B.TECH PROJECT REPORT

TITLE : *Emotional Contagion - An Organization development Tool*

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INTRODUCTION :

Emotions are an integral part of everyday life. 'Man is a social animal' as said by Aristotle. In the present context of work psychology, individuals exist not by themselves but as members of particular groups. Several minds working together will give better results than a single person's effort(provided there is equal effort put in by all team members). This fact makes the field of emotional contagion more significant to organizations as their development tool. Individuals who are good team players are preferred by organizations these days. When individuals come together in a team, it is expected that there will be differences in their emotional states, perceptions and attitudes. In this regard ,the 'spread' of emotions among team members occupies a central position.

In a team context, individuals bring in their experiences rich in beliefs, values and feelings that have high propensity to get transferred to others in the team. As organizations are increasingly moving from an individual driven entity to synergistic team work intensive systems, the impetus lies in understanding what constitutes group emotions.

EMOTIONAL CONTAGION :

The term contagion has been derived from the Latin word 'contagio' which means "from touch". In English, the word contagion implies 'a process of transmission by touch or contact' . Psychologists define emotions as subjective feelings that go beyond the realm of culture and values. The project emphasizes on the group phenomenon called Emotional Contagion (EC) , and its influence on Team Effectiveness.

EC is perceived as a combination of psychophysiological, behavioral and social phenomena. It is a multilevel phenomenon because emotional expressions of one individual produce a corresponding experience in the other person. The concept of EC is based on the fact that individual emotions spread to others in a group.

Precursors :

Transfer of emotions do **not** occur all the times. There are certain conditions under which emotions are deemed 'transferable'. At the individual level, factors unique to a person namely personality and trait related issues are thought to influence EC. At the interpersonal level, people often tend to experience similar emotions as their loved ones, which may be due to emotional bonding or interpersonal liking or trust. Contextual factors can also trigger or curtail the spread of emotions (as in mass hysteria).The study currently examines influence of EC through an organizational behavior perspective. Important organizational issues like leadership and power have

been linked to EC. Institutions must on the other hand need to ensure that positive, constructive emotions spread across team members , while reducing or managing the spread of negative emotions thus resulting in effective performance of teams. There is intuitive awareness of this phenomenon especially in situations where we feel the same way as certain others do.

Optimum level of Positive EC would be expected to influence performance in a positive manner. On the other hand, negative emotional spread might be intuitively expected to result in a decrease in proper functioning of the system. Organizations therefore have a responsibility to encourage and manage appropriate emotional experience and transfer of emotions for its own effectiveness.

LITERATURE REVIEW OF EMOTIONAL CONTAGION :

A lot of study has been done even though it took a considerable delay among scholars in arriving at a shared clarity in conceptualizing emotions. The review attempts to provide a comprehensive account of the body of research undertaken till date in the area of emotions.

Emotions, both positive and negative, actually spread among employees in an organization like viruses. People routinely “catch” each other’s feelings when working together in groups. It’s not surprising that this influences employees’ moods. What’s more surprising is that it significantly influences their judgment and business decisions as well. Usually without anyone having a clue what’s going on.

(Sigal Barsade 2014)

Recent scientific interest in the issue of EC partly stems from the discovery of mirror neurons, which provide a neurological explanation for the subject phenomenon. In "Cognitive strategies for controlling EC" ,focus is on negative aspects of EC and to find cognitive methods to cope with it.

(Rempala,2013)

A dynamic computational model of contagion in groups of agents based on factors that moderate contagion has been developed. These factors are strictly based on experimental evidence in the psychological literature.

(Rene Coenen and Joost Broekens,2012)

If what one feels about another person differs from what the other person says, it might signal to an emotional dissonance felt by the other party in the interaction.

(Arizmendi, 2011)

The service provider’s perspective to investigate the connections among customer's positive and negative mood states and employees' mood, emotional labor perception and service performance is studied. Impact of self monitoring and social support on these connections is also studied in this.

(Perng-Fei Huang and Chia-Wen Dai,2010)

Directors realize that emotional contagion is significant if workers are to get tied up with their vision of their organization's future and acknowledge the explanation for innovative implementation.

(Robbins and Judge,2009)

Emotional dimensions such as passion and energy have been invaluable in the workplace and the ability of individuals to engage with others is crucial for work success.

(Landale,2007)

Service quality appraisals have been found to mediate the relationship between employee smiling and encounter satisfaction.

(Barger and Grandey,2006)

For a healthier organizational climate, emotional contagion among members has to be harnessed and nurtured.

(Halverson,2004)

EC has been found to affect feelings, cognitions and behavior of group members. Moreover, individuals might not be consciously aware that a transfer of mood has occurred and they need to be made aware that the mood of the team will be influenced by the mood of individual members of the team.

(Barsade, 2002)

The relationship between the emotion experienced by the senders and receivers was found to be mediated by receivers mimicking smiling on the part of senders.

(Howard and Gengler,2002)

Induction of emotional processes within a subject by the perception of emotionally expressive faces is a powerful instrument in the detection of emotional states in others and as the basis for one's own reactions.

(Wild, Erb and Bartels,2001)

Appropriate emotional displays were found to result in positive evaluations and inappropriate displays have an adverse effect on service evaluation.

(Tomiuk,2001)

Displayed emotions are an important area of study because of the outcomes they produce. Studies have shown that emotions in one individual produce a corresponding change in the other person.

(Pugh, 2001; Howard and Gengler, 2001)

The most fruitful path for advancing research on stress contagion is to combine the insights of more qualitative research with data derived from empirically rigorous quantitative designs and analytic strategies.

(Wethington,2000)

Cognition and behavior got influenced by exposure to even mild emotional expressions and this effect is greater for those more responsive to cues generated by afferent feedback.

(Doherty,1998)

Emotional contagion hypothesis implies that there are definite individual differences concerning whether someone is either sensitive to emotions from others or able to transmit his or her emotions to others.

(Verbeke,1997)

There are individual differences in the level of susceptibility to emotions shown by individuals.

(Omdahl and O'Donnell, 1997)

Susceptibility to others' emotions has been found to be positively related to reactivity, emotionality, sensitivity to others, social functioning, self-esteem, and empathy and negatively related to alienation, self-assertiveness, and emotional stability.

(Doherty, 1997)

Gender and occupation have an impact on susceptibility to contagion but do not have interaction between them. However, there is interaction between gender and occupation on individual emotions.

(Doherty,1995)

Emotional contagion has been found to be inversely related to power i.e more is the power less is the phenomenon observed and vice versa.

(Hsee, Hatfield, Carlson, and Chemtob, 1990)

METHODOLOGY :

A Questionnaire has been conducted across the student population comprising mostly of undergraduates and significant post graduates as respondents, as a part of the project. A total of 113 responses have been collected among which around 30% are female respondents.

The Questionnaire has 50 Questions to judge the level of Emotional Contagion as a group phenomenon.

17 of the questions have been from the construct **'Individual Factors'** which has variables

Empathy(4),

Self Monitoring(2) ,

Emotional Stability(4),

Need for affiliation(3),

Extraversion(4).

25 of the questions have been from the construct **'Emotional Contagion(EC) Scale'**, which has variables

Catching Moods(8) ,

Performance Mood Link(7),

Extent of Influence(2),

Postural Reaction(2),

Positive Mood ensured(6).

8 of the questions are from the construct **'Team Effectiveness'**.

Individual Factors :

Individuals bring in their own set of emotions, thoughts and perceptions into the workplace and these states cannot be perceived as independent of the team or the organization. The above mentioned variables under Individual factors are hypothesized to contribute to the transfer of emotions in a team.

Empathy:

Empathy can be defined as the ability to experience the feelings of others. In other words, one imagines and stimulates the emotional state of another and 'feels' with the person. It is crucial for the creation of bonds between individuals and also in larger social groups.

Self Monitoring :

This variable measures the extent to which individuals present themselves before others so that their performance will tend to incorporate and exemplify the accredited values of the society. It states that individuals differ in the extent to which they are willing to be able to monitor and control their self expressions in social situations.

Emotional Stability :

The variable measures the trait of equanimity in individuals. It is regarded to be the ability to be balanced and neutral in situations happy or unhappy. People with high degree of Emotional Stability are calm and unperturbed.

Need for Affiliation :

Need for affiliation is a personality characteristic corresponding to individuals' desire for social contact or belongingness and is associated with tendencies to receive social gratification from harmonious relationships and from a sense of communion with others.

Extraversion :

It refers to the degree to which individuals are gregarious ,friendly, compliant. This affects interpersonal relations through the quality of social interactions. It is an outward seeking quality that possesses a high degree of influential power on others and encourages strong interpersonal interactions and thereby is hypothesized to affect the level of EC.

Emotional Contagion Scale:

The Emotional Contagion Scale purports to measure the level of spread or transfer of emotions between individuals in an organizational context. The present study purports to explain the spread of emotions between team members with the help of five constructs as follows.

Catching Moods :

This variable is concerned with the conditions under which individuals catch others' emotions, including the degree to which they are sensitive and susceptible to others' emotions.

Performance Mood Link :

This construct measures the extent to which work gets affected(either for the better or for the worse) due to the transfer of positive or negative emotions.

Extent of Influence :

This variable can be used to determine whether the more influential team member can indeed influence the transfer of emotions more than the other team members. It is expected that people tend to be sensitive and vulnerable to those who have a power to influence the team's emotions.

Postural Reaction :

The concept of postural reaction intends to measure the extent to which team members mimic others' emotions and under what conditions these imitations happen.

Positive Mood Ensured :

This aims to ascertain the degree to which teams attempt to provide a favorable atmosphere of work by encouraging communication and exchanges of constructive emotions.

Team Effectiveness :

The dependent variable for our study is this team effectiveness. The intention of this study is to show that the supposedly abstract constructs such as emotions and emotional management could be crucial variables in a team's performance. A team is said to have positive synergy if the collective effort of the team exceeds the individual efforts put in by the team members.

Demographic Variables included in the questionnaire are Gender, Year of joining(Age), Educational qualification(like B.TECH Dual, MBA etc)

ANALYSIS :

After collecting the responses from students, a statistical software called SPSS(Statistical Package for Social Sciences) is used for the analysis part along with MS Excel.

Mathematical tools used are Variance(ANOVA-Analysis of Variance), Correlation, Mean, Standard Deviation etc.

0-NA 1-SD 2-D 3-N 4-A 5-SA

Considering Individual Factors which have variables like Empathy(E), Self Monitoring(SM),Emotional Stability(ES),Need for Affiliation(A),Extraversion(E), various mathematical conclusions from the responses like mean, variance, minimum, maximum etc are computed. Similarly for Emotional Contagion Scale construct, the variables Catching Moods(CM), Performance Mood Link(PML), Extent of Influence(EOI), Postural Reaction(PR), Positive mood Ensured(PM) are analyzed on lines with individual factors variables.

Team effectiveness had 8 questions covered and the means, Standard Deviations, Variances of the responses are shown.

NOTE :

Some of the questions are "reverse coded". To explain this, for example, one of the questions on empathy is "I don't give much thought to others' feelings." If a person gives a rating 5 to this, he/she is having least empathy. So we need to reverse code it to 1 to give correct values.

Individual Factors :

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation	Variance
E1	113	1	5	3.18	1.071	1.147
E2	113	1	5	3.80	1.010	1.021
E3	113	0	5	3.27	1.219	1.487
E4	113	1	5	3.42	1.147	1.317
SM1	113	0	5	2.56	1.126	1.267
SM2	113	1	5	3.24	1.227	1.505
ES1	113	0	5	3.04	1.339	1.793
ES2	113	1	5	3.50	1.111	1.234
ES3	113	1	5	2.82	1.120	1.254
ES4	113	1	5	2.38	1.175	1.381
A1	113	1	5	2.38	.976	.952
A2	113	0	5	2.60	1.065	1.135
A3	113	2	5	3.86	.953	.908
EV1	113	0	5	3.42	1.294	1.674
EV2	113	0	5	3.35	1.195	1.427
EV3	113	1	5	3.43	1.141	1.301
EV4	113	1	5	2.83	1.101	1.213
Valid N (listwise)	113					

Emotional Contagion Scale :

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation	Variance
CM1	113	0	5	4.09	.996	.992
CM2	113	1	5	3.87	.807	.652
CM3	113	1	5	4.00	.779	.607
CM4	113	0	5	2.88	1.059	1.121
CM5	113	0	5	2.91	1.048	1.099
CM6	113	0	5	3.48	1.158	1.341
CM7	113	0	5	3.51	1.158	1.341
CM8	113	0	5	4.03	.968	.937
PML1	113	0	5	3.84	1.023	1.046
PML2	113	1	5	3.08	1.095	1.199
PML3	113	0	5	3.65	.971	.942
PML4	113	0	5	2.97	1.048	1.098
PML5	113	0	5	3.35	1.100	1.210
PML6	113	0	5	3.12	1.155	1.335
PML7	113	0	5	3.07	1.091	1.191
EOI1	113	0	5	3.29	1.200	1.441
EOI2	113	0	5	3.74	.933	.871
PR1	113	1	5	3.00	1.044	1.089
PR2	113	0	5	3.12	1.208	1.460
PM1	113	0	5	3.83	1.077	1.159
PM2	113	0	5	3.77	.926	.857
PM3	113	0	5	3.65	1.060	1.124
PM4	113	0	5	3.30	1.149	1.319
PM5	113	0	5	3.21	1.264	1.597
PM6	113	0	5	3.58	1.006	1.013
Valid N (listwise)	113					

Team Effectiveness :

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation	Variance
TE1	113	0	5	2.19	.996	.992
TE2	113	0	5	3.68	.984	.969
TE3	113	0	5	2.41	1.244	1.547
TE4	113	0	5	3.40	1.207	1.456
TE5	113	0	5	3.81	1.065	1.135
TE6	113	0	5	2.81	1.224	1.497
TE7	113	0	5	3.66	1.177	1.386
TE8	113	0	5	3.76	1.304	1.701
Valid N (listwise)	113					

CORRELATIONS :

Among Individual Factors :

Correlations

		E	SM	ES	A	EV
E	Pearson Correlation	1	.018	-.347**	.934	.106
	Sig. (2-tailed)		.851	.000	.032	.264
	N	113	113	113	113	113
SM	Pearson Correlation	.018	1	.305**	.266**	.118
	Sig. (2-tailed)	.851		.001	.004	.214
	N	113	113	113	113	113
ES	Pearson Correlation	-.347**	.305**	1	-.135	.098
	Sig. (2-tailed)	.000	.001		.153	.302
	N	113	113	113	113	113
A	Pearson Correlation	.934	.266**	-.135	1	396**
	Sig. (2-tailed)	.032	.004	.153		.000
	N	113	113	113	113	113
EV	Pearson Correlation	.106	.118	.098	396**	1
	Sig. (2-tailed)	.264	.214	.302	.000	
	N	113	113	113	113	113

It can be inferred from the table that

1) Empathy and Need for affiliation are positively related with each other.

"The more empathetic a person is, the more he/she tries to affiliate and likes involvement"

2)Empathy and Emotional Stability are negatively related to each other.

"Empathy is an outward quality while Emotional stability is inward"

3)Need for affiliation and extraversion are significantly related.

"Both tendency to affiliate and Extraversion are outward qualities and are thus positively related"

Among EC Scale :

Correlations

		CM	PML	EOI	PR	PM
CM	Pearson Correlation	1	.375**	.324**	.279**	.447**
	Sig. (2-tailed)		.000	.000	.003	.000
	N	113	113	113	113	113
PML	Pearson Correlation	.375**	1	.412**	.058	.512**
	Sig. (2-tailed)	.000		.000	.544	.000
	N	113	113	113	113	113
EOI	Pearson Correlation	.324**	.412**	1	.187*	.341**
	Sig. (2-tailed)	.000	.000		.048	.000
	N	113	113	113	113	113
PR	Pearson Correlation	.279**	.058	.187*	1	-.014
	Sig. (2-tailed)	.003	.544	.048		.886
	N	113	113	113	113	113
PM	Pearson Correlation	.447**	.512**	.341**	-.014	1
	Sig. (2-tailed)	.000	.000	.000	.886	
	N	113	113	113	113	113

It can be inferred from the above table that

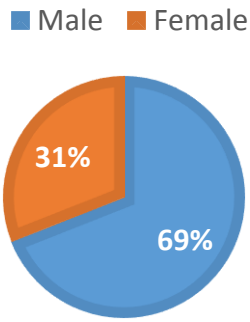
1)Catching moods and Performance mood have a positive relationship.

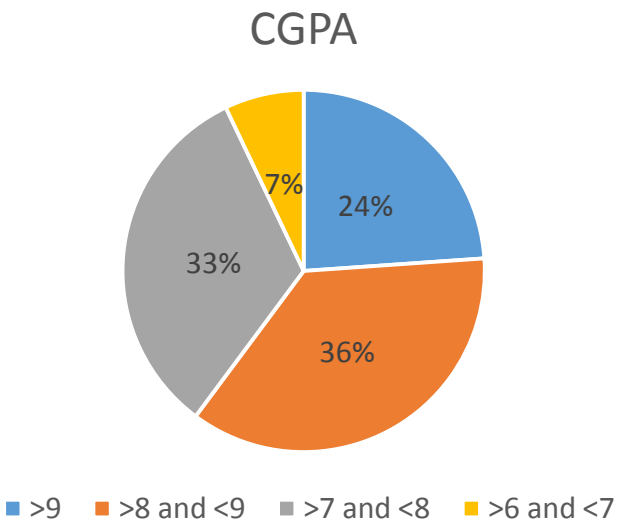
"Being sensitive to others' moods affects team's performance."

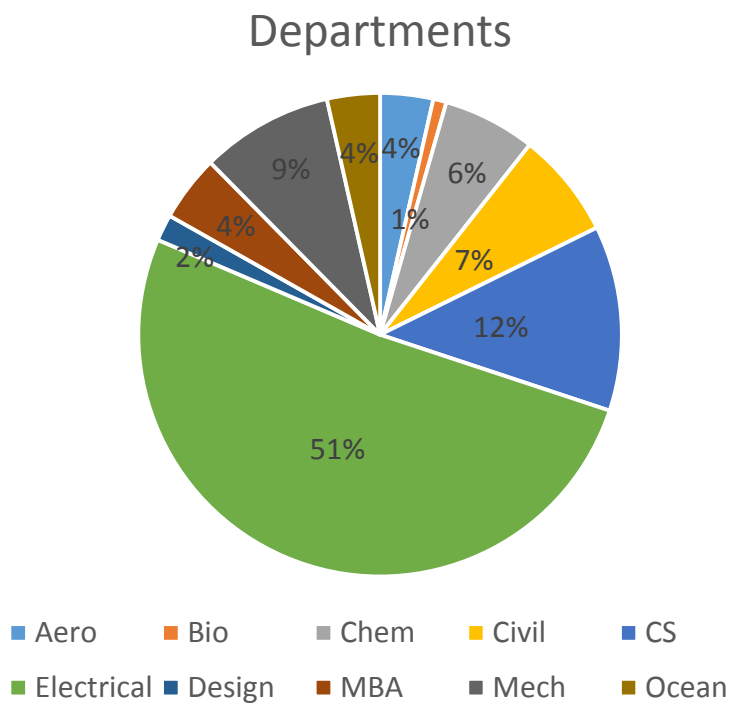
2)Catching moods and Postural reaction have a positive relationship.

"Susceptibility to others' emotions is associated with imitating or mimicking their emotions also."

Male and Female Respondents distribution is as follows







Now some Hypotheses have been postulated in the research of emotional contagion and we will see their veracity in the following analysis.

Some of the Individual factors can be found to be correlating with EC.

->"High level of empathy will have a significant positive relationship with emotional contagion"

Correlations

		E1	E2	E3	E4	EC
E1	Pearson Correlation	1	.133	.298**	.274**	.483
	Sig. (2-tailed)		.161	.001	.003	.041
	N	113	113	113	113	113
E2	Pearson Correlation	.133	1	.292**	.528**	.204
	Sig. (2-tailed)	.161		.002	.000	.033
	N	113	113	113	113	113
E3	Pearson Correlation	.298**	.292**	1	.479**	.648
	Sig. (2-tailed)	.001	.002		.000	.081
	N	113	113	113	113	113
E4	Pearson Correlation	.274**	.528**	.479**	1	.524
	Sig. (2-tailed)	.003	.000	.000		.048
	N	113	113	113	113	113
EC	Pearson Correlation	.483	.204	.648	.524	1
	Sig. (2-tailed)	.041	.033	.081	.048	
	N	113	113	113	113	113

From the table, it can be inferred that all empathy is positively correlated with EC and the correlation values are also significant. The Sig(2-tailed) values in the last column are also <0.05 suggesting a statistical correlation between Empathy and Emotional Contagion.

->"Team members with high degree of emotional stability will have a *low* susceptibility to Emotional Contagion "

Correlations

		ES1	ES2	ES3	ES4	EC
ES1	Pearson Correlation	1	.219*	.077	.080	-.604
	Sig. (2-tailed)		.020	.019	.200	.056
	N	113	113	113	113	113
ES2	Pearson Correlation	.219*	1	.222*	.258**	-.848
	Sig. (2-tailed)	.020		.018	.006	.117
	N	113	113	113	113	113
ES3	Pearson Correlation	.077	.222*	1	.228*	-.730
	Sig. (2-tailed)	.019	.018		.015	.040
	N	113	113	113	113	113
ES4	Pearson Correlation	.080	.258**	.228*	1	-.543
	Sig. (2-tailed)	.200	.006	.015		.050
	N	113	113	113	113	113
EC	Pearson Correlation	-.604	-.848	-.730	-.543	1
	Sig. (2-tailed)	.056	.117	.040	.050	
	N	113	113	113	113	113

From the table, it can be seen that all ES variables are susceptible to emotional contagion only to a low extent(Negative correlation values in last column).Also we find Sig.(2-tailed) value <0.05 for the last column. Hence there is statistically significant correlation.

"Need for affiliation will be positively related to the level of EC"

Correlations

		A1	A2	A3	EC
A1	Pearson Correlation	1	.164	.010	.528
	Sig. (2-tailed)		.082	.913	.048
	N	113	113	113	113
A2	Pearson Correlation	.164	1	.305**	.227*
	Sig. (2-tailed)	.082		.001	.016
	N	113	113	113	113
A3	Pearson Correlation	.010	.305**	1	.244**
	Sig. (2-tailed)	.913	.001		.009
	N	113	113	113	113
EC	Pearson Correlation	.528	.227*	.244**	1
	Sig. (2-tailed)	.048	.016	.009	
	N	113	113	113	113

From the table, it can be inferred that need for affiliation is positively correlated with EC and the correlation values are also significant. The Sig(2-tailed) values in the last column are also <0.05 suggesting a statistical correlation between affiliation and Emotional Contagion.

->"Self Monitoring will be positively associated with high levels of EC"

Correlations

		SM1	SM2	EC
SM1	Pearson Correlation	1	.245**	.662
	Sig. (2-tailed)		.009	.038
	N	113	113	113
SM2	Pearson Correlation	.245**	1	.743
	Sig. (2-tailed)	.009		.046
	N	113	113	113
EC	Pearson Correlation	.662	.743	1
	Sig. (2-tailed)	.038	.046	
	N	113	113	113

Here also we find significant positive correlation values in the last column. Also Sig.(2-tailed) values are <0.05 in last column suggesting that there is significant statistical correlation between self monitoring and EC.

"Extraversion will be positively correlated with the level of Emotional Contagion"

Correlations

		EV1	EV2	EV3	EV4	EC
EV1	Pearson Correlation	1	.285**	.445**	-.063	.153
	Sig. (2-tailed)		.002	.000	.505	.059
	N	113	113	113	113	113
EV2	Pearson Correlation	.285**	1	.017	.324**	.224*
	Sig. (2-tailed)	.002		.855	.000	.017
	N	113	113	113	113	113
EV3	Pearson Correlation	.445**	.017	1	-.076	.091
	Sig. (2-tailed)	.000	.855		.421	.034
	N	113	113	113	113	113
EV4	Pearson Correlation	-.063	.324**	-.076	1	.057
	Sig. (2-tailed)	.505	.000	.421		.046
	N	113	113	113	113	113
EC	Pearson Correlation	.153	.224*	.091	.057	1
	Sig. (2-tailed)	.059	.017	.034	.046	
	N	113	113	113	113	113

Here also we find significant positive correlation values in the last column. Also Sig.(2-tailed) values are <0.05 in last column suggesting that there is significant statistical correlation between extraversion and EC.

ANOVA :

ANOVA stands for Analysis of Variance.

CGPA Vs EC Score :

Anova: Single Factor						
SUMMARY						
Groups	*Count*	*Sum*	*Average*	*Variance*		
CGPA	113	873.5	7.730088	0.803729		
EC score	113	9757	86.34513	107.5316		
ANOVA						
Source of Variation	SS	df	MS	F	P-value	F crit
Between Groups	349188.4	1	349188.4	6446.435	4.5E-167	3.883307
Within Groups	12133.56	224	54.16767			
Total	361321.9	225				

We find that $F>F_{crit}$ and $p<0.05$. Hence there is significant difference in emotional contagion exhibited by people with different CGPA.

Gender Vs EC Score :

Anova: Single Factor

SUMMARY

Groups	*Count*	*Sum*	*Average*	*Variance*
Gender	113	148	1.309735	0.215708
EC Score	113	9757	86.34513	107.5316

ANOVA

Source of Variation	*SS*	*df*	*MS*	*F*	*P-value*	*F crit*
Between Groups	408552.6	1	408552.6	7583.531	1E-174	3.883307
Within Groups	12067.7	224	53.87366			
Total	420620.3	225				

We find $F>F_{crit}$ and $p<0.05$.Hence there is significant difference in emotional contagion exhibited by both the genders.

CGPA Vs TE Score :

Anova: Single Factor

SUMMARY

Groups	*Count*	*Sum*	*Average*	*Variance*
CGPA	113	873.5	7.730088	0.803729
TE Score	113	363.25	3.214602	0.578814

ANOVA

Source of Variation	*SS*	*df*	*MS*	*F*	*P-value*	*F crit*
Between Groups	1152.014	1	1152.014	1666.513	1E-105	3.883307
Within Groups	154.8449	224	0.691272			
Total	1306.858	225				

We find $F>F_{crit}$ and $p<0.05$.Hence there is significant difference in team effectiveness for respondents with different CGPA.

Gender Vs TE Score :

Anova: Single Factor

SUMMARY

Groups	*Count*	*Sum*	*Average*	*Variance*
Gender	113	148	1.309735	0.215708
TE score	113	363.25	3.214602	0.578814

ANOVA

Source of Variation	*SS*	*df*	*MS*	*F*	*P-value*	*F crit*
Between Groups	205.0113	1	205.0113	516.0622	4.72E-60	3.883307
Within Groups	88.98645	224	0.397261			
Total	293.9978	225				

Here also we find $F>F_{crit}$ and $p<0.05$.Hence there is significant difference in team effectiveness for both genders.

Implications:

The implications of this study can be found in the field of customer relations where employees of an organization influence customers via their emotional expressions. Not stopping with just certain areas of social networking, this would gradually be expected to permeate all aspects of social functioning soon. Thus emotional contagion can lead to subtle but important ripple effects in groups and organizations. Organizations need to be proactive in managing this.

Conclusion :

Emotional Contagion- An organization development tool as a research topic is gaining significance these days because team work has taken the position of individual work and those organizations that are prospering are emphasizing more on emotional quotient(EQ) of people they are recruiting. EC which was earlier considered antithesis to rationality has taken center stage now. So efficiency in technical aspects is not all enough to prosper in one's career. The study has provided significant insights into the topic, various factors on which it depends and its finer nuances are dealt with in detail.