# The effects of occupational stress and emotional intelligence on individual happiness – Causal Analysis

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**Abstract: -** This paper provides causal evidence on the extent to which role of occupational stress and emotional intelligence as exogenous variables of individual happiness for employees of manufacturing and service sectors in India. Structural Equation Modeling was used to assess the fit of models that proposes: inter role distance, role expectation conflict & role ambiguity through emotional intelligence (overall and commitment, altruistic behaviour & value orientation) critical significant exogenous variables of individual happiness. Total and indirect effects were also estimated for the models. The models provided a good fit for both sets of manifest variables. Our results indicate that occupational stress through emotional intelligence has direct and indirect effects on individual happiness and significantly large percent of variance explained by the models.

## Occupational Stress

There are many features of work life that can become exterior stressors. These include authority as used by managers, boredom, issues of structure, no growth situations, disproportionate responsibilities, vague demands, value clashes, and impracticable workloads. A person's personal life (e.g. family, friends, health and financial situations) can also cause stressors to negatively impact performance. The amount of stress that is produced by a given situation depends upon one's perception of the situation, not the situation itself. Role ambiguity is another aspect that affects employee happiness at work. According to Beehr et al. (1976), Cooper (1991) and Dyer & Quine (1998) role ambiguity occurs when individuals are not sure about their job responsibilities. The demand to perform in two or more irreconcilable ways is what causes role conflicts to occur and this has been tied conclusively to occupational stress in Western researcher.

Role stress is the stress experienced by employee because of their role/job in the organization. They assume a role based on what they expect from themselves and others for example peers and management at the work place. This includes role ambiguity and role conflict (Alexandrosstmatios et.al. 2003). Management role is also one of the important organizational stressors that impact work related stress among workers (Alexandors-Stamatios et.al, 2003)

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**Volume 02 Issue 02 April 2016,**
**www.isij.in**

An organism is "endowed with an automatic equilibrium maintaining tendency" which is helpful in preserving its existence in face of hostile environment. Canon called this tendency Homeostasis to indicate the coordinated physiological processes that maintain steady state of organism. Whenever the homeostatic balance of organism is disturbed, the entire organism is mobilized in an effort to restore it. He also noted that in a situation of external threat or severe stress, an organism resorts to *fight or flight* response. A person is called brave when he fights, and labeled coward, discreet or wise when he adopts the flight response. The internal cost or bodily wear & tear is the same in both options.

Schiffrin & Nelson (2010) have suggested interventions to increase happiness are a major focus of the emerging field of positive psychology. Common beliefs about the need to reduce stress to obtain happiness suggest that stress management activities should be included in these interventions. However, the research on the relationship between positive and negative affect is equivocal. Theoretically, they are conceptualized as independent dimensions, but research has often found an inverse relationship between happiness and stress. In addition, the research generally attempts to assess stress objectively rather than in terms of the cognitive appraisal process.

Also, as regards stress, in general, experimental evidences suggest that there are noticeable associations between positive psychological states, well being, such as happiness, and perceived stress, indicating that there was a negative relationship between these variables (Diener et al, 1999).

Pareek's (1993) signal contribution to the organizational role research lies in identifying as many as ten different types of occupational role stressors and described as: Inter-Role Distance Stress (IRD), Role Stagnation Stress (RS), Role expectation conflict (REC), Role Erosion stress (RE), Role Overload Stress (RO), Role Isolation Stress (RI), Personal Inadequacy Stress (PI), Self-Role Distance Stress (SRD), Role Ambiguity Stress (RA), Resource Inadequacy Stress (Rin).

## Emotional Intelligence

Bosses and leaders, in particular, need high emotional intelligence because they represent the organization to the public, they interact with the highest number of people within and outside the organization and they set the tone for employee morale. Leaders with empathy are able to understand their employees' needs and provide them with constructive feedback.

Over the past decade there has been a growing interest in emotional intelligence (EI). EI represents the ability to perceive, appraise, and express emotions accurately and adaptively. The ability to access and / or generate feelings when they facilitate cognitive activities and adaptive action; and the ability to regulate emotions in oneself and others (Mayer & Salovey, 1997). Hence, EI refers to the ability process emotion laden information competently, to use it to guide various cognitive activities. EI could be an important predictor of success in personal relations, family functioning and workplace.

Law, Wong, & Song (2004) suggest that EI consists of a set of abilities that a person uses to understand, regulate, and make use of his or her emotions. Emotional understanding, regulation, and utilization reflect the capability of a person to manage his or her emotions. Some people have a higher competence than others to do so. Wong & Law (2002) showed empirically that the dimensions of EI were moderately correlated among them. Intrapersonal emotional recognition and management helps an individual deal with his or her emotions. A person with high EI should be able to recognize his or her emotions, to regulate those emotions, and to use them to facilitate performance. As a result this individual should be happier as a whole in life. Several studies have provided evidence of this positive relationship (e.g., Wong & Law, 2002).

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# Happiness

With rare exceptions, happiness is not a term that has been extensively used in academic research on employee experiences in organizations. This does not mean that organizational researchers are uninterested in employee happiness at work. On the contrary, for many years we have studied a number of constructs that appear to have considerable overlap with the broad concept of happiness. In the past two decades, a number of new constructs have emerged which reflects some form of happiness or positive affective experience in the workplace. What these constructs have in common is that all refer to pleasant judgments (positive attitudes) or pleasant experience (positive feelings, moods, emotions, flow status) at work. Happiness related constructs in organizational research vary in several meaningful ways.

Philosophers and social researchers have defined happiness in a variety of ways (Kesebir and Diener 2008). The major approaches are represented as hedonic view of happiness as pleasant feeling and favorable judgment. In contrast eudaemonist view of happiness involving doing what is virtuous, morally right, true to one's self, meaningful, and or growth producing (Ryan and Deci 2001). The hedonic approach is exemplified by researcher on subjective wellbeing. Research on the structure of affect, mood and emotions consistently finds that most important dimension in describing individual's affective experiences is hedonic tone, or pleasantness-unpleasantness (Watson et al. 1999). In a classic affect circumflex, 'happy' anchors the extreme positive end of the pleasantness- unpleasantness dimension (cf. Remington et al. 2000; Russell 1980, 2003). In contrast to the hedonic view of happiness as involving pleasant feeling and judgments of satisfaction, eudaimonic wellbeing, self-validation, self-actualization and related concepts suggests that a happy or a 'good' life involves doing what is right and virtuous, growing, pursing important or self-concordant goals, and using and developing one's skill and talents, regardless of how one may actually feel at any point in time (cf. Seligman 2002). Conventional wisdom suggests that hedonic happiness, conceptualized as mere pursuit of pleasurable experiences, is unsustainable over the long term in the absence of eudaimonic well-being.

Happiness in the form of pleasant moods and emotions, well-being, and positive attitudes has been attracting increasing attention throughout psychology research. The interest in happiness has also extended to workplace experiences. Many discrete organizational behavior constructs arguably belong to a larger family of happiness-related constructs, and share some common causes and consequences. Happiness at work includes, but is far more than, job satisfaction. A comprehensive measure of individual-level happiness might include work engagement, job satisfaction, and affective organizational commitment. Aspects of happiness have been (and should be) conceptualized and measured at multiple levels, including transient experiences, stable person-level attitudes, and collective attitudes, and with respect to multiple foci, such as discrete events, the job, and the organization.

One reason is that individuals compare themselves with others and they are happier when they are higher on the social (or income) ladder. Yet when everybody rises together, relative status remains unchanged. A second obvious reason is that the gains have not been evenly shared, but have gone disproportionately to those at the top of the income and education distribution. A third is that other societal factors like insecurity, loss of social trust, a declining confidence in government etc has counteracted any benefits felt from the higher incomes. A fourth reason is adaptation: individuals may experience an initial jump in happiness when their income rises but then at least partly return to earlier levels as they adapt to their new higher income. While higher income may raise happiness to some extent, the quest for higher income may actually reduce one's happiness. In other words, it may be nice to have more money but not so nice to crave it.

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Happiness is determined by various affective processes such as affect (Lyubomirsky, King & Diener, 2005); emotional intelligence (Austin, Saklofske & Egan, 2005); emotion regulation (Khosla, 2005). Also cognitive processes as life satisfaction (Khosla, 2005); self esteem and efficacy (Lyubomirsky & Tucker, 1998); and event construal (Gupta & Khosla, 2006).

Petrides (2001) identified four emotional intelligence factors: **Well-being** - measures how happy, positive and fulfilled are you? 'Optimism', 'Happiness', and 'Self-esteem'. **Self-control** - Measures how are you at regulating external pressure and stress as well as controlling impulses? 'Emotion regulation', 'Impulsiveness', and 'Stress management'. **Emotionality** - measures how well can you perceive and express emotions and use them to develop and sustain relationships with others: 'Empathy', 'Emotion perception', 'Emotion expression', and 'Relationships'. **Sociability** - measures how good is your general sociability? Can you listen as well as communicate clearly and confidently: Emotion management, Assertiveness, Social awareness

A theoretical framework for the occupational stress, emotional intelligence and individual happiness is developed keeping in view the literature review in this context. The aim of this study is to identify the significant job stressors which lead to emotional intelligence and thus approximate their impact on several outcomes, individual happiness at work being an important one.

## Objective
1. To search the group of latent variables in occupational stress and emotional intelligence for individual happiness.

## Method
### Technique
Structural equation modelling (SEM) technique was used and it allows us to state a theory in the form of a linear causal model. The most important variables on the basis of (Multiple Regression Analysis) are sought, and all others are regarded as 'residual'. This process assumed to be on the basis upon the results of past research and current theory.
### Sample

The subjects participated in this piece of research were 500 graduates, in which 59% were less than 35 years old and 40.4% were greater than and equal to 35 years. Working experience 65.4% were having less than 15 years and 34.6% greater than and equal to 15 years. In all 76.2% were male and 23.8% female. 80% of the respondents were working in service sector and 20% in manufacturing.

## Measures
### Occupational Stress

(Pestonjee, DM, 1997) Occupational stress is measured by the Organizational Role Stress scale which has 50 items. The scaling was on a 5-point scale with anchors labeled (0=Never or rarely feel this way and 4=Very frequently or always feel this way). The inventory included ten dimensions: ***Inter - Role Distance, Role Stagnation, Role Expectation Conflict, Role Erosion, Role Overload, Role Isolation, Personal Inadequacy, Self Role Distance, Role Ambiguity and Resource Inadequacy***. The minimum possible score will be 0 and the maximum 200 for occupational stress scale. Higher the score indicates high occupational stress on the dimension and lower the score indicates low occupational stress. The psychometric properties of the scale were verified on the target sample. The internal consistency reliability: Cronbach's alpha reliability coefficient was 0.96. The reliability coefficient is very high and confirms that the scale is highly reliable.

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In determining the validity of the scale, good correspondence was found to exist between the scale results and the considered judgments of experienced reviewers. Hence, content (face and logical) validity of the scale is considered high. Interestingly, ten factors emerged (confirmatory factor analysis) in 50 items, validating ten dimensions. The percent of variance accounted by facets/factors varied from 2.26% to 19.60%. In summing up all the ten dimensions/factors explained 57.06% of the total variance.

## Emotional Intelligence

Emotional Intelligence is a self developed inventory having 34 items. The scaling was on a 5-point scale with anchors labeled (1=Strongly Agree and 5=Strongly Disagree). The minimum possible score will be 34 and the maximum 170 for emotional intelligence inventory. Higher the score indicates high emotional intelligence on facet and lower the score indicates low emotional intelligence. The psychometric properties of the scale were verified on the target sample. The internal consistency reliability: Cronbach's alpha reliability coefficient was 0.91. The reliability coefficient is very high and confirms that the scale is highly reliable.

Using a more structured method, exploratory factor analysis was carried out which presents evidence of the measures' convergent and discriminant validity. Ten factors emerged in 34 items, indicating ten facets: *(Self-awareness (A), Empathy (B), Self-motivation (C), Emotional stability (D) Managing relations (E), Integrity (F) Self-development (G), Value orientation (H), Commitment (I), Altruistic behaviour (J)).* The percent of variance accounted by facets/factors varied from 4.77% to 9.88%. In summing up all the ten facets/factors explained 54.23% of the total variance.

## Happiness Inventory

Happiness (individual) inventory is a self developed inventory having 30 items. The scaling was on a 5-point scale with anchors labeled (0=Never or rarely feel this way and 4= Very frequently or always feel this way). *The inventory having eight individual happiness dimensions: Affiliation, Self-efficacy, Job satisfaction, Adaptation, Work condition, Job fit, Job progression and Work ambience*. The minimum possible score will be 0 and the maximum 120 for Happiness Inventory. Higher the score indicates high individual happiness on the dimension and lower the score indicates low individual happiness. The psychometric properties of the scale were verified on the target sample. The internal consistency reliability: Cronbach's alpha reliability coefficient was 0.90. The reliability coefficient is very high and confirms that the scale is highly reliable.

Exploratory factor analysis was carried out which presents evidence of the measures' convergent and discriminant validity. Eight factors emerged in 30 items, indicating eight facets of individual happiness. The percent of variance accounted by facets/factors varied from 3.71% to 8.58%. In summing up all the eight facets/factors explained 51.93% of the total variance.

## Results & Discussion

Analysis was carried out using SAS (9.02) software for Structural Equation Modeling (SEM) with maximum likelihood estimation. In this case, the goal was to discover the relationship of exogenous variables to and endogenous variable to determine the causal effects. Simple and multiple correlations were utilized to capitulate important relationships, yet they never demonstrate causality.

## Model specification

Emotional intelligence overall emrged as important predictor of Ouupational Stress: Inter Role Distance, Role Expectation Conflict and Role Ambiguity. On the basis of present; Inter Role Distance, Role Expectation Conflict, Role Ambiguity and Emotional intelligence overall, will also help in determining the

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subsequent individual happiness of employees in the their work settings. In another set of antecedent variables: Emotional intelligence overall and its dimensions: Commitment, Altruistic Behaviour and Value Orientation also considred significant variables of individual happiness. This is the linear statement or temporal order of the variables.

The conceptual framework now to be translated into quantitative estimates on the basis of pattern of association of the variables in the sequence. This will help to measure the gross magnitude of the effect of an antecedent variable upon the consequent variable(s). The correlation coefficients for all variables are significant as ($p<0.05$). Fit indices and other coefficients for SEM obtained to determine the goodness-of-fit of sample size to perform SEM and is shown in table 1.

**Table 1. Covariance Structure Analysis: Maximum Likelihood Estimation**

| No. of Subjects | Percentage |
|---|---|
| Goodness of Fit Index (GFI) | 0.9854 |
| GFI Adjusted for Degrees of Freedom (AGFI) | 0.9122 |
| Root Mean Square Residual (RMR) | 0.0259 |
| Parsimonious GFI (Mulaik, 1989) | 0.2111 |
| Chi-Square | 29.9819 |
| Chi-Square DF | 6 |
| Pr > Chi-Square | <.0001 |
| RMSEA Estimate | 0.0895 |
| RMSEA 90% Lower Confidence Limit | 0.0592 |
| RMSEA 90% Upper Confidence Limit | 0.1226 |
| ECVI Estimate | 0.1825 |
| ECVI 90% Lower Confidence Limit | 0.1554 |
| ECVI 90% Upper Confidence Limit | 0.2250 |
| Probability of Close Fit | 0.0177 |
| Bentler's Comparative Fit Index | 0.9882 |
| Bentler & Bonett's (1980) Non-normed Index | 0.9449 |
| Bentler & Bonett's (1980) NFI | 0.9854 |

Models were evaluated using multiple fit criteria. One criterion involved the statistical significance of estimated parameters. A second criterion involved fit to the observed data matrix. Statistically significant $\chi^2$ goodness-of-fit test is evidence that the predicted associations among variables are significantly different from the observed associations. Although we report the $\chi^2$ goodness-of-fit test, it is widely acknowledged to have a variety of undesirable properties such as a bias toward significance with large sample sizes (Bentler, 1990; Bollen, 1989; Browne & Cudeck, 1993; Rigdon, 1996). Bentler's (1990) comparative fit index (CFI) is representative of a class of incremental fit indexes that have achieved wide currency, although it is not associated with a statistical significance test. The CFI is less influenced by sample size and can be interpreted as percent of variance in the covariance matrix accounted for by the model. The root mean square error of approximation (RMSEA or ε) is a fit index for which it is possible to form confidence

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intervals to reject the hypothesis that a model fits poorly (see Browne & Cudeck, 1993; MacCallum, Browne, & Sugawara, 1996).

With respect to the CFI, it has been recommended that models should be evaluated as a good fit if the CFI exceeds .90 (Bentler & Bonett, 1980), although Hu and Bentler (1998, 1999) argued for a more stringent cutoff of .95. In guidelines for the interpretation of RMSEA, MacCallum et al. (1996; see also Browne & Cudeck, 1993) characterized values less than .05 as indicative of "close" fit, values between .05 and .08 as indicative of "fair" fit, values between .08 and .10 as indicative of "mediocre" fit, and values in excess of .10 as indicative of "poor fit."

Given this background, it was our preference to develop models that achieve the Hu and Bentler (1998, 1999) CFI criteria of .95, and we found the MacCallum et al. (1996) guidelines for the interpretation of RMSEA useful as a means of characterizing the general quality of the model's fit. Specifically, we used the confidence interval property of RMSEA to reject the hypothesis that a model had given a level of *fair fit* to the observed data.

An initial latent variable model was specified that represented the ***three measures of occupational stress and four measures of emotional intelligence in terms of two separate but correlated latent variables*** (emotional intelligence and individual happiness). Although this model provided an adequate fit according to (Bentler, 1990; Bollen, 1989; Browne & Cudeck, 1993; Rigdon, 1996) and (Browne & Cudeck, 1993; MacCallum, Browne, & Sugawara, 1996) criteria, it showed good-fit according to other criteria, $\chi^2 = 29.9819$ (p<.0001), RMSEA = 0.0895. The 90% confidence interval around RMSEA allowed us to reject the hypothesis of poor fit, $0.0592 \leq \varepsilon \leq 0.1226$.

The manifest (observed) variable equations for emotional intelligence and resultant individual happiness with estimates developed and are shown below:

**Manifest Variable Equations with Estimates**

V7 = 0.4335*V1 + 0.3939*V2 + 0.2793*V3 + 1.0000 E1

Std Err   0.0266 PV7V1   0.0262 PV7V2   0.0264 PV7V3

t Value   **16.3197**   **15.0233**   **10.5961**

V8 = -0.1294*V7 - 0.1790*V4 - 0.1616*V5 -0.2663*V6 + 1.0000 E2

Std Err   0.0372 PV8V7   0.0540 PV8V4   0.0651 PV8V5   0.0604 PV8V6

t Value   **-3.4737**   **-3.3142**   **-2.4802**   **-4.4094**

Where, (*V1=Inter Role Distance, V2=Role Expectation Conflict, V3=Role Ambiguity, V4= Commitment, V5= Altruistic Behaviour, V6= Value Orientation, V7= Emotional Intelligence, V8=Individual Happiness* and *E1 & E2 are the residual terms for the endogenous variables*).

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t values should be large enough in order to understand the significance of manifest variables estimates. The p value at the level of 0.05 is 1.96 and all the t-values in our case are larger than the critical values. This infers that *manifest (antecedent) variables included in the model are significant while developing the casual schema for latent variable*.
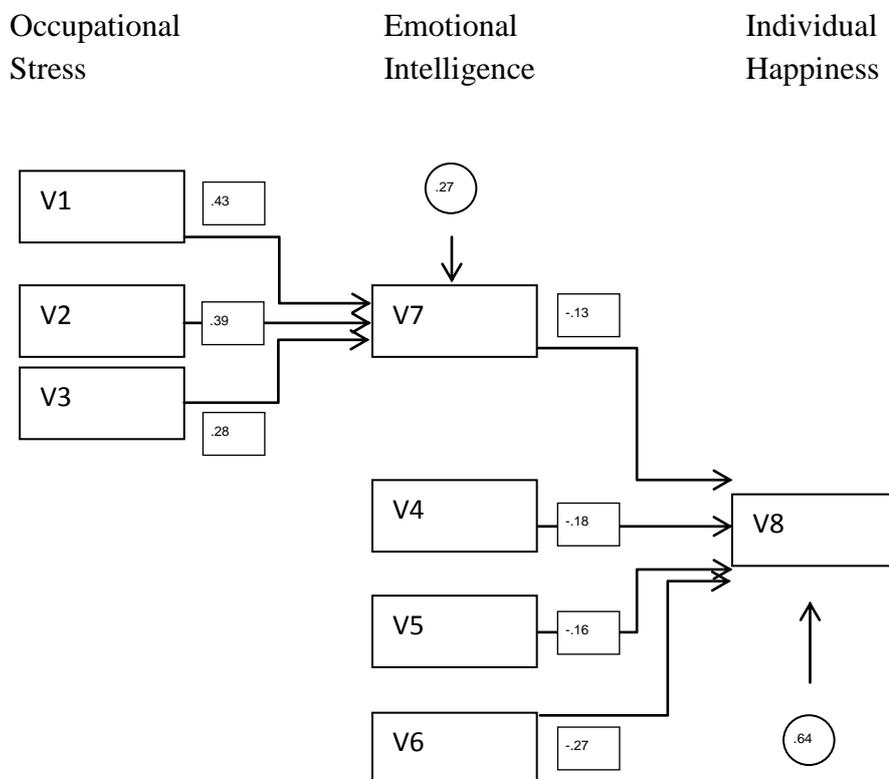
SEM parameters viz. path coefficients for total and in-direct effects of exogeneous variables on endogenous variable were estimated and are given in table 2.

**Table 2. Total Effects of Occupational Stress and Emotional Intelligence on Individual Happiness**

| Vabs | V1 | V2 | V3 | V4 | V5 | V6 | V7 |
|------|------|------|------|------|------|------|------|
| V7 | **0.43351** | **0.39387** | **0.27931** | 0.0000 | 0.0000 | 0.0000 | 0.0000 |
| V8 | -.05608 | -.05095 | -.03613 | **-.17903** | **-.16156** | **-.26631** | **-.12936** |

*V1=Inter Role Distance, V2=Role Expectation Conflict, V3=Role Ambiguity, V4= Commitment, V5= Altruistic Behaviour, V6= Value Orientation, V7= Emotional Intelligence, V8=Individual Happiness*

Parameter estimation is done by comparing the actual covariance matrices representing the relationships between variables and the estimated covariance matrices of the best fitting model. Now enter the path coefficients on the SEM diagram with effect of antecedent variables. The final path diagram along with quantitative estimates is depicted in figure 1 and awaits evaluation.



*(V1=Inter Role Distance, V2=Role Expectation Conflict, V3=Role Ambiguity, V4= Commitment, V5= Altruistic Behaviour, V6= Value Orientation, V7= Emotional Intelligence, V8=Individual Happiness)*

**Figure 1:** SEM Final Model for the Causal Scheme

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## Interpretation

The model being tested against obtained measurement data in determining how well the model fits the data. The output at times detects latent variables which may be hidden in the real sense not visible in the model but the results explicitly capture the unreliability of measurement which in theory allows structural relations between latent variables for being accurately estimated. The variables in the causal scheme may be studied directly for their total and indirect effects.

As can be seen in Figure 1, the total effects of Inter Role Distance, Role Expectation Conflict and Role Ambiguity on emotional intelligence are 0.43, 0.39 and 0.23 respectively. All the effects are positive and quite large (p<0.01). Indirect effect of Inter Role Distance, Role Expectation Conflict and Role Ambiguity on individual happiness through emotional intelligence is negative and significant (p<0.05). The total effects of Commitment, Altruistic behaviour, Value orientation and emotional intelligence composite on individual happiness are negative -.18, -.16, -.27 and -.13 and significant (p<0.05). The assumption that emotional intelligence mediates the relationship between the Inter Role Distance, Role Expectation Conflict and Role Ambiguity by emotional intelligence and individual happiness is symbolically represented by 4 paths. In fact, Inter Role Distance, Role Expectation Conflict and Role Ambiguity have indirect effect on individual happiness. Finally, occupational stress and emotional intelligence are strongly linked to individual happiness.

## Assessment of model and model fit

This model provided an adequate fit according to (Bentler, 1990; Bollen, 1989; Browne & Cudeck, 1993; Rigdon, 1996) and (Browne & Cudeck, 1993; MacCallum, Browne, & Sugawara, 1996) criteria, it showed good-fit according to other criteria, $\chi^2 = 29.9819$ (p<.0001), RMSEA = 0.0895. The 90% confidence interval around RMSEA allowed us to reject the hypothesis of poor fit, $0.0592 \leq \varepsilon \leq 0.1226$. The Chi-Square value for goodness-of-fit is sufficiently large and the p value for Chi-square is below 0.05 indicates good fit.

Table 3 displays standardized path coefficients and squared multiple correlations for endogenous variables (often considered the dependent variables in such a model). The 'Squared Multiple Correlations' R-square column gives us a quantitative idea of how well our model fits because; these values are interpreted as the percentage of variance in our endogenous variables accounted for by their respective exogenous variables.

**Table 3. Error and Squared Multiple Correlations**

|  | Variable (Endogenous) | Error Var | Total Var | R-Square |
|---|---|---|---|---|
| 1 | Emotional Intelligence | 0.63500 | 1.00000 | 0.3604 |
| 2 | Individual Happiness | 0.27538 | 1.00000 | 0.7246 |

From the above table, we could interpret emotional intelligence as having 36.04% of its variance accounted for by the combination of Inter Role Distance, Role Expectation Conflict and Role Ambiguity. Individual happiness as having 72.46% of its variance by exogenous variables: Commitment, Altruistic behaviour, Value orientation and emotional intelligence composite. The error variance for emotional intelligence is moderately large indicating that many other factors/variables of even greater importance are clearly operating and are beyond the scope of the study. However, error variance for individual happiness is low indicating occupational stress and emptional intelligence as domineering latent variables.

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## Conclusion

Inter - Role Distance, Role Expectation Conflict, Role Ambiguity and Emotional Intelligence emerged as critical exogenous variables to endogenous individual happiness in manufacture and service sectors in India. Total and indirect effects of Inter - Role Distance, Role Expectation Conflict, Role Ambiguity and Emotional Intelligence overall with dimensions (Commitment, Altruistic behaviour, Value orientation) was significant as probability to reject the hypothesis (p<0.01). This supports the hypothesis that employees who are stressed due to: conflict between organizational & non-organizational roles, conflicting demands originating from colleagues i.e. superiors, subordinates & peers in the organization and lack of clarity about the demands of the role were found to have dormant emotional intelligence (awareness and ability to manage one's emotions in a healthy and productive manner) and the resultant individual happiness. However, it would be important to test this model prospectively to examine how emotional intelligence as mediator influences the effects of individual happiness.

*Psychologists have found repeatedly that individuals who put a high premium on higher incomes generally are less happy and more vulnerable to other psychological ills than individuals who do not crave higher incomes.* Findings of the present study are confirming individual's phenomenon as they are placing high stress on role and management of emotions for happiness.

There is no doubt that different jobs also call for different types of emotional intelligence,. For example, success in sales requires the empathic ability to gauge a customer's mood and the interpersonal skill to decide when to pitch a product and when to keep quiet. By comparison, success in painting or professional tennis requires a more individual form of self-discipline and motivation.

While interpreting the SEM model, it should be taken into consideration that Structural equation model (SEM) is not a method of discovering causal laws but a procedure for giving a quantitative interpretation of an assumed causal system as it operates within a given population. The set of models are then interpreted carefully so that claims about the constructs can be made, based on the best fitting model. Caution should always be taken when making claims of causality even when experimentation or time-ordered studies have been done. The term *causal model* must be understood to mean: "a model that conveys causal assumptions," not necessarily a model that produces validated causal conclusions. As in any science, subsequent replication and perhaps modification will proceed from the initial finding.

This research takes an important first step in outlining two possible mechanisms, identification processes and expectancies, that can be addressed in ongoing attempts to find ways to increase individual happiness in manufacturing and service sector in India. Future research should continue to explore mediators of the occupational stress and individual happiness using additional measures and diverse populations.

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**International Journal of Social Science and Economics Invention(IJESSI)**
**Volume 02 Issue 02 April 2016,**
**www.isij.in**

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