirical research literature from a psychological perspective on the social work profession and its professionals, behavioural research findings in other kinds of organisations that this study has been designed to study, the variables of emotional intelligence, locus of control and role efficacy as well as the interrelationships between them are kept in mind. It also aims to study the relative contribution of the independent variables of emotional intelligence and locus of control on the role efficacy of the social work professionals. Thus, the present investigation is very pertinent, and it is a small attempt in the direction of studying social work professionals (SWP) from a psychological perspective.

Emotional intelligence: some empirical findings

Its true that the term 'emotional intelligence' was coined relatively recently, but it certainly bears some resemblance and partially overlaps with earlier concepts such as social intelligence (Legree, 1995; Sternberg & Smith, 1985; Wong et al., 1995). Moreover, the construct of emotional intelligence is considered to be theoretically preferable over the earlier construct of social intelligence because it is more focused on affect per se. Furthermore, the concept of 'emotional

intelligence' is distinct from predispositions to experience certain kinds of emotions captured by the personality traits of positive and negative affectivity (George, 1996; Tellegen, 1985).

While looking into the research literature, it can be said that some of the elements of emotional intelligence were identified long before the idea of 'emotional intelligence' was formally conceptualised. Rosenthal (1977) reports that the ability to identify people's emotions, i.e. empathy, contributes positively to one's professional and social success. Similarly, Bachman (1988) reports in a study that most effective leaders in the US Navy are warmer, more outgoing, emotionally expressive, dramatic and sociable. Thus, looking at the findings of these two studies, it can be concluded that emotional intelligence and its competencies certainly augment people's performance in organisational lives.

The construct of emotional intelligence incorporates in itself a number of abilities, including the ability to be aware of one's own and of other people's emotions, to be able to manage those emotions, and to understand the complex relationships that can occur between emotions and likely emotional transitions (Caner & Salovey, 1997). On the whole, the ability called 'emotional intelligence' is not fixed for life and can be improved with suitable training (Goleman, 1995; Caner & Salovey, 1997; Salovey & Caner, 1990). This can mean that the ability called emotional intelligence is not an innate but acquired ability on the part of an individual who earned it through rigorous experiences and practices with a number of interpersonal situations.

It can also be said that the leaders who experience anger can frequently face difficulty building good relationships with followers and engendering their trust (Jones & George, 1998). In the same vein, leaders who frequently experience positive moods on the job can fail to notice and attend to performance shortfalls that are less than apparent. And why not? It has been found and said, that leaders who possess significant cognitive resources might still have reduced performance during stressful times (Fiedler, 1986; 1995). Therefore, the management of emotions is likely to result in employees increasing their affective commitment to the organisation by generating enthusiasm for their work (Caner & Salovey, 1997). To this end, George (2000) says that highly emotionally intelligent leaders are needed to manage employees' emotional states. It is also true

that emotional intelligence training can help managers to deal effectively with subordinates' insecurities, promoting teamwork, and establishing productive relationships in the workplace (Goleman, 1998).

These research findings shed light on the possession of both cognitive and emotional competencies in adequate numbers by organisational members to be efficient and effective in their organisational roles. Moreover, the research literature dealing with emotional intelligence and organisational outcome variables have successfully destroyed the age-old myth of the superiority of the cognitive brain over the emotional brain but the relevance of both in equal amounts for helping organisational members to perform. Therefore, it can be asserted that though the term 'emotional intelligence' was formally coined in 1990, but prior to 1990 the influence thereof on the efficiency and effectiveness of organisational members was noticed. In a nutshell, it can be said that it is not only cognitive intelligence, but cognitive intelligence combined with emotional intelligence that bring success to one in any walk of life in any part of the world.

Locus of control: research findings and their relevance
People have a generalised belief about the amount of control that they have over their own lives. An Individual employee who feels that he/she is very much in charge of his/her own destiny has an internal locus of control, whereas those who think that events in their lives are primarily due to fate or luck have an external locus of control. It is said that people who perform better in most employment situations generally possess a moderately strong internal rather than external locus of control. They tend to be more successful in their careers and earn more money than their external counterparts. Therefore, the control of outcomes can be perceived as located in one's own behaviours or skills or as residing in luck or chance (Rotter, 1966).

One's locus of control explains one's own successes, failures or other experiences when environmental conditions do not provide an obvious explanation (Sears et al., 1991). It is also necessary to mention here that the concept of 'control' plays an important role in several psychological theories. The concept of locus of control is central to Seligman's probability analysis of control and theories of learned helplessness, Rotter's social learning theory, and Weiner's attribution analysis of motivation and emotion, and it is the key concept in Bandura's self-efficacy theory (Wise, 1999). Doherty (1983) suggests that locus of control can also change in response to very disturbing or disrupting life events. Being a generalised expectancy, locus of control can determine an outcome if a situation is ambiguous. But if a situation is by its nature associated with chance outcomes or outcomes dependent on personal skills, the situation, not the locus of control, will determine outcomes (Allen, 2000).

The research literature in this field of knowledge states that internals are particularly well suited to leadership positions and other jobs requiring initiative, independent action, complex thinking and high motivation. Internals have also been found to be more satisfied with their jobs and cope better in stressful situations, and they are more motivated by performance-based reward systems (Andrisani & Nestel, 1976; Howell & Avolio, 1993; Spector, 1982). Similarly, the internals were found to be interested more in research and development, introducing new products more quickly than the competition as such, and making more drastic product line changes. They were also noticed pursuing more aggressive strategies and planning further into the future (Kets de Vries & Toulouse, 1982; Miller & Toulouse, 1986).

Furthermore, the literature depicts that internals tend to be more involved in their jobs, show greater satisfaction, cope better with stress, and rise to leadership positions more frequently than people who are externals (Anderson, 1997; Lefcourt et al., 1984).

Therefore, in contrast to the people with external loci of control, people with internal loci of control give their maximum in all organisational and interpersonal situations by efficiently managing whatever psychological and non-psychological obstructions come their way to perform to the maximum. Moreover, one study indicated that ideal managers might have external orientation because externally controlled managers are perceived as initiating more structure and consideration than internally controlled managers (Durand & Nord, 1976).

It can ultimately be said that there are mixed findings with regard to the relationships as well as the impact of internal and external loci of control with the outcome variable. But overall, it can be said that the internal locus of control generally succeeds over the external locus of control in predicting the successes of employees in their roles in the organisation.

Research on role efficacy
The role efficacy of an organisational member refers to his/her potential effectiveness in a role in an organisation. In other words, it is a psychological construct underlying role effectiveness (Pareek, 1997). The superior performance of any organisational member in his/her role depends on his/her expertise in technical, conceptual and human relation aspects of management as well as the perceived organisational support system, structure and processes involved to get the assigned work done efficiently and effectively. This could mean that both personal and organisational resources should be made available to any role occupant so as to make the organisation and its members healthy, productive and effective, etc.

Research in this area is of great importance and has unearthed many more desired personal and organisational ingredients helping a role occupant to be effective in whatever kind of job he/she is assigned to do. It has been found that people with high role efficacy seem to experience less role stress, anxiety and work related tension (Sen, 1982); rely on their own strengths to cope with problems that come their way (Sen, 1982; Surti, 1983); are generally active and interact with the people and the environment (Sen, 1982; Surti, 1983); persist in solving problems mostly by themselves and sometimes by taking the help of other people (Sen, 1982; Surti, 1983; Shingala 1985); show growth orientation and attitudinal commitment (Sen, 1982); and feel satisfied with life and with their jobs and roles in the organisation (Sen, 1982). Therefore, the crux of these research findings is that for organisational members to be role effective, they need to indulge in and display attitudes related to proactivity, growth orientation, approach behaviours, etc. Thus, for an organisational member to be role effective, he/she should be helped to shed his/her dysfunctional attitudes, be active from within, become involved in searching opportunities for growth, helping others around whenever they need help, etc.

Furthermore, the potential effectiveness in a role in an organisation has been found to be related to types of roles, location of the workplace, length of employment and age (Sen, 1982; Surti, 1983; Moran, 1986). Such research findings suggest the role of many variables to influence the effectiveness of people in their respective roles in the organisation. To take it one step further, it can be said that the role efficacy/effectiveness of any role occupant in the organisation is not a static entity but a dynamic one.

With regard to the organisational aspects in a participative climate, employees who have higher job satisfaction, it has been found to be associated with role efficacy. Moreover, an organisational climate promoting concern for excellence, use of expertise, and concern for the larger issues contributes to role efficacy. On the other hand, a climate characterised by control and affiliation seems to lower employees' role efficacy (Brahman & Pareek, 1982; Sen, 1982; Surti, 1983). Innovation fostering climate was found to be a strong predictor of role efficacy (Deo, 1993). Role efficacy has also been reported as a strong moderator

or a mediating variable, showing the dramatic influence of role efficacy in predicting or enhancing the effect on organisational climate (Das, 1984; Sayeed, 1992a; Sayeed, 1992b). These research literatures directly convey that to bring and maintain the desired level of role effectiveness of each employee in the organization, it is necessary to create an organisational climate that should be perceived fairly favourably by the organisational members.

To sum up, the research literature on the psychological construct of role efficacy suggests that it is influenced by personal, interpersonal, and organisational variables. Therefore, personal resources, interpersonal skills and organisational support systems should exist at least at an average level for helping/making a person effective in his/her respective role in the organisation.

On the whole, while looking at the research findings reviewed thus far concerning the variables of emotional intelligence, locus of control and role efficacy, the investigators did not come across any study directly having an exclusive focus on the variables selected for study here. But if one looks at the research literature, one can find that the potential effectiveness of an organisational member is influenced by emotional intelligence and the kind of locus of control that he/she has. Therefore, it is expected that the obtained results of the present study will have high relevance for the world of organisations, especially non-governmental organisations.

Objectives of the study
The study has the following objectives:
- To determine the level of emotional intelligence, locus of control and role efficacy of social work professionals
- To determine the relationships between the role efficacy, locus of control and emotional intelligence of social work professionals
- To investigate the relationships of locus of control with the emotional intelligence of social work professionals
- To determine the relative contribution/impact of emotional intelligence and locus of control on the role efficacy of social work professionals

Hypotheses
The following hypotheses were formulated in the study:
- There are statistically significant relationships between the role efficacy, locus of control and emotional intelligence of social work professionals.
- There are statistically significant relationships between the emotional intelligence and locus of control of social work professionals.
- The regression of emotional intelligence and locus of control on role efficacy is statistically significant.

RESEARCH DESIGN

Research approach
The study was designed to study quantitatively the psychological constructs of emotional intelligence, locus of control, and role efficacy as well as the inter-relationships between these variables. It also aimed to study the relative contribution of emotional intelligence and locus of control to the role efficacy of social work professionals.

Participants
The study was conducted in the development sector in Delhi, India. The size of the sample under investigation was 178 consisting of 92 males and 86 females. It was selected randomly from 15 Non-Governmental Organisations (NGOs) operating in the national capital of Delhi, India. The sample under study was social work professionals who had a minimum of a master's degree in social sciences, humanities and life sciences; and with a minimum of one year of work experience in the

developmental sector. The sample selected for study is a proportional representation of male and female social work professionals working for any particular NGO under investigation.

Psychometric tools used
The following psychometric tools were used to collect the data:
- Emotional Competency Inventory – Version 2 (Hay Group, 2002)
- Locus of Control Inventory (Pareek, 1997)
- Role Efficacy Scale (Pareek, 1997)

Emotional Competence Inventory (ECI)
The Emotional Competence Inventory (ECI) – Version 2.0 was developed and standardised by the Hay Group in 2002. It has 72 items grouped into eighteen emotional competencies. Furthermore, these eighteen emotional competencies fall into four major dimensions, viz. Self-Awareness (SA), Self-Management (SM), Social Awareness (SoA), and Relationship Management (RM). The eighteen emotional competencies in the scale used are: Emotional Self-Awareness (ESA), Accurate Self-Awareness (ASA), Self-Confidence (SC), Emotional Self-Control (ESC), Transparency (Trp), Adaptability (Adap), Achievement Orientation (AO), Initiative (Ini), Optimism (Opt), Empathy (Emp), Organisational Awareness (OA), Service Orientation (SO), Developing Others (DO), Change Catalyst (CC), Influence (Infu), Conflict Management (CM), Teamwork and Collaboration (TC), and an over-all score of emotional intelligence (EI). The manual of the ECI indicates that for self-ratings, the alpha coefficients range from 0.53 (Transparency) to 0.78 (Developing Others) with an overall average internal consistency coefficient of 0.65.

Locus of Control (LOC) Inventory
The Locus of Control (LOC) inventory used was developed and standardised by Pareek (1997). The LOC scale has a total of thirty items divided into three dimensions, namely Internality (Int), Externality Others (EO) and Externality Chance (EC). It has a split-half reliability coefficient of 0.43, 0.45 and 0.55 respectively for Internality, Externality – Others and Externality – Chance, and the even-odd reliability coefficients were 0.41, 0.48 and 0.54 respectively.

Role Efficacy Scale (RES)
The Role Efficacy Scale (RES) used was developed by Pareek (1997). The scale has a total of twenty items divided into ten dimensions and a total score. The ten dimensions of the RES are: Centrality (Cen), Self-role Integration (Sri), Proactivity (Pro), Creativity (Cre), Inter-role Linkage (Irl), Helping Relationships (Hrel), Superordination (Sup), Influence (Infu), Personal Growth (Pg), Confrontation (Conf), and Role Efficacy Score (RES). It has a test-retest reliability coefficient of 0.68 (Sen, 1982).

Statistical techniques used
To meet the objectives of the study, the following statistical tools were used:
- Arithmetic Mean and Standard Deviation;
- Pearson's Product-Moment Correlation; and
- Multiple Regression Analysis – Stepwise.

RESULTS AND DISCUSSION

The present study was conducted on social work professionals working for non-governmental organisations in Delhi, India. The study was designed to assess the level of emotional intelligence, the locus of control orientation, and the role efficacy of social work professionals. It was also aimed at investigating the interrelationship between the variables, viz. emotional intelligence, locus of control and role efficacy. Finally, the study was designed to study the relative impact of

emotional intelligence and locus of control on the role efficacy of social work professionals.

The results in Table 1 depict the mean values of the emotional competencies, the locus of control, and the potential for effectiveness in the organisational roles and functions of social work professionals. The obtained results indicate that on all eighteen emotional competencies, the four major dimensions of emotional intelligence and emotional intelligence as a whole, the social work professionals have above average scores. It can mean that these social work professionals working for non-governmental organisations where the study was undertaken have an above average ability to manage their own emotions and those of others with whom they interact. It is assumed that an above average amount of emotional intelligence possessed by them would help them to function effectively in their respective roles in the organisation/s. This assumption of the investigators has empirical grounding, as other researchers (eg. Bachman, 1988; Rosenthal, 1977) working in the area of emotional intelligence and the related domain of knowledge have maintained similar assumptions. The above average level of emotional intelligence possessed by social work professionals is assumed to help them in the management of felt emotions that they experience in interactions with others around. Then this can in turn increase their affective commitment to the organisation by generating enthusiasm for their work. This assumption of the investigators finds support in the work of Caner & Salovey (1997).

On the other hand, with regard to the results obtained in respect of the three dimensions of locus of control depicted in Table 1, it can be said that social work professionals are high on internal, but low on external (others) and external (chance) dimensions of locus of control. Thus, it can be asserted that social work professionals feel that they are responsible for their own successes and failures that they have had in their organisational lives thus far. Therefore, it is assumed that high internality orientation possessed by social work professionals would help them to be successful when they are asked by their organisations to occupy leadership positions and other jobs requiring initiative, independent action, complex thinking and high motivation. Furthermore, it can also be assumed that social work professionals having high internality can be more satisfied with their jobs, cope better in stressful situations, and are more motivated by performance-based reward systems. Such assumptions on the part of the investigators have been drawn from conclusions arrived at in the research findings of other researchers (ie. Andrisani & Nestel, 1976; Howell & Avolio, 1993; Spector, 1982) but in these researches, the sample was not social work professionals, but managers and the like.

Finally, Table 1 also depicts the results obtained for the potential role effectiveness of social work professionals. While looking at the results obtained, it can be said that the overall role effectiveness of social work professionals under study is above average. Such a relatively high level of the role effectiveness of social work professionals can be assumed to be a function of their perceiving their roles to provide them with opportunities for professional development and finding themselves well integrated with the roles assigned. Therefore, it is assumed that these social work professionals would tend to interact freely with the people and the environment, and feel satisfied with life, jobs and roles in the organisation.

On the whole, the results obtained and depicted in Table 1 satisfy both individual social work professionals and the organisations for whom they work. In today's competitive world, employees are required to be emotionally intelligent, to be high on internality, but low on externality, and to possess a potential for being effective in organisational lives, and these desired attributes have been found to be characteristics of social work professionals.

TABLE 1
MEANS AND STANDARD DEVIATIONS OF EMOTIONAL INTELLIGENCE, LOCUS OF CONTROL AND ROLE EFFICACY OF SOCIAL WORK PROFESSIONALS (N = 178)

Emotional Competency Inventory	SWP (N = 178)	
	Mean	S.D.
Accurate Self-Assessment (ASA)	14,08	2,59
Emotional Self-Awareness (ESA)	14,64	2,92
Self-confidence (Scon)	15,38	2,16
Achievement Orientation (AO)	14,78	2,28
Adaptability (Adap)	14,01	2,18
Emotional Self-Control (ESC)	13,96	2,09
Initiative (Ini)	13,84	2,49
Optimism (Opt)	15,00	2,19
Transparency (Trp)	15,17	2,52
Empathy (Emp)	15,01	2,49
Organisational Awareness (OA)	14,38	2,30
Service Orientation (SO)	15,09	2,78
Change Catalyst (CC)	13,63	2,30
Conflict Management (CM)	12,80	2,41
Developing Others (DO)	15,03	2,28
Influence (Inf)	13,86	2,23
Inspirational Leadership (IL)	13,94	2,53
Teamwork and Collaboration (TC)	15,16	2,19
Self-Awareness (SA)	44,48	5,46
Self-Management (SM)	86,20	8,88
Social Awareness (SOA)	44,62	6,78
Relationship Management (RM)	84,80	8,67
Emotional Intelligence (EI)	261,13	24,87
Locus of Control Inventory		
Internality (Int)	31,54	4,78
Externality Others (EO)	15,74	6,89
Externality Chance (EC)	12,52	6,14
Role Efficacy Scale		
Centrality (Cen)	2,48	0,79
Self-role Integration (Sri)	2,95	0,68
Proactivity (Pro)	2,83	0,94
Creativity (Cre)	2,96	1,05
Inter-role Linkage (Irl)	3,07	1,12
Helping Relationship (Hrel)	2,98	1,38
Superordination (Sup)	2,52	1,09
Influence (Infu)	2,39	0,74
Personal Growth (Pg)	2,74	0,69
Confrontation (Conf)	2,99	0,81
Role Efficacy Score (RES)	28,17	3,81

Table 2 depicts the results obtained in respect of the relationships of role efficacy with emotional intelligence and the locus of control of social work professionals. As for the relationships between role efficacy and emotional intelligence, there are statistically significant relationships. Therefore, the interpretation can be that as there is an increase in the amount of emotional intelligence of the social work professionals, there is a corresponding increment in their potential role effectiveness and vice versa. In other words, as the social work professionals become efficient in managing their own emotions and those of others with whom they interact in their organisational lives, they become a proactive person, engage more often in giving and receiving help from others whenever the need arises, and the like. The investigators cannot confirm

TABLE 2

CORRELATION COEFFICIENTS OF ROLE EFFICACY WITH EMOTIONAL INTELLIGENCE AND LOCUS OF CONTROL FOR SOCIAL WORK PROFESSIONALS (N = 178)

	Centrality	Self-role Integration	Pro-activity	Creativity	Interrole Linkage	Helping Relation-ship	Super-ordination	Influence	Personal Growth	Confron-tation	Role Efficacy Score
Accurate Self Assessment (ASA)	0,14	0,13	0,09	0,21**	0,18*	0,17*	0,09	0,23**	0,12	0,31**	0,29**
Emotional Self Awareness (ESA)	0,14	0,12	0,31**	0,25**	0,19*	0,27**	0,09	0,18*	0,31**	0,26**	0,42**
Self-confidence (Scon)	0,22**	0,26**	0,18*	0,10	0,30**	0,33**	0,12	0,13	0,26**	0,37**	0,44**
Achievement Orientation (AO)	0,12	0,09	0,27**	0,20**	0,17*	0,22**	0,11	0,12	0,30**	0,22**	0,36**
Adaptability (Adap)	0,25**	0,26**	0,24**	0,23**	0,41**	0,21**	0,07	0,26**	0,25**	0,41**	0,52**
Emotional Self-Control (ESC)	0,10	0,12	0,24**	0,16*	0,18*	0,23**	0,23**	0,29**	0,16*	0,12	0,32**
Initiative (Ini)	0,17*	0,11	0,31**	0,22**	0,09	0,31**	0,25**	0,26**	0,24**	0,11	0,23**
Optimism (Opt)	0,17*	0,42**	0,28**	0,36**	0,41**	0,26**	0,12	0,33**	0,46**	0,43**	0,66**
Transparency (Trp)	0,11	0,16*	0,16*	0,13	0,20**	0,33**	0,12	0,22**	0,24**	0,27**	0,36**
Empathy (Emp)	0,13	0,23**	0,09	0,20**	0,32**	0,35**	0,14	0,26**	0,34**	0,37**	0,45**
Organisational Awareness (OA)	0,18*	0,16*	0,24**	0,12	0,23**	0,11	0,11	0,19*	0,33**	0,28**	0,39**
Service Orientation (SO)	0,26**	0,19*	0,07	0,19*	0,32**	0,09	0,10	0,08	0,28**	0,33**	0,38**
Change Catalyst (CC)	0,21**	0,20**	0,24**	0,12	0,17*	0,10	0,24**	0,24**	0,23**	0,13	0,34**
Conflict Management (CM)	0,14	0,08	0,21**	0,23**	0,11	0,12	0,22**	0,09	0,12	0,21**	0,13
Developing Others (DO)	0,27**	0,25**	0,17*	0,15*	0,40**	0,18*	0,13	0,21**	0,35**	0,25**	0,47**
Influence (Inf)	0,24**	0,12	0,26**	0,24**	0,12	0,11	0,17*	0,10	0,34**	0,26**	0,34**
Inspirational Leadership (IL)	0,09	0,08	0,13	0,17*	0,11	0,14	0,27**	0,11	0,12	0,09	0,22**
Teamwork and Collaboration (TC)	0,27**	0,32**	0,34**	0,12	0,49**	0,30**	0,12	0,24**	0,40**	0,55**	0,60**
Self Awareness (SA)	0,17*	0,20**	0,28**	0,25**	0,32**	0,34**	0,09	0,25**	0,33**	0,42**	0,54**
Self Management (SM)	0,16*	0,25**	0,35**	0,30**	0,31**	0,22*	0,18*	0,34**	0,38**	0,36**	0,59**
Social Awareness (SOA)	0,18*	0,21**	0,16*	0,21**	0,32**	0,24**	0,10	0,18*	0,35**	0,38**	0,46**
Relationship Management (RM)	0,24**	0,19*	0,27**	0,22**	0,27**	0,09	0,27**	0,16*	0,32**	0,26**	0,46**
Emotional Intelligence (EI)	0,22**	0,24**	0,30**	0,28**	0,33**	0,24**	0,19*	0,26**	0,37**	0,38**	0,57**
Locus of Control											
Internality (Int)	0,33**	0,41**	0,45**	0,12	0,50**	0,28**	0,14	0,35**	0,38**	0,40**	0,62**
Externality Others (EO)	-0,25**	-0,17*	-0,31**	-0,27**	-0,18*	-0,19*	-0,22**	-0,22**	-0,13	-0,11	-0,30**
Externality Chance (EC)	-0,42**	-0,16*	-0,34**	-0,11	-0,19*	-0,19*	-0,26**	-0,16*	-0,09	-0,09	-0,27**

* p < 0,05
* * p < 0,01

or disconfirm these findings obtained here as the investigators to date have not come across findings of other research investigations where these variables were studied together. But it is asserted that the level of emotional intelligence of organisational members certainly has to do with their potential effectiveness in their roles in the organization in appositive way.

On the other hand, the role efficacy of social work professionals has been found to be positively associated with internality, but negatively with externality. For the positive relationship of role efficacy with internality, it can be said that as the social work professionals start becoming more and more internal in orientation, there is a corresponding increment in their potential effectiveness in the organisationally assigned roles and functions and vice versa. Similarly, for the negative relationships of role efficacy with externality (Others) and externality (Chance), it can be said that as social work professionals start believing in factors external to them being a major cause of their failures in organisational lives, they lead to a corresponding decrement in their potential effectiveness and vice versa. Once again in the absence of research findings of other researchers in this area of knowledge, the investigators are at a loss to provide maximum meanings to the findings obtained in the present study.

Last but not least the investigators can say that there are statistically significant relationships of the role efficacy with emotional intelligence and locus of control of the social work professionals. Thus, hypothesis 1 as stated in the present study, is supported.

TABLE 3

CORRELATION COEFFICIENTS BETWEEN LOCUS OF CONTROL AND EMOTIONAL INTELLIGENCE FOR SOCIAL WORK PROFESSIONALS (N =178)

	Social Work Professionals (n = 178)		
	Internality	Externality Others	Externality Chance
Accurate Self Assessment (ASA)	0,41**	-0,10	-0,24**
Emotional Self Awareness (ESA)	0,31**	-0,11	-0,37**
Self-confidence (Scon)	0,44**	-0,38**	-0,25**
Achievement Orientation (AO)	0,35**	-0,22**	-0,11
Adaptability (Adap)	0,12	-0,22**	-0,10
Emotional Self-Control (ESC)	0,12	-0,14	-0,23**
Initiative (Ini)	0,29**	-0,22**	-0,20**
Optimism (Opt)	0,48**	-0,13	-0,10
Transparency (Trp)	0,35**	-0,13	-0,12
Empathy (Emp)	0,41**	-0,08	-0,30**
Organisational Awareness (OA)	0,39**	-0,27**	-0,27**
Service Orientation (SO)	0,37**	-0,10	-0,21**
Change Catalyst (CC)	0,39**	-0,10	-0,19*
Conflict Management (CM)	0,13	-0,20**	-0,13
Developing Others (DO)	0,34**	-0,11	-0,13
Influence (Inf)	0,23**	-0,10	-0,19*
Inspirational Leadership (IL)	0,13	-0,09	-0,20**
Teamwork and Collaboration (TC)	0,42**	-0,13	-0,39**
Self Awareness (SA)	0,53**	-0,21**	-0,29**
Self Management (SM)	0,41**	-0,12	-0,11
Social Awareness (SOA)	0,39**	-0,21**	-0,20**
Relationship Management (RM)	0,29**	-0,11	-0,11
Emotional Intelligence (EI)	0,45**	-0,09	-0,22**

* p < 0,05
* * p < 0,01

Table 3 depicts the results obtained in respect of the relationships of emotional intelligence and its competencies with locus of control and its dimensions. From Table 3, it can be said that there are statistically significant positive relationships between emotional intelligence and internal locus of control. The interpretation can be that as there is an increment in the amount of emotional intelligence of social work professionals, there is a corresponding increment in the belief that they are themselves the major or sole cause of whatever successes and failures they have in their organisational lives and vice versa. But, for the statistically significant relationships of emotional intelligence with externality (others) and externality (chance) dimensions of locus of control, it can be said that as there is a decrement in the amount of emotional intelligence possessed by the social work professionals, they start believing that all the failures and successes that they have in their organisational lives are because of the factors that are associated with the significant others with whom they work or some chance factors and vice versa. It is necessary to mention that the investigators did not come across research findings dealing with emotional intelligence and locus of control of any of the behavioural scientists. Therefore, the investigators are unable to validate their research findings vis-à-vis those of others in the academic world.

On the whole, the investigators can safely assert that the stated hypothesis 2 of having statistically significant relationships between emotional intelligence and locus of control of the social work professionals is accepted.

TABLE 4
RELATIVE IMPACT OF EMOTIONAL INTELLIGENCE AND LOCUS OF CONTROL ON ROLE EFFICACY OF SOCIAL WORK PROFESSIONALS (N = 178)

	R	R²	D	α	F	p < 0,001
Optimism	0,61	0,37	0,00	0,61	65,32	0,000
Internality	0,70	0,49	0,12	0,38	50,81	0,000
Teamwork and Collaboration	0,74	0,55	0,06	0,28	42,41	0,000
Externality Others	0,75	0,57	0,02	-0,16	34,62	0,000

Table 4 depicts the results in respect of the contribution of emotional intelligence and locus of control orientation of social work professionals to their potential role effectiveness. While looking at table 4, it can be said that emotional intelligence and locus of control jointly predict 57% of the variance in the role effectiveness of the social work professionals in their organizational lives. Therefore, the remaining 43% of the variance in the role effectiveness of the social work professionals is still to be explained. It can mean that there are also some other variables, that contribute along with emotional intelligence and locus of control to the role effectiveness of social work professionals. Furthermore, of the 57% variance accountable for the role effectiveness of social work professionals, table 4 indicates that emotional intelligence with its three emotional competencies, namely optimism, teamwork and collaboration, contributes 43% of the variance and locus of control with its internality and the externality (others) dimensions contributes 14% of the variance respectively. Thus, it can be said that of the two independent variables, it is the emotional intelligence rather than locus of control orientation that significantly explains the role effectiveness of social work professionals. In a nutshell, the results obtained here indicate the relevance of emotional intelligence in the role effectiveness of social work professionals.

It can ultimately be said that a significant percentage of variance in the role efficacy of the social work professionals has been predicted by the two independent variables of emotional intelligence and locus of control. Hypothesis 3 is supported.

CONCLUSIONS

After discussing the findings of the study, the following conclusions can be drawn:
- Social work professionals possess above average emotional intelligence and potential for role effectiveness. They have also been found to be high on the internality, but low on the externality dimensions of the locus of control.
- The role efficacy of social work professionals is positively associated with their emotional intelligence and with their internal locus of control, but negatively related to their external locus of control.
- The emotional intelligence of social work professionals is positively associated with the internality, but negatively with the externality dimensions of the locus of control.
- The independent variables of emotional intelligence and locus of control together account for 57% variance of the potential role effectiveness of the social work professionals.

Limitations of the study
Like other research in any area of knowledge, the present study has some limitations. The limitations of the study combined with recommendations for future research are:
- Though the study was conducted on a large sample selected from the NGOs situated and working in the national capital of Delhi (India), the findings of the study can only be generalised with confidence to the NGOs operating in the Delhi region and not to those operating in other parts of the nation. Therefore, it is suggested that anyone interested in pursuing research on this topic, in future should select a sample of social work professionals in their study from across the nation.
- In this study, only the variables of emotional intelligence and locus of control were studied to determine their impact/contribution on role effectiveness of social work professionals. Therefore, it is suggested that anyone interested in doing research in the area of role efficacy needs to study other psychological constructs too and not only emotional intelligence and locus of control for a clearer picture to emerge.

Implications of the study
The findings of the study have some major implications for non-governmental organisations for making maximum use of their human resources in the form of social work professionals. The following are some of the major implications of the study:
- Since role efficacy has been found to be associated positively with emotional intelligence and internal locus of control, but related negatively to external locus of control, the non-governmental organisations are required to develop more of the emotional competencies as well as the internality orientation of social work professionals through behavioural training. These training programmes should be designed exclusively to help develop emotional competencies and internal locus of control.
- As 43% of the variance in the role efficacy of social work professionals is contributed by their emotional intelligence alone, the major focus of any behavioural training programmes for the social work professionals should aim to develop and sharpen their emotional competencies.

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