

Chapter II

REVIEW OF LITERATURE

Chapter II

REVIEW OF LITERATURE

2.1 Introduction

This chapter covers the literature reviewed by the researcher. The researcher has reviewed eighty articles published in journals, four theses submitted to various Universities and four books related to emotional intelligence. Emotional Intelligence and Workplace Outcomes are the two major variables used for the study. The journal articles, Theses and Books reviewed are presented under these two categories of variables.

2.2 Emotional Intelligence

2.2.1 Journal Articles Reviewed

Vishal Gupta and Shailendra Singh (2013)¹ in their study ‘Developing a scale for measuring ability-based emotional intelligence in Indian context’ discussed the definition and domain of the EI construct and developed psychometrically sound and practically short ability-based EI measure using three different samples. The 20-item scale shows significant correlation with academic achievement and conflict avoidance behaviour.

Ashlea C. Troth, Peters J. Jorden, Sandra A. Lawrence & Hermen H.M Tse (2012)² studies about multi level model of emotional skills, communication performance and task performance in teams. They emphasized the importance of distance team emotional skills in shaping both team performance and individual team members’ performance. Dependent and Independent variables were used. The Independent variables include Individual & Team level Emotional skills-awareness of own & others emotions, Management of own & others emotions and dependent variables include Communication performance and Team task performance. Control variables were Age, sex and Nationality influence, individuals’ attitudes towards other team members.

The study titled ‘Development and validation of an instrument for measuring the emotional intelligence of individuals in the work environment in the Indian context’ by R. Krishnaveni and Deepa Ranganath (2011)³ provides a detailed

methodology for developing and validating an instrument in survey research. Variables used in the study are Emotional Intelligence, Emotional perception, Emotional Appraisal and Emotional Regulation. Control variables are gender, industry sector, education and age.

Asif Kiyani, Muhammed Haroon, Asim Sohail Liqat Mohammed Arif khattak, Syed Junaid Ahmed Buthar and Rabia Asad (2011)⁴ in their study 'Emotional intelligence and employee participation in decision - making' explained the effect of emotional intelligence on employee's participation in decision making. Independent variables used are Self awareness, Motivation, Empathy and Social skills. Participation in decision making is the dependent variable used.

The study titled 'Emotional intelligence and its effects on job performance: A comparative study on Life insurance sales professionals' by Nidhi Yadav (2011)⁵ discussed the effects of EI on job performance, especially of Life Insurance sales professionals. Results showed that people with high EI are better performer than the lesser ones.

The study titled 'Enhancing decision-making process through the application of emotional intelligence skills' by James D. Hess and Arnold C. Bacigalupo (2011)⁶ identified practical approaches in the application of emotional intelligence to the decision making process. These practical approaches are designed to instruct and aid decision makers in the utilization of emotional intelligence skills to improve decision making.

Cox John D. (2011)⁷ studies about Emotional intelligence and its role in collaboration. It discusses the linkage, emotional intelligence may have in furthering collaboration efforts between individuals, groups and organizations. Variables of the study are Emotional intelligence (self awareness, self management, social awareness and relationship management) and collaboration (communication, coordination, mutual support, aligned support and Cohesion).

Susan Thomas and T J Kamalanabhan (2011)⁸ in their study 'Measuring Emotional Intelligence at the Workplace' explained the process of developing an instrument which could be used to measure emotional intelligence of a work place. It proposes the various factors required in measuring the emotional intelligence of a

work place and differentiates this from the numerous measures used to measure individual emotional intelligence.

The study titled ‘Studying the relations between emotional intelligence and occupational stress: A case study at Payne Noor University’ by Hassan Darvish and Ali Akbar Nasrollalini (2011)⁹ explored and described the relationship between emotional intelligence and occupational stress and its influence. The results show that there is an inverse significant relationship between occupational stress and emotional intelligence that significantly correlated with job performance. Moreover it revealed that if custodians take emotional intelligence into account in suitable ways, it can play an effective role in reducing occupational stress. Variables used in the study are Emotional Intelligence (cognition and expressing others emotion, understanding others emotion, Emotional management and Emotional control) and Occupational stress (Role overload, Role insufficiency, Role ambiguity, Role under load, Responsibility and Physical environment).

Earnest H. O Boyle JR, Ronald H. Humphrey Jeffrey M. Pollack, Thomas H. Hawver and Paul A story (2011)¹⁰ in their study ‘The relation between emotional intelligence and job performance: A meta-analysis’ classified EI studies into three streams: i) ability based models that use objectives test items, ii) Self-report or peer-report measures based on the four branch model of EI and iii) Mixed models of emotional competencies. The three streams of EI research, predict job performance equally well.

The study titled ‘The effect of an expressive - writing intervention for employed on emotional self efficacy, emotional intelligence, affect and workplace incivility’ by Beverlay A Kink, Nicola S. Shuthe and Donald W Hine (2011)¹¹ indicated that an expressive - writing intervention may be an effective strategy for increasing positive workplace outcomes. Their study suggested that intervening at the level of emotional processing may be useful approach to deal with the problem of workplace incivility. Variables used in the study are Emotional self–efficacy, Emotional intelligence, Positive and negative affect and Work place incivility.

Chris Brown, Roberta George - Carran and Marian L. Smith (2011)¹² in their study ‘The role of emotional intelligence in the career commitment and Decision -

making process' investigated the relation between career decision making, self-efficacy vocational exploration and commitment and emotional intelligence. Findings revealed that emotional intelligence as measured by the empathy utilization of feelings, handling relationship and self control factors is positively related to career decision making and self-efficacy. The utilization of feelings and self – control factors were inversely related to vocational exploration and commitment.

Hasan Dincera, Gulsah Gencerb, Nazife Orhanc and Kevser Sahinbasd (2011)¹³ through their study 'The Significance of Emotional Intelligence on the Innovative Work Behavior of Managers as Strategic Decision-Makers' tried to find out to what extent emotional intelligence is used by managers and mainly how significant it is on strategic decision making in relation to innovative work behaviors. They found that the manager as a strategic decision maker with a high level of emotional intelligence is better at decision making that affects performance.

The study titled 'Workplace culture, Emotional intelligence and Trust in the prediction of workplace outcomes' by Luke A. Downey, Jason Roberts, Con Stough (2011)¹⁴ proposed that team leader trust worthiness at the leader or member dyad level was required for the formation of an emotionally intelligent culture at the group level. The study concluded that the workplace culture is a valid and useful tool for measuring group level EI. The study concluded that there is a significant relationship between group level EI and leader or member trust. Variables used in the study are Organizational culture (EI based), Job satisfaction, Organizational commitment and Trustworthiness.

H. Bahga & T. K. Gill (2010)¹⁵ in their study 'Developing emotional intelligence' revealed the important role of emotional intelligence in workplace success. The study titled 'Emotional intelligence and managerial effectiveness: Role of rational emotive behaviors' by Nivedita Srivastava and Shreekumar K. Nair (2010)¹⁶ stated that emotional intelligence as a whole seems to be a significant predictor of managerial effectiveness. Also the moderating effect of Rational Emotive Behaviour (REB) has been found significant between emotional intelligence and managerial effectiveness. This study revealed the quintessential role of behavioural variables such as EI & REB in identifying result oriented executives

for organisations. Variables used in the study are E I, Rational Emotive Behaviour and Managerial effectiveness.

Hasmukh Adhia, H.R Nugendra and B. Mahadevan (2010)¹⁷ in their the study “Impact of adoption of yoga way of life on the emotional intelligence of managers’ proposed the impact of the yoga way of life on EI using data collected from 60 managers in a business enterprise and reports enhanced EI as a result of the practice of yoga. The results indicate the importance of yoga as an integral element in improving managerial performance in organisations. Variables of the study are Yoga way of life and Emotional intelligence.

In the study titled “Role of emotional intelligence in organizational learning: An empirical study Based on Banking sector in Srilanka” by D.R Dissanayaka, M.P.N Jandari and R.A.I Chaturani (2010)¹⁸ an attempt was made to explore the nature and relationship of emotional intelligence in. The study results depicted EI as being significantly related with organizational learning. Variables of the study are Emotional intelligence (Self awareness, self management, Social awareness and Relationship management) and Organizational learning (Knowledge accusation, Information distribution and Organizational memory).

Martin Kilduff, Dan S Chiaburu & Jochen I Menges (2010)¹⁹ in their study ‘Strategic use of emotional intelligence in organizational settings: Exploring the dark side’ put forward the idea that EI is similar to other types of intelligence and abilities facilitating people’s efforts to get along and to get ahead. The authors suggest that people with high level of EI (relative to those low on EI) are likely to benefit from several strategic behaviours in organization including: detection of others’ emotion, disguising and expressing emotions for personal gain, using misattribution to stir and shape emotions and controlling the flow of emotion.

The study titled ‘An ability model of emotional Intelligence: A rationale, Description and Application of the Mayer Salovey Caruso Emotional Intelligence Test (MSCEIT)’ by Peter K. Papadogiannis, Deena Logan and Gill Sitarenios (2009)²⁰ provided a rationale for an ability based model of EI, coupled with a description of the prevalent literature supporting the development and application of the MSCEIT.

Praveen M. Kulkaeni, B. Janakiram and D.N.S. Kumar (2009)²¹ in their study ‘Emotional intelligence and employee performance as an indicator for promotion, a study of automobile industry in the city of Belgum, Karnataka, India’ indicated that emotional intelligence has an impact on the performance level of the managers and supervisors. An important finding of the study was that low emotional intelligence of managers and supervisors had an impact on their level of performance on the job. This has implications for management, suggesting that organizations could be profitable by identifying the level of emotional intelligence of managers and supervisors and apply interventions that are focused on developing emotional intelligence among the employees in the organization. Variables of the study are Level of performance and Level of Emotional intelligence.

The study titled “Emotional competence and work performance: The mediating effect of proactivity and the moderating effect of job autonomy” by Tae Yeol Kim, Daniel M cable, sang-pyo Kim and Jie wang (2009)²² proved that emotional competence was positively associated with pro-active behaviours, and pro-active behaviours were positively associated with both task-effectiveness and social integration. Pro-active behaviours significantly mediated the relationships between emotional competence and work performance. This was true in the case of followers who had a higher degree of autonomy in their work. Variables of the study are perceived emotional competence, job autonomy, supervisory relationship, task effectiveness and social integration. Control variables are job tenure and social exchange relationship between supervisors & subordinates. They found that one way emotional competence is valuable to organizations is that employers with higher emotional competence are more likely to seek feedback and develop rapport with supervisors. This in turn translates into more positive task effectiveness and social integration.

The study titled ‘Emotional Intelligence and Work Performance among Executives’ by Dr. C.P. Khokhar and Tulika Kush (2009)²³ revealed that executives having higher emotional intelligence show better quality of work performance as compared to their counterparts.

Omer Bin Sayed and Meera Shanker (2009)²⁴ in their study ‘Emotionally Intelligent manages and transformational leadership styles’ examined multivariable relationships between emotional intelligence and transformational leadership dimensions. The strong linkages between the dimensions of emotional intelligence and transformational leadership fully confirmed the enabling force of emotional intelligence as part of managerial temperament. This is because emotional capability enormously influences the soft aspects of the organisation. Variables used in the study were Emotional intelligence and Transformational leadership.

The study titled ‘increasing emotional intelligence: (How) is it possible?’ by Delphine Nelis, Jordi Quoidbach, Michel Horsenne (2009)²⁵ suggested that EI can be improved and open new avenues. Variables used in the study were EI intervention and Emotional intelligence (Regulation, Identification and Understanding).

Sanjay Kumar Singh (2009)²⁶ in his study ‘Leveraging Emotional intelligence for managing executive’s Job stress: A frame work’ pointed out that the emotional competencies are not innate but acquired abilities which can be nurtured in the human resources over a period of time. It is contended that one cannot make organization free from stress but leveraging the benefits of emotional intelligence competencies can make both personal life and professional life psychologically healthy.

The study titled ‘The relationship between emotional intelligence and contextual performance: Application to automated and vending service industry executives’ by Ronald F. Cichy, Seung Hyun Kim and Jaemin Cha (2009)²⁷ examined the relationship between emotional intelligence and contextual performance. The analysis demonstrated that there is a positive relationship between EI scores and contextual performance. Variables of the study were Emotional intelligence and contextual performance (Interpersonal Facilitation, Job dedication).

Benjamin Orhard, Carolyn Mac Cann, Ralf Schulze, Gerald Mathews, Moshe Zeidnes and Richard A. Roberts (2009)²⁸ through the study ‘New Directions and Alternative Approaches to the measurement of Emotional Intelligence’ evaluated the existing approaches for measuring EI and suggest some new one.

The study titled ‘Assessment of emotional intelligence: The role of self-other agreement by Zubin R. mulla, R.K. Premarajan and Madhukar Shukla (2008)²⁹ explained how self-other agreement can help to measure emotional intelligence more effectively than self-report measures. Findings showed that peer rated helping behaviours for under-estimators and in-agreement or good raters are higher than peer rated helping behaviour for over-estimators and in-agreement or poor raters. This study was designed in two parts. In the first part, Emotional intelligence, helping behaviorus and Organisational identification were the variables used. The second part of the study used variables such as Emotional Intelligence, Self Evaluation, and Frequency of Interaction with peers.

Hakan Ozcelik, Nancy Longton and Howard Aldrich (2008)³⁰ in their study ‘Doing well and doing good: The relationship between leadership practices that facilitate a positive emotional climate and organisational performance’ investigated how leadership practices that facilitate a positive emotional climate are related with organisational outcomes in terms of performance, strategic growth and outcome growth. Analysing a set of panel data, the study has shown that leadership practices that facilitate a positive emotional climate in an organisation make a difference in organizational-level outcomes. Positive emotional climate was the independent variable used for the study. Dependent variables were company performance, Strategic growth and outcome growth. Control variables were Degree of competition, Company age, Entrepreneur’s intention, Turn over and New hires.

The study titled ‘Emotional Intelligence, its measurement and implications for the workplace’ by Susan Cartwright and Constantinos Pappas (2008)³¹ gave evidences based on growing number of study it would seen that EI may have implications for the selection and development of employees, particularly those involved in stressful jobs. There is some limited evidence that EI may be associated with leadership effectiveness and readiness for change. The promotion and practice of emotionally intelligent behaviours may have a positive influence on client or customer interactions and lead to enhanced service quality as well as creating more satisfying organizational climates. Variables of the study were EI and performance, EI and leadership effectiveness, EI and Dysfunctional behaviour (aggressive

behaviour and workplace stress), EI and organisational change and EI and service encounters.

Jennifer M. George (2008)³² in the study 'Emotions and leadership: The role of emotional intelligence' suggested that feelings (moods and emotion) play a central role in the leadership process.

The study titled 'I second that emotion effects of emotional contagion and affect at work on leader and follower outcomes' by Stefanie K. Johnson (2008)³³ examined an important leadership phenomenon - emotional contagion - in a field setting. Leader positive and negative affect were related to follower positive affect through emotional contagion. This study adds to the growing body of research on affect at work, demonstrating the follower positive and negative affect at work were related to perceptions of charismatic leadership of organizational citizenship behaviour. Independent variables of the study were Job affect, Positive and negative affectivity, Multifactor leadership, Organizational citizenship behavior and Emotional contagion and dependent variable was Personality.

Diana Rajendran, Luke A. Downey & Prof. Con Stough (2007)³⁴ in their study 'Assessing emotional intelligence in the Indian workplace a preliminary reliability study' assessed the reliability of the workplace version of the Swinburne University Emotional Intelligence Test (workplace SUEIT) in an Indian population. The results are discussed in the context that EI tests need to undergo cross cultural examination to assess their validity and cultural relevance. Variables of the study include emotional recognition and expression, understanding of emotions external, emotions direct cognition, emotional management and emotional control.

The study titled 'An examination of the role of emotional intelligence in work and Family conflict' by Janet A. Lenaghan, Richard Buda and Alan B. Eisner. (2007)³⁵ showed that the variables of emotional intelligence and work family conflict had significant influence on the dependent variable 'well-being'. The results presented in this study suggested that emotional intelligence acts as a protector variable in the impact of work family conflict on one's well-being. Control variables were marital status, work satisfaction and importance of work. Dependent variable

was General well-being and independent variables was work-family conflict and Emotional intelligence.

Joseph C. Rode, Christine H. Mooncy, Marne L Arthoud Day, Janet P. Mear, Timothy T. Baldwin, Robert S. Rubin and William P. Bommer (2007)³⁶ in their study “Emotional intelligence and individual performance: evidence of direct and moderated effects” found out that the effects of emotional intelligence on performance are more indirect than direct in nature. Individuals must not only have emotional intelligence, but also must be motivated to use it. Dependent variables of the study were Interpersonal Effectiveness (Group behaviour effectiveness and Public speaking effectiveness) and Academic performance. Independent variables of the study were Emotional Intelligence and Conscientiousness. Control variables of the study were General mental ability, Personality and Citizenship.

The study titled ‘Emotional intelligence and job satisfaction: Testing the mediatory role of positive and negative affect at work’ by Konstantinos Kafetsios and Leonidas A. Zampetatis (2007)³⁷ tested the extent to which positive and negative affect at work mediate personality effects (EI) on job satisfaction. The results confirm expectations deriving from affective events theory regarding the role of work affectivity as an interface between personality and work attitudes and extend the literature on EI effects in organizational settings. Variables of the study were job satisfaction, emotional intelligence and positive and negative affect at work. Control variables were age, gender, years in service.

Scott Jensen,Carolynn Kohn, Stacy Rlea Roseann Hannon, Gary Howells (2007)³⁸ in their study ‘Emotional intelligence A literature review’ have reviewed a broad selection of research and writing on EI. It included the literatures about Measuring EI; EI, personality emotional regulation and coping; EI and Academic success; EI and moral or ethical or values development and EI and leadership.

The study titled ‘Emotional reasoning and decision making; understanding and regulating emotions that serve people’s goals’ by Paula C. Peter (2007)³⁹ focused on the possibility to introduce emotional intelligence in decision making and performance related to health. The result emphasised the salient role of emotional reasoning (that is understanding and regulation of emotion) on decision

making and performance related to health. Dependent variables of the study were Performance and EI. Independent variables of the study were Intention, Affect and Attitude.

The study titled 'Emotional Intelligence: Does It Influence Decision Making and Role Efficacy?' by S. P. Chauhan and Daisy Chauhan (2007)⁴⁰ showed that a high level of emotional intelligence can positively contribute towards effective decision making and thereby the role efficacy of managers, as there was a positive correlation between emotional intelligence and decision making and role efficacy. Variables of the study include emotional intelligence, role efficacy and decision making.

Mrs.R.Kayatry Sabitha and Dr. Panchanatham (2007)⁴¹ in the study 'Emotional intelligence in small scale industries of Puducherry state - An empirical analysis' explored the relationship between emotional intelligence and the performance of organizations.

Kenneth Nowack's (2007)⁴² study 'Leadership, emotional intelligence and employee engagements: creating a psychologically healthy workplace' suggested the continued development and coaching of leaders in critical interpersonal, administrative and team related competencies to ensure a psychologically healthy workplace. Leadership appears to be one key contributor to the development of a psychologically healthy workplace. Leaders can directly influence morale, retention, commitment, satisfaction and perceptions of stress. Variables of the study include organisational culture, leadership effectiveness employee retention, stress, and satisfaction and employee engagement.

The study titled 'The Influence of Strategic Human Resource Management on Emotional Competencies' by Zawahir Siddique (2007)⁴³ explored the powerful implications of Strategic Human Resource Management on Emotional Competencies. Any organization seeking an environment that reinforces, encourages and supports the self-directed development process cannot escape the revolutionary implications of Emotional Intelligence Competency embedded HR System.

Nick Sevdalis, K.V. Petrides and Nigel Harvey (2007)⁴⁴ in their study 'Trait emotional intelligence and decision-related emotions' explained influences of the

trait EI on decision-related emotions. The study has two parts. In the first part, trait EI was associated with mood deterioration following the recall of a poor prior decision. In the second part, EI was associated with larger over predictions of post-decisional emotions and with a more positive emotional state five days after receiving a poor decision outcome.

The study titled “Evidence that emotional intelligence is related to job performance and affect and attitudes at work” by Paulo N. Lopes, Daisy Grewal, Jessica Kadis, Michella Gall and Peter Solovey (2006)⁴⁵ expressed that emotionally intelligent individuals received greater merit increases and held higher company ranks than their counterparts. They also received better peer and supervisor ratings of interpersonal facilitation and stress tolerance than their counterparts with few exceptions. These associations remained statistically significant after controlling for other predictors, one at a time, including age, gender education, verbal ability, the Big five personally traits and trait affect. Variables used in the study included dependent variable as Work performance (Salary, Salary increase, company rank), Interpersonal facilitation (quality of people’s relationships at work, communicative and social functions, conveying information’s and coordinate social encounters) Affect and Attitudes (positive and negative affect, cope up with stress) and independent variable as Emotional Intelligence.

Manfred Amelang, Ricarda Steinmayr (2006)⁴⁶ in their study “Is there a validity increment for tests of emotional intelligence in explaining the variance of performance criteria”? gave important insights on how the different facets of EI change during development. They proved that beyond intelligence, personality has no additional utility concerning the perdition of academic or professional success. This was partly contradicting past studies.

The study titled ‘Measuring emotional management abilities: Further evidence of the importance to distinguish between typical and maximum performance’ by H. Harald Freundenthaler and Aljoscha C. Neubauer (2006)⁴⁷ examined and compared the relations of typical performance Vs. maximum performance emotion related behaviours to cognitive intelligence and personally by using the same measurement approach to assess these different emotion ability

components. Regarding the relations of emotion - related abilities to cognitive intelligence EMA (Emotional management ability) were only somewhat related to cognitive intelligence in the MP (maximum performance) condition. Both MP-EMA dimensions were significantly associated with verbal abilities but not related to non-verbal abilities. No significant correlations were found between EMA and cognitive intelligence components in the Typical Performance-condition. However, the participants' EMA-scores were only significantly associated with their personality traits in the TP-condition (and not in the MP condition). Suggesting that the TP-EMA measures are tapping some aspects of personality last, one different relations of TP-Vs-MP-EMA measures to cognitive intelligence and personality further corroborate Frenthaler and Neuberger's (2005) assertion that TP measures assess the adequacy or effectiveness of an individual's behaviour in emotional situations more directly than the corresponding MP-measures. Thus speculate that TP-measures are eventually also better predictors of successful functioning in everyday life than MP-measures.

Thomas Sy, Susanna Tram and Linda A.O. Hara (2006)⁴⁸ in their study 'Relation of employee and manager emotional intelligence to job satisfaction and performance' found that employee's emotional intelligence was positively associated with job satisfaction and performance. Manager's emotional intelligence had a more positive correlation with job satisfaction for employees with high emotional intelligence than for those with low emotional intelligence. These findings remain significant after controlling for personality factors. A similar pattern was found for job performance, however, the effect did not meet traditional standards of significance. Control variable of the study was personality factors. Independent variable of the study was Emotional intelligence and Dependent variables were Job satisfaction and Job performance.

The study titled "A review and critique of emotional intelligence measures" by Jeffrey M. Conte (2005)⁴⁹ discussed the measurement of psychometric properties of four of the major emotional intelligence measures (Emotional Competence Inventory, Emotional Quotient Inventory, multifactor Emotional Intelligence scale, Mayer-solovey-caruso Emotional Intelligence Test) and the comparability of these

measures is examined, and some conclusions and suggestions for future research on emotional intelligence measures are provided.

Dr. Ka Wai Chan and miss Cheok San Lam (2005)⁵⁰ in their study “Emotional intelligence and conflict management styles” aimed at exploring the situation in China in terms of emotional intelligence and decision making styles and how it affects subordinates’ job stress, job substitution and organizational commitment. Results showed that emotional intelligence of Chinese people is generally lower compared to other countries. Analytical decision-making style is the main decision-making style which shows that Chinese are more tasks oriented. Emotional intelligence is positively correlated to subordinate job substitution. Variables of the study were emotional intelligence decision making style, work stress, organizational commitment and job satisfaction.

The study titled ‘Emotional Intelligence: Implications for Human Resource Development’ by Ben Brown (2005)⁵¹ explored the central trends in theory surrounding the concept of EI and the methods that can be utilised by human resource development programmes to develop and enhance the EI of human resources within organisations.

The study titled ‘Emotional labour in the light of Emotional Intelligence: A review with a new paradigm’ by Farah Naqvi (2005)⁵² did an extensive review of literature on the concept of emotion labour. The study discusses it in the light of affective events theory with the moderating role of emotional intelligence competencies and proposes a model that has great potential for practical applications in organization.

Yew Ming Chia (2005)⁵³ in the study “Job offers of multi-national accounting Firms: The effect of emotional intelligence, Extra-curricular activities and academic performance” investigated the effects of academic performance, extracurricular activities and emotional intelligence of potential accounting - major graduates on the outcomes of their respective interviewing activities and the number of final job offers given by the multinational Big 5 public accounting firms. The results indicated the relevance of EI in the job search process. The results are useful for accounting educators to plan their curriculum more effectively to enhance the job

placement of their graduates with the Big 5 firms. Dependent variables were Level of EI, Academic performance and Extra-curricular activities. Independent variables were number of initial job interviews, Subsequent job interviews and Final job offers.

The study titled ‘The Influence of emotional intelligence on performance’ by Joseph B. Lyons and Tamera R. Schneider (2005)⁵⁴ examined the relationship of ability-based EI facets with performance under stress. They suggested that high levels of EI could promote better performance, whereas low EI levels would result in poor performance. This research demonstrated that specific dimensions of ability-based EI predict ‘stressor appraisals of performance’, but these relationships differed by gender. This study provides some initial evidence of incremental validity for certain EI dimensions beyond General Mental Ability (GMA). This study provides that Emotional perception and Emotional understanding are related to performance for both genders, beyond GMA. Variables of the study include Performance, Stressor appraisals and Emotional intelligence.

David Rosette & Joseph Ciarrochi (2004)⁵⁵ in their study “Emotional intelligence & its relationship to workplace performance outcomes of leadership effectiveness” examined a link between EI and workplace measures of leadership effectiveness. The findings suggest that executives higher on EI are more likely to achieve business outcomes and be considered as effective leaders by their subordinates. Independent variable used was Emotional intelligence. This included perceiving emotion, using emotion to facilitate thought, understanding emotion and managing emotion. Dependant variables were personality, cognitive ability and performance management system. Sub variables used under cognitive ability were vocabulary block design, similarities & matrix reasoning and leadership effectiveness.

The study titled ‘Emotional intelligence and participation in decision making: strategies for promoting organizational learning and change’ by Brenda Scott Ladd and Christopher (2004)⁵⁶ argued that organizational learning is more effective if enacted by emotionally intelligent employees within clear operating boundaries such as those offered by participation in decision making. They

synthesized a model of how emotional intelligence, organizational learning and participation in decision making can be operationalised to improve an organization's capacity to manage change and improve performance outcomes. Variables of the study include Emotional Intelligence (emotional knowledge, emotional perception, emotional regulation, and general intelligence), participative decision making and organizational learning (personal mastery, mental models, shared vision, team learning and systems thinking).

John D Mayer, Peter Salovey and David R. Caruso (2004)⁵⁷ through the study 'Emotional intelligence: Theory, findings and implications' described the nature of EI, as well as the four branch model of EI, and the measurement instruments. Here they mentioned about the four branches of emotional intelligence. They are perceiving emotions, using emotions, understanding emotions and managing emotions.

The study titled 'Emotional intelligence in the workplace: A critical review' by Moshe Zeidner, Gerald Mathews and Richard D. Roberts (2004)⁵⁸ critically reviewed conceptualizations and empirical evidence in support of emotional intelligence and its claimed role in the occupational environment.

Carol L. Gohm (2004)⁵⁹ in his study 'Moving forward with Emotional intelligence' focused on the Mayer et al. Model and its measurement instrument, the Mayer-Salovey-Caruso Emotional Intelligence Test (MSCEIT, Mayer, Salovey & Caruso 2002). The research provided preliminary support for the psychometric qualities of MSCEIT, for convergent and discriminate validity of their model of EI, and for the value of EI predicting important outcomes which include deviant, pro-social and workplace behavior.

Arla L. Daya, Sarah A. Carroll (2004)⁶⁰ in the study 'Using an ability-based measure of emotional intelligence to predict individual performance, group performance, and group citizenship behaviours' the construct and criterion-related validity of an ability-based measure of EI (Mayer, Salovey & Caruso, 2000) were examined. The four-factor model for the MSCEIT fit the data well. There were some gender and experience differences in the MSCEIT sub-scales. The MSCEIT sub-scales were modestly correlated with personality, unrelated to individual-level

citizenship behaviour, and somewhat related to group-level citizenship behaviour. Only the Emotional Perception Scale of the MSCEIT was correlated with performance on a cognitive decision-making task.

The study titled ‘Assessing the relationship between workplace emotional intelligence, Job satisfaction and organisational commitment’ published in the conference proceedings of the 5th Australian Industrial and Organisational Psychological conference held in Melbourne 2003 conducted by Genos PTY Ltd (2003)⁶¹ proposed that employees who are more satisfied with the external features of their job reported higher levels of emotional management and emotional control than those employees who were less satisfied. Similarly, employees who were more satisfied with the internal features of their job reported higher level of emotional management and emotional control. Findings of the study supported the view that there exists a positive relationship between most aspects of EI and organisational commitment. It has also provided evidence for the use of EI as a selection tool in organisations. In particular, if an employee is able to effectively manage positive and negative emotions in the workplace and control strong emotional states that they experience at work then this will influence the relationship that they have with other employees and has the effect of making them more satisfied with their job and more committed to the organisation.

L. Melita Prati, Ceasor Douglas Terald R. Ferris. Anthony P. Ammeter, M. Ronald Buckley (2003)⁶² in their study “Emotional intelligence, leadership effectiveness and Team outcomes” developed a conceptual model that brings together theory and research on emotional intelligence, leadership and team process and outcomes. The literature indicated many benefits associated with team membership where the members have a high level of emotional intelligence. Such benefits include lower stress levels, higher job satisfaction, higher organizational commitment and increased creativity. These benefits of emotionally intelligent organizational members might influence positive outcomes with regard to organizational performance and effectiveness as well.

The study titled ‘The relationship between emotional intelligence and work attitudes, behaviour emotional intelligence and work attitudes, behaviour and

outcomes-An examination among senior managers' by Abraham Carmeli (2003)⁶³ suggested that managerial skills in general and emotional intelligence in particular, play a significant role in the success of senior managers in the workplace. The results indicated that emotional intelligence augments positive work attitudes, altruistic behaviour and work outcomes and moderates the effect of work-family conflict on career commitment but not the effect on job satisfaction. Dependent variables of the study include work outcomes (job performance, withdrawal intentions from the organization), work behaviour (altruistic behavior) and work attitudes (career commitment, job involvement, affective organizational commitment, job satisfaction, work-family conflict). Independent variable of the study was Emotional intelligence.

Neal M. Ashkanasy and Catherine S Daus (2002)⁶⁴ in their study "Emotion in the workplace: The new challenge for managers" examined emotional intelligence and the broader issues of emotions which play a powerful role in workplace settings. They conclude that the study of emotions in organizational settings has provided new and important insights into the way in which people in organizations behave, and they offer advice for managers to enable to develop and to maintain a positive emotional climate in their organizations.

The study titled 'Emotional intelligence and leadership behaviours of Indian executives – An exploratory study' by B.K Punia (2002)⁶⁵ dealt with the concept of emotional intelligence and leadership behaviours. He developed a generalist view about the impact of emotional intelligence on leadership behaviour of Indian executives. Variables used in the study include leadership orientation, leadership development and emotional intelligence test.

The study titled 'Emotional Intelligence: For Human Resource Managers' by James Poon Teng Fatt (2002)⁶⁶ showed that foreign undergraduates have a higher EI score than those with a local education background. In addition, by examining the relationships between variables such as age, gender, year of study and EI, it was found that males have higher EI scores than females. The implication for managers is that staff should be evaluated on factors such as their EI rather than on academic results.

'The effects of leader and follower emotional intelligence on performance and attitude: An exploratory study' by Chi-sum Wong and Kenneth S. Law (2002)⁶⁷ provided exploratory evidence for the effects of the emotional intelligence of both leaders and followers on job outcome. Applying Gross' emotion regulation model, they argue that the EI of leaders and followers should have positive effects on job performance and attitudes. Variables included in the study are job outcomes, performance, attitudes, interpersonal interactions (serving customers, receiving instructions of reporting to supervisors or cooperating and coordinating with colleagues), job perceptions, job satisfaction, career achievements, work environments (job design) and EI of followers and leaders.

Shawn Newsome, Arla L. Day and Victor M. Catano (2000)⁶⁸ in their study 'Assessing the predictive validity of emotional intelligence' strongly supported Baron's (1997) definition of emotional intelligence as a collection of non-cognitive abilities. Independent variables of the study were general cognitive ability, personality, emotional intelligence and dependent variable was academic achievement.

The study titled 'Emotional intelligence: What it is and why it matters' by Cary Chernirs (2000)⁶⁹ presented the historical roots of emotional intelligence and the value of EI at work. Cynthia D. Fisher and Neal M Ashkanasy (2000)⁷⁰ in their study 'The emerging role of emotions in work life: An introduction' showed the importance of emotions in workplace situations.

The study titled 'Employee positive Emotion and Favorable outcome at the workplace' by Barry M. Staw, Robert I Sutton & Lisa H. Pelled (1994)⁷¹ proposed that emotions on the job have favorable consequence on (i) employees independent of their relationship with others (ii) reactions of others to employees and (iii) reactions of employees to others. These three sets of intervening processes are proposed in turn to lead to work achievement, job enrichment and a higher quality social context. Variables of the study included Predictor variable as positive emotion at work; Dependant variable such as work achievement (supervisor's evaluation, pay from the job), job enrichment and employee's social environment.

2.2.2. Theses Reviewed

Following theses on Emotional Intelligence were reviewed for the purpose of this research.

Yu Fai Leung (2010)⁷² in his study ‘Conflict management and emotional intelligence’ emphasized that there are three factors that can contribute to prevent or minimise conflict. They are: (i) high staff emotional intelligence, (ii) staff concern for others and (iii) customer concern for others. This study suggested that as long as at least two of these factors are present concurrently, conflicts can be avoided or resolved soon after their formation.

The study titled ‘Emotional intelligence of Business executives in the Indian corporate sector’ by Anju Puri (2010)⁷³ showed that emotional intelligence plays an important role in shaping the interaction between individuals and their work environment. Another important outcome of the study was the positive impact of emotional intelligence on the performance of the executives. The study revealed that high emotional intelligence of managers and supervisors had an impact on their level of performance on the job. Also the findings of the study can be used as a guideline by the management to overcome occupational stress problems in organizations, by raising the level of emotional intelligence. Emotional Intelligence, Occupational Stress and Self-performance Assessment were the variables used for the study.

The study titled ‘Intelligent use of emotions in personal selling: A study into the effect of emotional intelligence on the performance of sales executives’ by Zakkariya K.A (2008)⁷⁴ explained the relationships between emotional intelligence and the performance of sales executives with an intention to bring empirical support for the role of emotional intelligence in the domain of sales performance. Variables of the study include independent variables as Emotional Intelligence, Locus of control and Self-esteem and dependent variable as sales performance. The control variables of the study were age, gender, marital status, and number of sibling, ordinal opposition, experience, education qualification and parental occupation.

Brett Anthony Hayward (2005)⁷⁵ in the study ‘Relationship between Employee performance, Leadership and Emotional intelligence in a South African parastatal Organisation’ showed that there is a relatively weak significant linear

relationship between emotional intelligence and transactional leadership. It was found that there is a very strong significant linear relationship between emotional intelligence and transformational leadership. Leadership and emotional intelligence were identified as the independent variables and employee performance as the dependent variable.

2.2.3. Books Reviewed

Four books on emotional intelligence were reviewed for the study.

Neilson Kite and Frances Kay (2012)⁷⁶ in their book titled ‘Understanding emotional intelligence’ provided realistic guidance with regard to factors such as negotiating more effectively, reducing conflict at work, developing an emotionally aware organization, using EQ as a management strategy, producing an emotionally intelligent person and increasing one’s self confidence.

Darwin B. Nelson and Gary R. Low (2011)⁷⁷ published the book ‘Emotional Intelligence-Achieving academic and career excellence’. It provides an education model for life-long experiential learning including the skills such as self management skills, intrapersonal skills, personal leadership skills and interpersonal skills.

Daniel Goleman’s (2004)⁷⁸ book titled ‘Emotional intelligence & Working with Emotional Intelligence’ demonstrates that emotional intelligence at work matters twice as much as cognitive abilities such as IQ or technical expertise. Goleman explores how to develop raw emotional intelligence into emotional competency, which in turn can be used to turn difficult situations into rewarding ones.

Daniel Goleman’s (1999)⁷⁹ book titled ‘Working with Emotional Intelligence’, Goleman argues that our view of human intelligence is too narrow, and that our emotions play a major role in thought, decision making and individual success.

2.3 Workplace outcomes

The articles and theses mentioned below have given more thrust to the variable workplace outcomes. For this reason, these studies were included under the

heading 'Workplace outcomes'. The researcher has come across a number of studies wherein workplace outcomes were included as sub variable in connection with emotional intelligence. Hence those studies were included in the previous section.

2.3.1 Journal articles reviewed

The study titled 'Re examining the workplace justice to outcome relationship: Does frame of Reference matter?' by Jeremy Bernerth and H. Jack walkes (2011)⁸⁰ proposed a demarcated view of workplace justice that separates justice for individual and informed assessments of justice for organizational members. Variables of the study include Organisational commitment, Turnover intentions, Cohesion and Workforce motivation.

John C Dencker, Aparna Joshi, Joseph and Martocchio (2008)⁸¹ in the study 'Towards a theoretical frame work linking generational memories to workplace attitudes & behaviors' developed the framework in a two-stage process. First, they maintain that memories of generational events are a function of the level and nature of significance that individuals attach to key historical events identified in past collective memory research. Second, they specify the antecedents and outcomes of generational memories in diverse and contemporary organizations.

The study titled 'Job Attitude and Employees Performance of Public Sector Organizations in Jaffna District, Sri Lanka' by T. Velnampy (2008)⁸² indicated that job satisfaction and involvement are correlated with performance. As compared to satisfaction job involvement has a greater impact on employee performance.

Jane P. Murray, Neal M. Ashkanasy and Sally Hall-Thompson (2004)⁸³ in their study 'A Preliminary Investigation of the Links Between Interpersonal Skills Training, Team Emotional Intelligence and Team Performance' provided preliminary evidence that simple interpersonal skills training cannot improve emotional intelligence. This then draws the attention of human resource professionals to the importance of ensuring the efficacy of training packages they are offered in relation to emotional intelligence.

The study titled 'Predicting Workplace Outcomes From the Ability to Eavesdrop on Feelings' by Hillary Anger Elfenbein and Nalini Ambady (2002)⁸⁴ hypothesized and found out an interaction between nonverbal channel and emotional

valence in predicting workplace ratings from colleagues and supervisors. Ratings were higher for eavesdropping ability with positive emotion and lower for eavesdropping ability with negative emotion. The authors discussed the implications for the complexity of interventions associated with emotional intelligence in workplace settings.

2.3.2 Theses Reviewed

Two theses on workplace outcomes were reviewed by the researcher.

The study titled 'Job Satisfaction and Job Performance at the Work Place' by Jae Vanden Berghe (2011)⁸⁵ defined the determinants for job satisfaction and investigated the relationship between job satisfaction and job performance and the influence of job satisfaction on job performance. He emphasized that generally there is only a modest to weak correlation between job satisfaction and job performance and the causal direction is inconclusive. Variables of the study include Work atmosphere, job satisfaction and job performance.

James R. Van Scotter (1994)⁸⁶ through the study 'Evidence for the usefulness of task performance, job dedication and interpersonal facilitation' tested the usefulness of distinguishing between three components of performance. The inter-rater reliabilities of supervisory ratings of task performance, job dedication, interpersonal facilitation and overall performance were assessed. Results confirmed that performance, at least as judged by supervisors, is multidimensional. In addition, the study provided evidence of a causal structure among performance elements.

2.4 Conclusion

Researcher has reviewed journal articles, theses and books which are relevant for the study, keeping in mind the objectives of the study. From the review, Researcher was able to know the major and minor variables as well as the research gap. Based on this the study model was developed. The model is shown in the first chapter.

References

1. Vishal Gupta., Shailendra Singh, Developing a scale for measuring ability-based emotional intelligence in Indian context, *International Journal of Indian Culture and Business Management* 01/2013; 6(3):274-299. DOI:10.1504/IJICBM.2013.053103
2. Jordan, Peter J., Troth, Ashlea C., and Ashkanasy, Neal, M. (2013). Emotional intelligence and human frailty at work: can we be too emotionally intelligent? In Ronald J. Burke, Suzy Fox and Cary L. Cooper (Ed.), *Human Frailties: Wrong Turns on the Drive to Success* (pp.151-164) Farnham, Surrey, England: Gower Publishing.
3. Krishnaveni R., and Deepa Ranganath (2011). Development and Validation of an Instrument for measuring the Emotional Intelligence of Individuals in the Work Environment – In the Indian Context. *The International Journal of Educational and Psychological Assessment*.
4. Asif Kiyani., Muhammad Haroon., Asim Sohail Liaqat., Mohammad Arif Khattak., Syed Junaid Ahmed Bukhari., and Rabia Asad (2011). Emotional intelligence and employee participation in decision-making. *African Journal of Business Management* Vol. 5(12), pp. 4775-4781.
5. Nidhi Yadav. “Emotional Intelligence And Its Effects On Job Performance: A Comparative Study on Life Insurance Sales Professionals”, *International Journal of Multidisciplinary Research*, Vol.1, Issue 8, pp.248-260, (2011)
6. James D. Hess., Arnold C., and Bacigalupo (2011) “Enhancing decisions and decision-making processes through the application of emotional intelligence skills”, *Management Decision*, Vol.49 Iss:5, pp.710-721
7. Cox John, D. (2011). Emotional Intelligence and its Role in Collaboration. *Proceedings of ASBBS* 18(1) 435-445.
8. Susan Thomas, T. J., Kamalanabhan, Measuring Emotional Intelligence At The Workplace, *International Journal of Business Innovation and Research*, Volume 6, Issue 4/IJBIR.2012.047275

9. Hassan Darvish, and Ali Akbar Nasrollahi, Economic Sciences Series, Vol. LXIII No. 2/2011
10. Ernest, H., O'Boyle J.R., Ronald, H., Humphrey., and Jeffrey M. Pollack. (2011). The relation between emotional intelligence and job performance: a meta analysis. *Journal of organisational behaviour*.32, 788-818.
11. Beverley, A., Kir, Nicola, S., Schutte Donald and W. Hine. (2011). Development and preliminary validation of an emotional self-efficacy scale. *Personality and Individual Difference*. Volume 45, Issue.5 , 432-436
12. Chris Brown., Roberta George - Carran., and Marian L. Smith (2011) 'The role of emotional intelligence in the career commitment and Decision - making process, *Journal of Career Assessment*, November 2003 vol.11 no. 4 379-392
13. Hasan Dincer, Gulsah Gencer, Nazife Orhan, *Social and Behavioral Sciences*, Volume 24, 2011, Pages 909-919.
14. Downey Luke, A., Jason Roberts., and Con Stough (2011). Workplace culture emotional intelligence & trust in the prediction of workplace outcomes. *International Journal of Business Science & Applied Management*, Vol.6, 31-40.
15. Bahga, H., and Gill, T.K. (2010). Developing Emotional Intelligence. *Indian Psychological Review*. Vol.75, 305-308.
16. Srivastava Nivedita., and Shreekumar, K. Nair. (2010). Emotional intelligence & managerial effectiveness: role of rational emotive behaviour. *The Indian Journal of Industrial Relations*, Vol.46, 313-327.
17. Adhia Hasmukh, H.R., Nagendra., and B. Mahadevan (2010). Impact of adoption of yoga way of life on the emotional intelligence of managers. *IIMB Management Review*, 22, 32-41.
18. Dissanayaka, D.R., Janadari, M.P.N., and Chathurani, R.A.I. Role of Emotional Intelligence in Organizational Learning: An Empirical Study Based on Banking Sector in Sri Lanka, ICBI 2010 - University of Kelaniya, Sri Lanka.

19. Martin Kilduff., Dan, S. Chiaburu., and Jochen, I. Menges, (2010). Strategic use of emotional intelligence in organizational settings: Exploring the dark side. Review Article, *Research in Organizational Behavior*, Volume 30, 129-152.
20. Peter, K. Papadogiannis., Deena Logan., and Gill Sitarenios, An Ability Model of Emotional Intelligence: A Rationale, Description, and Application of the Mayer Salovey Caruso Emotional Intelligence Test (MSCEIT), *The Springer Series on Human Exceptionality*>Assessing Emotional Intelligence >Section 2 Research on measures of EI, 43-65
21. Kulkarni Praveen M., Janakiram, B., and D.N.S. Kumar. (2009). Emotional intelligence and employee performance as an indicator for promotion, a study of automobile industry in the city of Belgaum, Karnataka, India. *International journal of business & management*, Vol.4, 161-167
22. Tae-Yeol Kim., Daniel M. Cable., Sang-Pyo Kim., and Jie Wang, Emotional competence and work performance: The mediating effect of proactivity and the moderating effect of job autonomy, *Journal of Organizational Behavior*, Volume 30, Issue 7, pages 983-1000, October 2009.
23. Khokhar, C.P., and Kush, Tulika (2009). “Emotional Intelligence and Work Performance among Executives”, *Europe’s Journal of Psychology*, www.ejop.org/archives/Emotional%20intelligence.pdf.
24. Sayeed Omar Bin., and Meera Shankar (2009). Emotionally intelligent managers & transformational leadership styles. *The Indian journal of Industrial Relations*. Vol. 44,593-610
25. Delphine Nelis, A., Jordi Quoidbach., Moïra Mikolajczak, B. C., and Michel Hansenne, Increasing Emotional Intelligence: (How) is it possible? *Personality and Individual Differences* 47 (2009) 36-41
26. Sanjay Kumar Sing (2009). Leveraging emotional intelligence for managing executive’s job stress: a framework. *The Indian Journal of Industrial Relations*, Vol.45, 255-264.

27. Ronald F. Cichy; Seung Hyun Kim; and Jaemin Cha, The relationship between emotional intelligence and contextual performance: Application to automated and vending service industry executives, *Journal of Human Resources in Hospitality and Tourism*. 2009;8(2):170-183.
28. Benjamin Orchard, Carolyn MacCann, Ralf Schulze, Gerald Matthews, Moshe Zeidner, and Richard D. Roberts, *New Directions and Alternative Approaches to the Measurement of Emotional Intelligence*, *Assessing Emotional Intelligence*, Part of the series *The Springer Series on Human Exceptionality*, 2009 pp 321-344
29. Zubin R.Mulla, P.K. Premarajan and Madhukar Shukla. *Assessment of emotional intelligence: the role of self other agreement*.
30. Ozcelik Hakan, Nancy Langtan and Howard Aldrich. (2008). The relationship between leadership practices that facilitate a positive emotional climate & organisational performance. *Journal of managerial psychology*. Vol.23,186-203.
31. Susan Cartwright[†] and Constantinos Pappas, Emotional intelligence, its measurement and implications for the workplace, *International Journal of Management Reviews*, Volume 10, Issue 2, pages 149–171, June 2008
32. Jennifer M. George *Emotions and leadership: The role of emotional intelligence* Published by McGraw Hill Learning Solutions (2008).
33. Stefanie K. Johnson (2008). I second that emotion: effects of emotional contagion & affect at work on leader and follower outcomes. *Leadership quarterly* 19. 1-19.
34. Rajendran Diana, Luke A. Downey and prof. Con Stough. (2007). Assessing emotional intelligence in the indian workplace: a preliminary reliability study. *Electronic journal of applied psychology*. Vol.3(2),55-59
35. Lenaghan Janet A, Richard Buda and Alan B. Eisnr. (2007). An examination of the role of emotional intelligence in work & Family conflict. *Journal of managerial issues*, Vol.19,76-94.

36. Joseph C. Rode, Christine H. Mooney, Marne L. Arthaud-Day, Janet P. Near, Timothy T. Baldwin, Robert S. Rubin, and William H. Boomer. Emotional intelligence and individual performance: evidence of direct and moderated effects, 2007.
37. Kafetsios Konstantinos and Leonidas A. Zampetakis (2008). Emotional intelligence & job satisfaction: Testing the mediatory role of positive & negative affect at work. *Personality & individual differences*.44,712-722.
38. Scott Jensen Carolyn Kohn Stacy Rilea Roseann Hannon Gary Howells, University of the Pacific Department of Psychology July 15, 2007
39. Paula C. Peter, Emotional Reasoning And Decision Making Understanding and regulating emotions that serve people's goals, Dissertation Submitted to the Faculty of the Virginia Polytechnic Institute and State University,2007.
40. S. P. Chauhan and Daisy Chauhan, Emotional Intelligence: Does it influence Decision Making and Role Efficacy?, *Indian Journal of Industrial Relations*, Vol. 43, No. 2, October, 2007.
41. Mrs. R.Kayatry Sabitha and Dr. Panchanatham, Emotional intelligence in small scale industries of Puducherry state – An empirical analysis, *The Journal of Commerce*, Vol. 3, No. 1,2007.
42. Nowack, Kenneth. Leadership, Emotional Intelligence & Employee Engagement: creating a Psychologically healthy workplace. Envisia Learning.
43. Zawahir Siddique, The Influence of Strategic Human Resource Management on Emotional Competencies, *International Review of Business Research Papers* Vol. 3 No.4 October 2007 Pp.294-305.
44. Nick Sevdalis Petrides, K.V., and Nigel Harvey, Trait emotional intelligence and decision-related emotions, *Personality and Individual Differences* 42 (2007) 1347–1358.
45. Paulo N. Lopes, Daisy Grewal, Jessica Kadis, Michelle Gall and Peter Salovey, Evidence that emotional intelligence is related to job performance

- and affect and attitudes at work, *Psicothema* 2006. Vol. 18, supl., pp. 132-138.
46. Manfred Amelang, and Ricarda Steinmayr, Is there a validity increment for tests of emotional intelligence in explaining the variance of performance criteria *Intelligence*,2006; 34(5):459-468
 47. H. Harald Freudenthaler, Aljoscha C. Neubauer, Petra Gabler, Wolfgang G. Scherl, and Heiner Rindermann, Measuring emotional management abilities: Further evidence of the importance to distinguish between typical and maximum performance, *Journal of Individual Differences* (2006), 29, pp. 105-115, Hogrefe Publishing.
 48. Sy Thomas, Susanna Tram and Linda A .O. Hara. (2006). Relation of employee and manager emotional intelligence to job satisfaction and performance. *Journal of vocational behaviour*, 68,461-473.
 49. Jeffrey M. Conte (2005). A review & critique of emotional intelligence measures. *Journal of organisational Behaviour*.26,433-440
 50. Dr. Ka Wai Chan, and Cheok San Lam, Emotional Intelligence and Conflict Management Styles, www.researchgate.net.
 51. Ben Brown, Emotional Intelligence: Implications for Human Resource Development, *Otago Management Graduate Review*, Volume 3 2005
 52. Naqvi Farah. Emotional labour in the light of emotional intelligence: a review with a new paradigm. *Abhigyan*. Vol, 27, 27-42
 53. Yew Ming Chia, Job offers of multi- national accounting Firms: The effect of emotional intelligence, Extra- curricular activities and academic performance *Accounting Education: an international journal*, Volume 14, Issue 1, 2005
 54. Lyons Joseph, B., and Tamera, R. Schneider (2005). The influence of emotional intelligence on performance. *Personality & individual differences* 39, 693-703.

55. Rosete David and Joseph Ciarrochi. (2005). Emotional intelligence & its relationship to workplace performance outcomes of leadership effectiveness. *Leadership & organisation development journal*. Vol.26,388-399.
56. Brenda Scott-Ladd and Christopher C.A. Chan, Emotional intelligence and participation in decision making: strategies for promoting organizational learning and change *Strategic Change* 03/2004; 13(2):95 - 105.
57. Mayer John D., Peter salovey and David R. Caruso. (2004). Emotional intelligence: theory, findings & implications. *Psychological inquiry*, 15:3,197-215.
58. Zeidner Moshe, Gerald Mathews and Richard D. Roberts. (2004). *Applied Psychology: an international review*, 53, 371-399
59. Carol. L. Gohm (2004). Moving forward with emotional intelligence. *Psychological inquiry*. Vol.15,222-227
60. Arla L. Daya, Sarah A. and Carroll, Using an ability-based measure of emotional intelligence to predict individual performance, group performance, and group citizenship behaviours. *Personality and Individual Differences*, 1443-1458.
61. Assessing the relationship between workplace emotional intelligence, job satisfaction & organisational commitment. Paper accepted for presentation at the 5th Australia industrial & organisational psychology conference, June 26, 29, 2003.
62. L. Melita Prati, Ceasor Douglas Terald R. Ferris. Anthony P. Ammeter, M. and Ronald Buckley, Emotional intelligence, leadership effectiveness and Team **outcomes** *The International Journal of Organizational Analysis*, ISSN: 1055-3185, Volume 11, Issue 4
63. Carmeli Abraham (2003). The relationship between emotional intelligence & work attitudes, behaviour & outcomes; an examination among senior managers. *Journal of managerial psychology*. Vol.18, 788-813.

64. Ashkanasy Neal M and Catherine S. Daus. (2002). Emotion in the workplace: the new challenge for managers. *Academy of management executive*. Vol.16,76-86
65. B.K. Punia, "Emotional Intelligence and Leadership Behaviour of Indian Executives – An Exploratory Study". In *Strategies for Sustainable Globalization: Business Responses to Regional Demands and Global Opportunities*, (Vol.-I / II) by C. Jayachandran and Himangshu Paul (eds.), [Proceedings of International Conference on Global Business and Economic Development] held at Bangkok from January 8-11, 2003, pp. 659-675.
66. James Poon Teng Fatt *Emotional Intelligence: For Human Resource Managers' Equal Opportunities International*, volume 19 , Issue 8
67. Wong, Chi-sum, Law, Kenneth S., 2002, The effects of leader and follower emotional intelligence on performance and attitude: An exploratory study. *The Leadership Quarterly*, 13, 243-274
68. Newsome, Shaun; Day, Arla L.; and Catano, Victor M ,Assessing the predictive validity of emotional intelligence. *Personality and Individual Differences*, Vol 29(6), Dec 2000, 1005-1016.
69. Cherniss Cary (2000). Emotional intelligence: what it is & why it matters. Consortium for research on emotional intelligence in organisations. Pp.1-14.
70. Fisher Cynthia D. and Neal M. Ashkanasy. (2000). The emerging role of emotions in work life: an introduction. *Journal of organisational Behaviour*. 21,123-129.
71. Employee Positive Emotion and Favorable Outcomes at the Workplace, *Organization Science*, Volume 5, Issue 1.
72. Leung, YF (2010), 'Conflict management and emotional intelligence', DBA thesis, Southern Cross University, Lismore, NSW.
73. Puri, Anj,. (2010), Emotional intelligence of business executives in the Indian corporate sector, shodhganga.inflibnet.ac.in

74. Zakkariya K.A, Intelligent use of emotions in personal selling: A study into the effect of emotional intelligence on the performance of sales executives, 2008, shodhganga.inflibnet.ac.in
75. Brett Anthony Hayward, (2005), Relationship between employee performance, Leadership and emotional intelligence in a South african parastatal organization.
76. Neilson kite and Frances Kay, Understanding emotional intelligence, Korgan page Ltd, 2012.
77. Darwin B. Nelson and Gary R. Low, Emotional Intelligence- Achieving academic and career excellence, prentice Hall,2011.
78. Daniel Goleman, Emotional intelligence & Working with Emotional Intelligence, Bloomsbury publishing Pic, 2004.
79. Daniel Goleman's (1999). book titled 'Working with Emotional Intelligence, Bloomsbury publishing Pic, 1999.
80. Bernerth Jeremy and H. Jack Walker (2011). Re-examining the workplace justice to outcome relationships: does frame of reference matter?. Journal of management studies, 1-25.
81. John C Dencker, Aparna Joshi, Joseph and Martocchio, Towards a theoretical frame work linking generational memories to workplace attitudes & behaviors, Human Resource Management Review 09/2008; 18(3): 180-187.
82. T Velnampy, Job Attitude and Employees Performance of Public Sector Organizations in Jaffna District, Sri Lanka GITAM Journal of Management 6 (2), 2008
83. Jane P. Murray, Peter J. Jordan, Neal M. Ashkanasy, and Sally V. Hall-Thompson, A Preliminary Investigation of the Links between Interpersonal Skills Training, Team Emotional Intelligence and Team Performance *Paper presented at the 18th annual conference of the Australian and New Zealand Academy of Management* (2004)

84. Hillary Anger Elfenbein and Nalini Ambady, Predicting Workplace Outcomes From the Ability to Eavesdrop on Feelings, *Journal of Applied Psychology* Copyright 2002 by the American Psychological Association, Inc. 2002, Vol. 87, No. 5, 963–971.
85. Jae Vanden Berghe, Job Satisfaction and Job Performance at the Work Place, Degree Thesis - International Business (Published Thesis)
86. Van Scotter, James R.; Motowidlo, Stephan J. Evidence for the usefulness of task performance, job dedication and interpersonal facilitation, *Graduate Department of Management Journal of Applied Psychology*, Vol 81(5), Oct 1996, 525-531.