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INTRODUCTION

1.1 Background

The Service Industry of India is one of the most rapidly growing sectors in national and international markets. The industry is of prime importance due to its enormous support to the national economy with special regard to employment opportunities that it provides along with its role on the GDP of the country. This sector is credited with a contribution of approximately 60 percent to the country’s Gross Domestic Product (GDP) and an estimated 35 percent of employment. Among other things, it accounts for almost a quarter of the national trade and substantial foreign inflows and investments. The industry covers essential sectors ranging from IT to Hospitality and many more.

Researchers have highlighted that in the service industry, there is a major role of emotional competencies; for relationship management and business success. They have also emphasized on the issue of, ‘emotional labor’; which is a requirement for employees to act in an empathetic, positive and friendly manner at all times when dealing with customers, in order to make them feel wanted and welcomed [1]. Emotional Intelligence has an important role to play on the emotional labor outcomes because individuals with high Emotional Intelligence have better emotional management strategies such as deep acting; whereas people with lower Emotional Intelligence adopt only surface acting to regulate their emotional expression [2]. Emotional Intelligence was first explained by Meyer and Salovey, in terms of one’s natural abilities that help him to understand and generate emotions for assisting thought and regulate the same for intellectual growth [3].

The IT and Hospitality industry are seen to be characterized by challenging conditions of Organizational Stress [4] and low levels of Employee Commitment [5] [6]. The hotel industry is
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A fast-growing industry which is characterized by non-standard and precarious work arrangements, low-wages, excessive work demands, intensive customer interaction and a rapidly changing work environment [7] [8]. Similarly in the IT sector, the life expectancy of products and programs decline each year, while the demands on employees continue to increase due to the unique set of environmental pressures in IT functions; such as continuous re-engineering, outsourcing, more demanding customers and general information overload [9] [10]. The organizational culture is seen to be lacking in terms of assisting the employees on dealing with stress and its related problems.

Research has emphasized an inverse role between Emotional Intelligence and Organizational Stress. It is believed that aspects of Emotional Intelligence pertaining to Self and the other; will help an employee to understand himself and deal with challenges such as Organizational Stress [11]. The acknowledgement to develop Emotional Intelligence of the workforce therefore becomes a focal point for human resource practitioners and trainers in the service industry.

Where stress is understood in an inverse relation with workplace one’s wellness and continuity; another very important aspect that holds a positive relation with one’s work life is; Employee Commitment. This is understood as an employee’s sense of belonging, acceptance, passion and pride towards his organization that motivates him to work actively for the interest of his organization. Work stress is also seen in direct antithesis with the advantages of having a highly committed workforce. Nikolaou & Tsaousis, found a positive correlation between Emotional Intelligence and organizational commitment and a negative correlation between Emotional Intelligence and stress at work [12]. This understanding helped me to arrive at the conclusion of this study; that having higher levels of Emotional Intelligence would help in reduction of Organizational stress and increasing Employee commitment.
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1.2 The Concept of Emotional Intelligence, Organizational Stress and Employee Commitment

1.2.1 Emotional Intelligence

There is empirical evidence which suggests that only intelligence cannot explain our achievements in life; emotions also play a key role [13]. Thus, individuals having the same IQ levels may not necessarily achieve the same levels of academic and professional success, because they all possess different levels of Emotional Intelligence [14].

The evolution of a dynamic work environment demands equal importance for both technology and human needs to sustain business growth. It is evident that as businesses progress toward rapid globalization, there is a breakdown of trade barriers and an opportunity for people to work with diverse people and enter diverse sets of markets. To manage this diverse workforce, managers need to exhibit Emotional Intelligence.

Emotional Intelligence can be explained in the context of being aware of one’s own emotions and the emotions of others and managing each of them effectively. Competencies and skills that are a part of Emotional Intelligence (EI) have been identified as important in satisfying both internal and external customers [13] [15]. In the service industry, individual differences and emotions form an important part of the day to day business operations. To attend client needs, employees are required to exhibit intelligence in displaying emotions. To be successful, managers must know their own strengths, weaknesses, and limitations. They must be adaptable, conscientious, persuasive, collaborative, high performing, and possess the ability to see things from others’ perspectives [16]. Leaders who possess high levels of Emotional Intelligence are able to communicate vision and enthusiasm effectively [17]. Employees’ Emotional Intelligence can also forecast work related outcomes, such as job satisfaction and job performance [18] [19].
1.2.2 Organizational Stress

The nature of work pressures in contemporary organizations requires employees to work longer hours, under stressful conditions of workload, performance pressure and competition. The IT and Hospitality industry are seen to be characterized by challenging conditions of organizational Stress [4] [6].

Stress has highlighted itself in the visibility of a rising trend of employee sickness, premature labor turnover, and premature retirement due to ill health, lost production. In 1936, Prof. Hans Selye, “The father of modern stress”, researched on dysfunctional effects of stress on the human body due to overarching demands on it. The empirical research in the field began only after Hans Selye’s first article on stress in 1956 [20].

Stress can be categorized into positive and negative aspects. Positive stress is also called eustress and can be defined as a pleasant or curative stress that helps a person to perform better, given the situational demands. The General Adaptation syndrome considers eustress as a part of the initial indication of the alarm in the body, but problem seems to arise when the alarm is ignored and ones resources are completely depleted and result in a burnout [21]. Negative stress is reached by the body when the body alarms are ignored and the body heads towards a burnout. Increasing workplace demands along with increasing professional aspirations create a point of dissonance for the employee by making him work against all odds of time and resources. A big challenge for organizations now is to create an environment that equips employees with well suited coping mechanisms and programs in fruitful stress management.

A major problem in devising causal models is the limitations faced in categorizing stress. Hinkle explained that the term, ‘stress’ is used differently through different literatures and disciplines; for example, in Social scientists would analyse the effects of stress and the disturbances caused in emotional reactions, scientists in the field of biology would be more concerned with aspects of organisms and ecosystems [22]. In popular literature, many studies differentiate between the causes and symptoms of work related stress and personal stress. Most importantly, they emphasize that what is stressful for one person may be of little effect on others.
1.2.3 Employee Commitment

Organizational commitment is understood in terms of a sense of belonging, acceptance, identity, loyalty, support, passion and feelings of pride associated with ones employer and organization [23] [24]. It is observed that committed employees are less likely to leave the organization and that they are often dedicated to offer the best of their knowledge, skills, experience, abilities and effort for their organization’s well-being [25].

Porter, Steers, Mowday, & Boulian (1974) defined organizational commitment as, “the relative strength of an individual's identification with and involvement in a particular organization”,[26]. Meyer, Salovey & Caruso (2002) identified several outcomes of affective and normative commitment; which are withdrawal cognition, turnover intention, turnover, on-the-job behaviour and employee health and well-being [27]. Organizational commitment has also been studied in the context of organizational citizenship behaviours because it is believed that managers are seen to form opinions and perceptions about the behaviour of employees based on organizational citizenship behaviours [28] [29].

Studies have acknowledged the role of organizational citizenship behaviours as discretionary and helping to promote the functioning of the organization. Studies have emphasised on the role of OCBs as contributors to one’s work performance [28]. Most studies have established a positive relationship between organizational commitment and employee retention.

1.3 The Indian Service Industry

The services industry provides massive business prospects to global investors, with considerable assistance to the national economy. The services sector has received foreign direct investment (FDI) equity inflows worth Rs 179,150.49 crore (US$ 28.78 billion) in the period April 2000–August 2013, according to Department of Industrial Policy and Promotion (DIPP). About 80 per cent of India's total exports are dominated by high-skilled services, such as software business services, financial services and communication services. The sector comprises of crucial support systems of the economy such as Trading, Transportation, Communication, Health, IT, Hospitality, Health care etc.
1.3.1 The Information Technology Industry in India – An Overview

The India Information Technology (IT) Sector is seen in conjunction with the Information Technology enabled Services (ITeS). The sector has a substantial contribution to the national economy as it caters to domestic and foreign markets. The rise of exports makes it account for almost 75% of its total earned revenue. Broadly, the sector is divided into four large segments that comprise of IT services, ITES-BPO and Software; which includes both Research and Development and Engineering.

Apart from various other accolades this sector has also been instrumental in energizing economic growth through its interaction with the higher education sector pertaining to computers and all the Engineering fields.

As far as its potential for employment goes, the sector is seen to be marked with providing employment opportunities to over 10 million Indians. The role of the sector in assisting other sectors in their streamlined functioning also remains of high significance; with special reference to sectors such as Manufacturing, Chemicals, Consumer products and Automobiles etc.

Growth & Market Share

The past decade has witnessed an enormous change in the growth rate of the IT/ITES sector. With assuring growth in employment opportunities, the sector today is one of the largest employers with an approximate of over 2.2 million professionals along with another 8 million in international markets that account for over 5% of GDP. With a promising potential, the sector today becomes a hub of international sourcing for various Fortune 500 companies with as much as for 55% of the global market in offshore IT services and garnering 35% of the ITES/BPO market. In a glimpse at the 28 low – cost countries, it is seen that India holds the record of almost 28 percent of IT and BPO talent.

It is visible and pertinently clear that the sector also expands in conjunction to its support systems extended to other economic sectors, leading to economic advances for the nation.
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According to the Confederation of Indian Industry (CII) report estimates; the Business Process Outsourcing wing of the sector expects to earn revenue over US$ 225 billion mark by 2020.

As per present statistics, the share of the Indian IT industry is close to 7 percent; with an approximate of 4 per cent in IT and 2 percent in the ITES segment. As per NASSCOM; the sectors expected growth stood at an approximate 12-14 percent in the FY 14 to approximately touch US$- 84- 87 billion.

1.3.2 The Hospitality Industry in India – An Overview

According to the report by the World Economic Travel and Tourism Competitiveness Forum (2013), India stands at 11th position in the Asia Pacific region and on the global 65th position out of a total of 140 economies on the Travel and Tourism Competitiveness Index.

India’s ranking among the top 15 in the Asia Pacific Region with a ranking if 65th in a total of 140 countries on the travel and tourism competitive competitiveness; indicates the significant importance of the Indian Hospitality industry on the global platform. Undoubtedly, the Indian Travel and Tourism sector has progressed as one of the most rapidly growing sectors that have been contributing to the nation’s economic development.

The expansion of the sector has also helped in boosting growth of other sectors such as handicrafts, construction, agriculture and foreign investment. The industry has also opened avenues of franchising for various entrepreneurs. The hotel industry is seen to be predominated with different business models which mostly comprise of small and medium independent ventures and large national and international hotel chains. Apart from this, to differentiate the services provided by the hotels; the Ministry of Tourism has also undertaken a voluntary scheme that allows for the classification of the hotels into clear categories such as Star and Non Star categories. In the Star categories, there are sub categories such as 5 Star, 5 Star Deluxe, and further 4 Star to 1 Star and Heritage category.
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Growth & Market Share

The growth of the Hospitality sector has been remarkable with an approximate growth rate of 14 percent every year. The economy benefits hugely from foreign exchange that the sector brings to the economy. The industry is estimated to grow up to US$ 418.9 billion by the year 2022. Various reports have confirmed the increasing demand of tourism and travel in India almost at a rate of 8 percent up to 2019. This may also place India at the Third position in the world. The sector is also estimated to be the world’s second largest in terms of providing employment opportunities. Also the increase in the capital investments is estimated at 8.8 percent between 2010 and 2019. According to Tourism Satellite Accounting (TSA) research; the sector is likely to get capital investments worth an approximate of US$ 94.5 billion in the travel and tourism sector in 2019. In terms of Foreign tourist arrivals, it was seen that in addition to the recorded estimate of 69 lakhs in the year 2013, the growth for the year 2014 was at 4 percent. There was growth along with in the foreign exchange earnings, which stood at a rate of approximately 2 percent between 2012-13.

1.4 Need for the study

A review of literature shows that there are no studies that explore the impact of Emotional Intelligence on Organizational Stress and Employee Commitment in the Indian Service Industry. It is seen that most studies on Emotional Intelligence have been carried out in the Western Context. The present research develops a framework of Emotional Intelligence that integrates Indian and Western perspectives on Emotional Intelligence that may be beneficial to the Indian Service Industry. The study primarily develops a scale to measure Emotional Intelligence, which adapts both American and Indian perspectives on Emotional Intelligence. The present study uses this framework of EI, to understand the inception of Role stress and commitment levels in the Indian IT and Hospitality Industry.

The hospitality and IT industry are characterized by customer demands and an ethic of service orientation. Both industries involve an extensive emphasis on customer satisfaction and effective delivery. Research highlights that the typical characteristics of jobs in the service industry comprise of high stress and low levels of employee commitment. The hospitality industry faces
significant difficulties in attracting and retaining staff [30]. Apart from stress from the generic stressors, particularly in the Hotel industry, the employees reported much more employee-related than guest-related tensions and stressors [4]. The IT sector is also seen to be characterized with high role stress [9]. The employees have definite targets that they have to meet, as most of the projects are time bound and incubated in different time zones. Employees need to work through night shifts and deliver the services. Apart from this, the nature of the IT industry makes it subject to phenomenal and increasingly rapid changes. Internal IT departments that cannot keep pace with the changes and are not sufficiently adaptable are in danger of being outsourced. Thus, given the scenario, the employees of the sector need to develop the 1) the ability to learn, 2) the ability to work in teams, 3) oral and written communication, 4) problem solving and reasoning, and 5) a point of reference to health and wellness [31]. More recently, research by Colomo-Palacios et al. (2014) shows that stress also leads to IT career abandonment [32].

In both sectors, it is extremely important for the employees to work in teams, in order to make a delivery possible. Where the nature of labor in the hospitality industry involves direct interaction with the customers, in the IT industry the employees are sometimes also expected to deliver to the expectations of the consumer; based on virtual mediums of exchange. The present study is a comparison of both sectors, being that each sector address services; one in a face to face form and the other in virtual groups along with internal team members. Apart from this, since the major service roles are undertaken by the employees, amidst strict display rules of emotions; it leads to stress; the outcome of which is seen in the form of high attrition in both industries.

Researchers have also found turnover as one of the major dysfunctions that characterize the service industry. Turnover and commitment are seen in an inverse relationship. High levels of commitment are often associated with stable workforce, enhanced staff motivation, and organizational citizenship behaviours.

**1.4.1 Emotional Intelligence in the Indian Context**

Though a number of studies on Emotional Intelligence take from Goleman’s model of Emotional Intelligence, this study aims at developing a scale of EI by analyzing and adapting the work of Dalip Singh and Goleman. Dalip Singh’s research shows that the understanding of the concept of EI in the Indian context is different from the understanding in the American context due to
different cultures. Thus the study aims to adapt suitably from both researchers with the help of an in-depth analysis and examination.

1.5 Aim of the Research

In the service sector organizations, the employees are the face of the company. Researchers have established a positive relationship of Service Quality with Emotional Intelligence and a negative correlation with Organizational Stress. Intelligent management and engineering of emotions at the work settings, can positively contribute to better coping mechanisms from workplace stress. At the same time, it can be assumed that emotionally competent employees would be more committed to their organizations. The broad aims of the research are as follows:

1. The current research aims at developing an Emotional Intelligence scale for the Indian IT and Hospitality industry; based on Indo--Western perspectives on Emotional Intelligence.
2. It also aims at analyzing the impact of various Emotional Intelligence competencies on different types of Role Stressors by way of showing a comparative analysis of both industries.
3. The research also analyzes the impact of Emotional Intelligence on Affective, Normative and Continuance Commitment by way of showing a comparative analysis of both industries.

The most important aim of the analysis is to see if Emotional Intelligence can be leveraged to deal with the issue of Organizational Stress and Commitment levels.

1.6 Objectives of the Study

Based on the literature surrounding the importance of understanding the role of Emotional Intelligence, Organizational Stress and Employee Commitment in the Indian Hospitality and IT industry, the objectives of the present research have been enlisted as under:

1. To examine the levels of Emotional Intelligence, Organizational Stress and Employee Commitment amongst the employees of IT & Hospitality industry.
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2. To analyze the relationship between Emotional Intelligence, Organizational Stress and Employee Commitment amongst the employees of IT & Hospitality industry.

3. To determine the impact of Emotional Intelligence on Organizational Stress, and Employee Commitment amongst the employees of IT & Hospitality industry.

4. To analyze the influence of Demographic factors on Organizational Stress, Emotional Intelligence and Employee Commitment in the Hospitality & IT industry

1.7 Research Methodology

The present study addresses the three constructs of Emotional Intelligence, Organizational Stress and Employee Commitment.

A scale has been constructed for Emotional Intelligence, by adapting to Goleman and Dalip Singh’s research on Emotional Intelligence in the American and Indian construct respectively. For development of the Emotional Intelligence Scale; a review of the construct, definitions and models of emotional intelligence was done. The outcome of this review was a set of factors that were tested through a pilot study using Factor Analysis and Confirmatory Factor Analysis. Similarly, an in-depth review of emerging factors from literature was done to select the Organizational Role Stress Scale (Dr.Udai Pareek, 1982) that consists of 10 dimensions of Role Stress to measure organizational Role Stress among the employees. A similar exercise was carried out in selecting the Organizational Commitment Scale (Allen & Meyer 1990), for measuring the three commitments i.e. Affective Commitment, Normative Commitment and Continuance Commitment; amongst the respondents.

The sample population for the present study is organizational Managers and Executives who are employed at nine different large-scale enterprises in the NCR Region that are affiliated to the National Association of Software and Services Companies (NASSCOM) and ten different Five Star Hotels that were selected from a list provided by ministry of Tourism-Government of India. The sample size of the study comprised 500 Employees. 250 from each industry.
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The sampling technique used in the present study is, “Stratified Purposive Sampling”. Each hypothesis of the study was studied by using Statistical Package for Social Sciences (SPSS) version 16.0. The following statistical techniques have been used for analysis across all the three research instruments-T-Tests, ANOVA, Correlation, Linear Regression, Prediction, and Factor Analysis.

1.8 Significance of the Study

Over the past decade, the worldwide hospitality industry is characterized by intense global competition from foreign players. This has laid a dichotomous challenge for the hotels; with respect to trying to minimize costs through applying a range of cost-cutting strategies and at the same time, an attempt to improve the quality of service by implementing customer orientation programs etc.[33] [8]. The IT industry has become one of the fastest growing industries in India. Strong demand over the past few years has placed India amongst the fastest growing IT markets in Asia – Pacific region. Low cost services that are demanded by employers in strict time lines become a cause of stress for the employees. It has been reported that customer service employees reporting chronic stress exhibit particularly poor job performance [34].

In both industries, due to use of emotions, employees exert emotional labor which involves, surface and deep acting. Surface acting is the projection of emotions that one may not be feeling; it can also be stressful and detrimental to ones well being as it is only displayed for organizational conformity. Deep acting is trying to understand and display the needed emotions which help an employee to genuinely attempt to understand the guests’ expectations through empathy [35]. It is believed that the development of emotional competencies can be useful in helping employees to use deep acting and getting less stressed [36].

The concept of Employee Commitment is one of the most challenging and researched concepts in the fields of Management, Organizational Behaviour and Human Resource [37] [38]. It has been said that organizational commitment among the service industry has been a neglected area in research. At the same time, organizational commitment has been identified as one of the key variables in enhancing the performance of individuals and organizations.
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The study primarily develops a scale to measure Emotional Intelligence, which adapts both American and Indian perspectives on Emotional Intelligence. The outcomes of the present study will be useful to Human resources managers, as they would be able to understand the importance of imparting Emotional Intelligence development to the employees, which will also help them in development of stress management and employee commitment practices.

1.9 Scope of the Study

The study focuses on the concept of Emotional Intelligence, Organizational Stress and Employee Commitment. It covers two most prominent sectors of the Service Industry; the Hospitality sector and the IT sector. Since customer orientation is of most importance in these industries, it is seen that at all time, the employees are required to learn Emotional Intelligence; to be able to handle the demands of their roles, without getting really stressed [39]. The scope limits itself to the findings amongst the sample of Managers and Executives working in the Hospitality and IT industry; in the Delhi NCR Region.

The comparative analysis of both service industries would bring forth the limitations of each industry in dealing with Emotional Intelligence, Organizational Stress and Employee Commitment. The Emotional Intelligence instrument that is developed by integrating Indo western researchers would be helpful to measure the levels of emotional intelligence in the employees of both industries. The findings of the study would be useful to understand and leverage the advantages of developing Emotional Intelligence amongst the employees for dealing with Organizational Stress and Employee Commitment.

1.10 Limitations of The study

There are very few studies that have been conducted on the comparison of the Indian IT and Hospitality sector, more so; on the relationship of all the three constructs of Emotional Intelligence, Organizational Stress and Employee Commitment. This study therefore tries to build up its model based on fragmented literature.
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The three questionnaires that have been administered are Organizational Role Stress Scale [40] the Organizational Commitment Scale [41] and the Emotional Intelligence questionnaire which adapts both American and Indian perspectives on Emotional Intelligence; are all self report measures. These tools can be subject to the biases of self report and questionnaire measures, in which the respondents have a tendency to mark themselves higher on questions that have a positive tone.

The scope does not include Individual personality differences that can affect Role stress, Emotional Intelligence or Commitment levels in individuals. The results of the study show the limited role of Emotional Intelligence as a significant predictor of Organizational Stress and Employee Commitment, yet there is a scope for understanding the unexplained remaining variance on the factors through other dimensions such as organizational culture and individual differences.

Last but not the least; the research is limited to the investigation of HR managers/professionals among Delhi and other National Capital Regions of India. It is possible that sampling method may have limited the generalizing of the results.

1.11 Structure of the Thesis

This research focuses on identifying the role of Emotional Intelligence on Organizational Stress and Employee Commitment by conducting a comparative analysis of the Indian Hospitality and IT industry.

Chapter 1

This Chapter introduces the research concepts of Emotional Intelligence, Organizational Stress and Employee Commitment. It establishes the background to explain the importance of developing Emotional Intelligence in the service industry. It also explains how very prominent workplace characteristics such as; Organizational Stress and Employee commitment can be impacted by Emotional Intelligence. The chapter also provides a broad overview of the Hospitality and IT industry and explains the importance and application of the selected constructs across both the industries. It elaborates the detailed need of the study, outlines the
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research objectives, scope and limitations of the study. It also highlights the significance of the study and reasons out the perusal of research in the domains of Emotional Intelligence, Organizational Stress and Employee Commitment.

Chapter 2

This chapter lays a detailed foundation to examine the various pertinent researches that contribute to the evolution and formulation of the theoretical framework of Emotional Intelligence, Organizational Stress and Employee Commitment. The review of literature explains workplace related advantages of developing Emotional Intelligence and commitment among employees and the disadvantages of growing organizational Stress. It brings forth evidence from literature that supports the development of Emotional Intelligence to deal with Organizational Stress and Employee Commitment. The step wise understanding of all the three constructs help the researcher in identifying the factors that are most relevant to the study and the basis for hypothesis formation.

Chapter 3

This chapter elaborates the research objectives of the study along with the methodologies adapted to accomplish the objectives. It explains in detail the pilot study conducted for the development of the Emotional Intelligence Scale. It also explains the step wise rationale that has been applied for the selection of the other research tools to analyse Organizational Stress and Employee Commitment; such as the Organizational Role Stress scale (Pareek, 1982) and Organizational Commitment Scale (Allen & Meyer, 1990). The various tools and techniques used for analyzing the data for the study are also elaborated, in this section. SPSS has been used to devise the following models and relationships:

I. Development of Emotional Intelligence Framework and Scale using Exploratory Factor Analysis (EFA) and Confirmatory Factor Analysis (CFA).

II. Comparative analysis OF Emotional Intelligence, Organizational Stress and Employee Commitment between the employees of the Hospitality and IT industry using Independent Sample T-tests.
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III. Analysis of the influence of demographic variables in each industry using Analysis of variance (ANOVA), Post Hoc Duncan Analysis, and Independent Sample T-tests.

IV. Relationship between Emotional Intelligence, Organizational Stress and Employee Commitment using Pearson’s correlation.

V. Linear Stepwise Regressions to analyze the impact of Emotional Intelligence factors on factors of Organizational Stress and Employee Commitment.

This chapter describes in detail the various parameters and determinants which form the basis of the questions for the designed research on Emotional Intelligence. Statistical Package for Social Sciences (SPSS) was used for statistical analyses of the collected and tabulated data.

Chapter 4

This chapter details out the entire analysis of the three Research Instruments, Emotional Intelligence Scale, Organizational Role Stress scale (Pareek, 1982 & 1983) and Organizational Commitment Scale (Allen & Meyer, 1990). It also presents the statistical analysis of each hypothesis of the study; the interpretation of which leads to the discussion and conclusion of the study.

Chapter 5

This chapter concludes the results and interpretations of the study by drawing relevant evidences from past researches; that support the result of the current study. The results also explain the managerial implication of inculcating the research findings into practice. Finally it discusses the limitations and scope for future work in the arena of Emotional Intelligence, Organizational Stress and Employee Commitment.

Ph.D. Thesis