Introduction

The current chapter shall provide the processes and procedures related to several variables included in the current study. It shall focus on awareness about emotions, intelligence and its scope, Emotional Intelligence and its models and Emotional Intelligence at workplace. This chapter shall further put light on Job Performance and its variants, Job Satisfaction, Turnover Intention and Job Emotional Requirement.

INTRODUCTION

Human body has the tendency to feel external primary and secondary objects and stimuli through its five senses. This ability to feel others is external in nature. Despite of all these external senses people also have ability to perceive, store, analyze and draw certain conclusions on the basis of their feelings and emotions and they are internal in nature. Assessment of something through the mode of internal feelings and using the results to make certain decisions is much more appropriate and useful then external objects. A person feels more confident on taking certain decisions which are not only based on external sources but are also analyzed using internal sources (Fuimano, 2004).

The selection of any appropriate research field or topic is not merely based on ability to understand a particular field or having knowledge of certain dimensions but also on certain optimistic and pessimistic emotions linked to it. Emotions based on optimistic mechanism contribute in better understanding and assessment of any research problem while emotions based on pessimism brings hurdles and inefficiency. Emotional Intelligence is one of the most useful tools that have the capability to analyze sensory impressions and other emotional aspects in order to bring out positive thinking, assessment of a particular attitude and behaviour and ways to mend them so that they can be appraised well in the external environment. Mostly it has been seen that people are able to solve their technical issues in a much easier way than issues they have to face in their social as well as professional life (Mayer et al, 2006).

Know a day’s people who are linked with management of human resources in all functional areas of any firm including supply chain, logistics, R&D etc have devised and successfully implemented procedures that not only assess performance of employees on the basis of their given yield but also on the basis of how effective they are in establishing good and effective relationships with their seniors, juniors and at par colleagues. Let us have an example of an engineer who is very efficient in making good
and strong structures worldwide but when moving towards his management on his subordinates the results are not much impressive. He has autocratic nature and tries to make it always a one man show thus leading to Turnover Intentions among his workers and also giving rise to job dissatisfaction and low performance at workplace (Rosete et al, 2005). Thus to bring out and align all the abilities, capabilities and sources that leads to synergistic effects, managers responsible for framing human resource strategies not only have to focus on basis of broad and narrow perspective on performance based on task but also on devising a complete performance administration and management system. Moreover there is a high need of changing the focus from employee control parameter towards employee advancement parameter and also platform for allowing decentralized mechanism must be kept on priority that would bring more optimistic contributions towards success and shall regulate emotional aspects and code of conduct (Wong et al, 2002). Branham (2005), assembled sum of the arguments from a total of 3149 workers who exits from their place of work on voluntary basis due to generation of high Turnover Intentions. It was found that these Turnover Intentions among workers got generation based on some acceptable issues which later on took the shape of intense feelings. Job Performance is one of the most vital and significant reliant variable in managerial turn of mind. At workplace individuals have to pursue their individual goals as well as goals of the organization collectively and moreover following a coherent and balanced approach is must. Emotional needs and conducts play a very vital role in this whole process. But significantly focus also asks researcher to put consideration efforts in accessing negative emotions and their impact on individual performance and performance of the whole organization. Executives and supervisors use fright, self-importance, power, position and all other expressive tools to stimulate level of persistence and intensity of their lower staff (Kreitner et al, 2004). Studies have witnessed that 36 percent of total inconsistency that is responsible for hindering performance of workers at workplace is successfully enlightened by using Emotional Intelligence manu (Dulewicz, 2000). Research on analyzing association between Emotional Intelligence and Job Performance appears to be very noteworthy and momentous as today organizations are up to a greater extent implementing Emotional Intelligence practices while going for selecting new staff to get accurate figure of Emotional Intelligence skills possessed by them (Brewer, 2001). Occupational
distinctiveness and uniqueness is up to a greater extent responsible for making a blue print of all activities linked to a job and through which value chain of activities could be formulated that increases workers performance at job, brings enthusiasm and contentment, reduces malingering activities, anxiety and level of Turnover Intentions through occupation fortification (Oldham & Hackman, 1975). Firms offering services have to face much more challenges than firms offering different type of products in the market. These challenges come in front due to difficulty in understanding of services mix by final customers and consumers. Moreover evaluation of any service is almost impossible before adopting some part of a particular service. One more reason why services are more difficult to understand is that the utility drawn at different times even from the same service is also in variation. Such dynamic characteristics of services force all service providing employees to become more advanced and equipped with modern tools for handling customer requests directly which are always in different varieties. So service firms need to adopt is that type of strategy that helps them in acquiring rational and coherent employees with which firms become capable of fulfilling diversified needs and wants of customers (McShane et al, 2005). Oginska et al (2005), concluded from their research that assimilation of questionnaires based on Emotional Intelligence amid a series of tests that are used for enrollment and staffing courses of actions are a very useful contrivance. Carmeli (2003), through his study witnessed a considerable association between Emotional Intelligence and Turnover Intentions. Thus it exaggerates and strengthens the significance of Emotional Intelligence in preserving core values of firms through a proper process of envisioning. (Ciarrochi et al, 2006), included that aptitude to efficiently deal with emotional aspects at place of work plays a very significant role in administering professional strain and trauma and also retains psychosomatic welfare and security. Due to all this it has become possible for employees to reduce their level of strain and occupy workplace safety leading to high and effective performance at job. Moreover it has also leads to the effective phenomenon that is used to efficiently predict emotional requirement during work hours using Emotional Intelligence. (Mayers et al, 2005), wrapped up that as a conjectural sculpt of Emotional Intelligence endorses both within self and with outsiders or others talent and proficiency as a tool in analyzing the function and responsibility of sentiments at place of work, a firm can also get the recompense from employees who possess high level of Emotional
Intelligence in two ways. Because of it supervisors shall have workers who will work with great zeal and enthusiasm and workers will have supervisors who shall be highly amenable and intellectual towards the requirements of workers. The whole debate presented here draws our attention towards the significance of Emotional Intelligence which is of a vital importance for employees. It not only recognizes but also rectifies problems related to work and brings forth a very calm and conducive environment to work for employees. On the employer’s part, they need workers who have high level of Emotional Intelligence competencies with which they can serve their customers in a much better way. Emotional Intelligence helps in a direct way to workers in analyzing their level of emotions at certain times. With this they can easily make a distinction between positive and negative emotions. Emotional Intelligence mechanism and procedures can be used to access the impact of negative emotions and also include tools and techniques to rectify them. Thus it makes it very clear for all workers that what must be there level of emotional requirement while performing certain activities assigned to them at different intervals. This activity advances towards a further step and helps workers to come out of any type of stress or anxiety hence reducing the scope for generation of Turnover Intentions. It thus directly leads towards higher level of Job Satisfaction of employees hence increasing overall Job Performance. Since Job Satisfaction, Job Emotional Requirement and Turnover Intentions have a moderating role in studying association of Emotional Intelligence with Job Performance of Female Health Workers working in rural areas, current study seeks to examine the extent and level of impact of these moderating variables on Emotional Intelligence and Job Performance relationship. Research further suggests development of an integrated Emotional Intelligence and Job Performance model for better assessment of Job Performance through Emotional Intelligence practices among female health workers working in rural areas of Jammu division in particular and rest for working in other areas in general. The subsequent section below concentrates in detail about the nature and characteristics of emotions, intelligence, Emotional Intelligence and evolution of Emotional Intelligence, Job Satisfaction, Turnover Intentions, Job Emotional Requirements and Job Performance.
1.1 EMOTIONS

An emotion represents a type of attentive practice exemplified by severe feeling and high level of contentment or discontentment. Different researches have elaborated emotions in different ways as there is no consensus on one type of explanation of emotions. Some of them consider mood, outlook, behavior, personality and motivation as sources for generation of emotions while some other associate that cognition is also one of the most important components of emotions. Emotions are very complex to understand as they can arise from any source. Moreover generation of emotions has a direct impact on physical and mental characteristics of individuals and thus it could change attitude and behavior of an individual permanently. The concept of extroversion and introversion has been seen as having great significance while evaluating emotions. People possessing extrovert quality are able to express their emotions on others easily while people with introvert characteristics are very much difficult to understand as they do not express their emotions easily in front of outsiders. The overall structure of emotions is based on a series of components that include cognitive appraisal, bodily symptoms, action tendencies, expression and feelings. Cognitive appraisal deals with estimation of occurrence and certain objects while bodily symptoms are represented as the physiological module of emotional understanding. On the other hand action tendencies represents enthusiastic element for organizing and directing momentum and rapid responses while expression component is responsible for verbal and non-verbal expressions that carry out a type of emotional state so that the intentions and reactions of others could be communicated. However feeling component of emotions symbolizes the individual knowledge of poignant situation that has taken place. Multiple theories have been proposed from time to time that have contributed in understanding the different characteristics of emotions. These include Ancient Greece and Middle Age theory, Evolutionary theories, Contemporary theory, Somatic theories, James-Lange theory, Cannon-Bard theory, Two Factor theory, Perceptual theory, Affective Events theory and Cognitive theories.

Generally all human beings consider that they have adopted a rational approach when they have satisfied their desires and intentions in an intellectual manner. It could be considered as right up to some extent but emotions have to play their role as all human beings possess them in some quantity. A lot of our everyday tasks and processes are
directed by our way of thinking, mind set, outlook, temper, frame of mind, atmosphere and emotions such as happiness, bereavement, mourning etc. Exclusive of all this all would appear as indeterminate and repetitive (Morgan et al., 1988). But in accumulation human beings have different abilities to articulate emotional concentration in front of others. Some people have the great tendency of not showing their emotions on frontage while some can easily discuss their emotional issues with anyone (Robbins, 2001). Goleman, (1995), word emotion has a Latin origin that predicts “to move” which propose that it leads towards an action. Our brains are equipped with two types of memory structure, one of which handles normal particulars and information while another deals with monitoring thoughts that are emotional in nature. Thus it can be easily predicted that which emotional state leads us towards positivity and which generates negativity. Emotions represent psychosomatic and physiological experiences that are occurred at various intervals in connection with events or objects (McShane et al., 2005). Various psychologists have drawn a valuable difference among emotions that are felt and demonstrated in front of others. A person may feel bad about something said to him by another person but may not express in return a stern remark. Earlier sentence shows felt emotions while later shows displayed emotions (Kreitner et al., 2004). Moreover psychologists have also drawn distinction between emotions and moods. Emotions signifies epigrammatic episodes which are aimed towards somebody or something and are experienced in both psychological and physiological ways, where as moods justify low level intended condition inclined towards something (McShane et al., 2005). (Sizer, 2006), vulnerability which is witnessed through moods and emotions is suitable as it is backed by some known facts. Feeling in a particular situation is because of amendment and alteration that has taken place and moreover has not stopped yet. Sensitizing moods and emotions in a better way provides ways to manage and organize facts and figures that take place on physical and psychological pattern.

1.2 INTELLIGENCE

Intelligence have been described in a lot of diverse ways that includes one’s capability for logic, conceptual contemplation, self-responsiveness, communication, erudition, emotional acquaintance, remembrance, development, ingenuity and crisis resolving. It could be illustrated in a more simplified manner as capacity to recognize
data and information and preserve it as facts and acquaintance so that it could be used as a tool towards acclimatizing actions and activities present inside a given situation or atmosphere. (Gottfredson & Linda, 1997), Intelligence is a very universal psychological and rational aptitude that involves capability to explain, chalk out, answer tribulations, think theoretically, figure out multifaceted thoughts, gain knowledge abruptly and learn through practice. It not only includes knowledge gained from books but also holds skills and abilities acquired from other sources as well giving it a broader perspective. (Sternberg et al, 1996), different people have different capacities for accessing and analyzing difficult plans and ideas and they also predict environmental segments differently. Moreover they also have a different way regarding learning from experiences, involving themselves in various logical activities, solving problems etc. Intelligence is one such concept that could be used for framing such mechanism so that people who have some similar characteristics could be brought under one analytical group. Some researchers have signified Intelligence in more precise pattern called human intelligence. Human intelligence represents the rational ability inclined in people that exemplified through observation, realization, self-attentiveness and preference. All the way through intelligence, people acquire high level of mental talent to gain knowledge, develop new ideas, realize, become appropriate on reasoning, possess abilities to become familiar with blueprints and prototypes, resolve trouble and crisis, construct judgments and conclusions and maintain data and information for use in future. (Gardner H., 1983), the concept of intelligence and its importance could be well understood through the assessment of its nine components. These include logical-mathematical, linguistic, spatial, musical, kinesthetic, interpersonal, intrapersonal, naturalist and existential intelligence. Logical-mathematical component of intelligence is based on a series of logical reasoning and other applications of mathematics for responding towards a problem whereas linguistic intelligence brings a type of resemblance for both verbal and non-verbal actions. Spatial intelligence develops a type of cognitive structure for distributed humanity and gets exercised through this model. Musical intelligence is responsible for developing outstanding pitch while kinesthetic intelligence helps in involving all the body parts to work together for solving troubles. Interpersonal intelligence develops abilities to access people on the basis of their thinking, skills, abilities and analyze conditions in which they are residing, however intrapersonal
intelligence helps people to access their own characteristics such as learning ability, perception, personality, core values and ways to efficiently deal with day to day issues at individual level. Naturalist intelligence is that type of intelligence which makes a person capable for recognizing, evaluating and categorizing different issues that take place in natural environment. Existential intelligence deal with more sensitive issues such as it generates capability through which an individual can evaluate deep concerns and issues. Psychologists are always performing regular studies to access the impact of intelligence on Job Performance (Feldman, 2003).

1.3 EMOTIONAL INTELLIGENCE

From the last so many years health sector in India is witnessing marvelous growth with the aim to become one among the best growing sector in India and setting a benchmark for medical sector in rest of the world. A strategic mechanism has always been framed and implemented that describe scope for further advancement and innovations in future. Narrowing the gap between strategic formulation and strategic implementation has increased full chances of converting India’s medical sector as international centre for service excellence. Performing roles and responsibilities in a competitive way, medical employees are adding more excellence and high level productivity despite of high duty load, frantic occupational atmosphere, inactive supervisors and high level of expectations from patients. Such type of atmosphere creates mental misery, sorrow, annoyance, emotional outbreak and employees proceed towards untimely retirement due to generation of high Turnover Intentions (Hakanen et al, 2006). This depicts that the role of medical professionals have become very demanding and complex. In recent times, a considerable number of researchers have started investigating the effect of emotions and Emotional Intelligence on Job Performance of health workers and it has been realized that Emotional Intelligence is up to a greater extent responsible for enhancing Job Performance of health workers especially female health workers. It has also been witnessed that Emotional Intelligence also contributes towards increasing Job Satisfaction, managing Job Emotional Requirements and reducing impact of Turnover Intentions (Bachman et al, 2000; Prati et al, 2003). Medical professionals who are able to predict their emotions well are capable of aligning their desires that help them in achieving goals and objectives in a very short span of time ensuring healthier Job
Performance (Day et al., 2004). They are able to properly provide emotional support to others that contributes towards enhancing their performance as well (Arnold, 2005). Thus current study endeavors to examine association between Emotional Intelligence of female health workers and their Job Performance. Emotional Intelligence is defined as:

“The capacity to reason about emotions to enhance thinking. It includes the ability to accurately perceive emotions, to access and generate emotions so as to assist thought, to understand emotions and emotional knowledge, and to reflectively regulate emotions so as to promote emotional and intellectual growth”.

(Mayer, Salovey & Caruso, 2004).

“A form of intelligence that involves the ability to monitor one’s own and others feelings and emotions, to discriminate among them and to use this information to guide one’s thinking and actions”.

(Salovey & Mayer, 1990).

“The ability to perceive emotions, integrate emotions to facilitate thought, understand emotions and to regulate emotions to promote personal growth”.

(Mayer & Salovey, 1997).

The premise of Emotional Intelligence undertakes to forecast and modify existence proficiency of people. The supporters of Emotional Intelligence theory believe in the assumption that quality of life lies in better understanding, evaluating and directing emotions of self and others. (Mayer & John, 2008), Emotional Intelligence is found to have constructive association with societal associations and connections, compassion, self-sensitivity and people with high Emotional Intelligence are able to effectively cope up with antagonism and crisis. Moreover high level of Emotional Intelligence leads them towards better performance at work, satisfaction and low level of uncertainty and dejection.
1.3.1 MODELS OF EMOTIONAL INTELLIGENCE

Focusing on the previous studies on models of Emotional Intelligence we can analyze them in different perspectives. First we can put a distinction among different models of Emotional Intelligence and secondly we can study various components of each model separately. All these models of Emotional Intelligence are used to analyze emotional element present among people and other procedures and courses of actions linked to it. These models analyze different ways through which emotions help in channelizing thinking and perception. As an example emotions can have a direct interaction with thoughts and make people capable of taking effective decisions (Lyubomirsky et al, 2005). People who are very attentive towards putting a response to their critical aspects have the ability to screen tough elements in their life. They also bear a type of emotional factor that facilitates them towards accepting an emotional thought that depends on a particular situation. It creates people towards expressive way of thinking and analyzing people and surrounding events and trends that come up in their way. After proper analysis of events and trends they can easily manage their processes and activities accordingly.

Ability Model of Emotional Intelligence

The term “Emotional Intelligence” was first discovered by Peter Salovey and John Mayer in 1990 (Salovey and Mayer, 1990) and from then they were on a regular approach in further studies relating to its significance. The conjecture put forward by them has the ability to assimilate thoughts from emotions and intelligence. With the study of intelligence practice it comes forward that intelligence have the ability to bring out theoretical logic and interpretation. By performing research on emotions, it comes out that they represent signals that bear the ability to express standard and different meaning about relations. It also shows that a considerable number of emotions bear a universal nature (Mayer et al, 2002). The researcher further proposed that different people carry different capacities for processing emotionally bound information and relating that emotionally processed information for broad understanding. It was conceived that this capability evident towards a type of acclimatized conduct (Mayer et al, 2000). The formation of Mayer and Salovey’s thought about Emotional Intelligence is based on a model of intelligence that puts forward Emotional Intelligence in a set of
standards (Mayer et al., 2003). It was proposed that Emotional Intelligence consists of a type of experiential and strategic assessment and administration of emotions. Experiential area deals with capacity to identify react and give meaning to emotional data without giving it a thoughtful consideration while strategic area deals with ability to access and manage emotions without completely having an experience of them. These two areas are further divided into four types as emotional perception, emotional assimilation, emotional understanding and emotions management. Emotional perception consists of having the ability to become self-conscious about emotions and also able to properly express emotions and emotional desires to other people. It also includes capability to make a distinction between expressing of emotions in an honest or dishonest way. Emotional assimilation deals with making a distinction between different types of emotions that people feel and also makes way for recognizing emotions that affect their thinking. Emotional understanding holds the capacity to realize multifarious emotions and also understanding how they are transacted from one person to another. Emotional management deals with capability to get associated or unassociated from an emotion. It depends upon a particular state of affairs or circumstances (Mayer and Salovey, 1997). Recently used scale for measuring this model is the Mayer-Salovey-Caruso Emotional Intelligence Test (MSCEIT) which consists of items for solving problems. It works as by testing the capabilities of a person on each of the four areas given above and also calculates total score. Mayer-Salovey-Caruso Emotional Intelligence Test (MSCEIT) is an absolute phenomenon as it can categorize every respondent within the series of EIQ score. The internal consistency for split half reliability have been reported as ranging from 0.80 to 0.91 and for whole test it stands at 0.91. The structural validity has been found through factor analysis and content validity is witnessed as good along with two subtasks. The criterion related validity had been accessed as good with its score showing a relationship of momentous with Job Performance. However the construct validity had been demonstrated through the measures of convergent and discriminant validity (Mayer et al., 1999).
Fig. 1.1: Mayer and Salovey’s (1997), Emotional Intelligence Model
<table>
<thead>
<tr>
<th>Overall Score</th>
<th>Area Score</th>
<th>Branch Score</th>
<th>Tasks associated</th>
</tr>
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<tbody>
<tr>
<td></td>
<td>Experiential Emotional Intelligence (EEIQ)</td>
<td>Perceiving Emotions (PEIQ)</td>
<td>Faces</td>
</tr>
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<td></td>
<td>Emotional Intelligence (EIQ)</td>
<td>Facilitating Thought (FEIQ)</td>
<td>Pictures</td>
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<td></td>
<td>Strategic Emotional Intelligence (SEIQ)</td>
<td>Understanding Emotions (UIEQ)</td>
<td>Facilitation</td>
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<tr>
<td></td>
<td></td>
<td>Managing Emotions (MEIQ)</td>
<td>Sensations</td>
</tr>
</tbody>
</table>

Table 1.1: Structure and Feedback level of MSCEIT Scale
**Bar-On Model of Emotional Intelligence**

Reuvan Bar-On was the developer of a model used to measure Emotional Intelligence called mixed model of Emotional Intelligence. He was also among the first that used emotional quotient term in his study. This model attributes towards measurement of potential of performance instead of performance only. Moreover it believes on approach based on process than based on results (Bar-On, 2002). It puts a focus on a series of emotional and societal abilities including capability to become aware of oneself, analyze and articulate oneself, become aware of and understanding of others, capability to examine others and capacity to acquire what needs to be changed so that societal level and personal level issues could be sought out (Bar-On, 1997). Bar-On described five components of Emotional Intelligence in his model which are further explained in other subcomponents. These five components include general mood, interpersonal, intrapersonal, stress management and adaptability. He also described that development of Emotional Intelligence is a timely phenomenon and could be modified through regular training and rehabilitation. The intrapersonal component of Bar-On’s model could be well expressed through a series of subcomponents as self-regard, emotional self-awareness, self-actualization, independence and assertiveness while interpersonal component is expressed in terms of interpersonal relationships, empathy and social responsibility. Adaptability is measured through the implementation of reality testing, flexibility and problem solving. Stress management gets recognition through stress tolerance and impulse control assessment level while general mood component assessment gets source from optimism and happiness. Bar On suggested that through his theoretical study, people with high level of emotional quotient are more inclined towards success and can achieve high targets despite of high pressure. People with low Emotional Intelligence are lacking far behind and suffer from high level of emotional problems. On a general note Bar On considers that Emotional Intelligence and mental intelligence has great contribution towards enhancing general intelligence among people (Bar-On, 2002). The measure of Bar-On’s model is based on Bar-On Emotional Quotient Inventory which is a type of self report measure of Emotional Intelligence of people who are of the age of sixteen or more than it. It consists of a total of one hundred thirty three items based on five composite scales used to measure intrapersonal emotional quotient, adaptability emotional quotient, interpersonal emotional quotient, general mood...
emotional quotient and stress management emotional quotient (Bar-On, 2002). Later on several versions of emotional quotient inventory were developed and used in estimating results in different conditions. These include emotional quotient interview, emotional quotient- i short version, EQ-i 125, EQ-i Youth and EQ-360 assessment. Moreover EQ-i was translated in different languages such as Finnish, Spanish, Dutch and Hebrew. The Bar-On emotional quotient inventory model is a comprehensive and complete test and is used in multiple sectors throughout the globe including education, manufacturing industry and health with reported score for internal consistency ranging from 0.69 to 0.86 for its fifteen subscales and 0.76 as total overall internal consistency. Moreover structural validity of given scale was recognized using factor analysis while construct validity was measured through convergent and divergent validity.

<table>
<thead>
<tr>
<th>Components</th>
<th>Sub-Components</th>
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<td>Intrapersonal</td>
<td>Self-Regard</td>
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<td>Emotional Self Awareness</td>
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<td>Assertiveness</td>
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<td></td>
<td>Independence</td>
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<td>Self-Actualization</td>
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<td>Interpersonal</td>
<td>Empathy</td>
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<td>Social Responsibility</td>
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<td>Interpersonal Relationship</td>
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<td>Adaptability</td>
<td>Reality Testing</td>
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<td>Flexibility</td>
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<td>Problem Solving</td>
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<td>Stress Management</td>
<td>Stress Tolerance</td>
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<td>Impulse Control</td>
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<td>General Mood Component</td>
<td>Optimism</td>
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<td>Happiness</td>
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*Table 1.2: Bar-On’s Emotional Intelligence Model*
Mixed Model of Emotional Intelligence

This model of Emotional Intelligence was proposed by Daniel Goleman who was a psychologist. He has a lot of writings on various researches conducted by him relating mind and behavioural sciences. He studied the work of Salovey and Mayer and decided to perform his own research in the field of Emotional Intelligence. His book “Emotional Intelligence” written in 1995 got a lot of familiarity and recognition in all government and private organizations and agencies. He projected a four branch model which was later categorized into twenty different competencies. He also believed that emotional competencies are not instinctive but can be gained through knowledge and abilities and the capacity by which a person can develop these emotional competencies depends upon their level of Emotional Intelligence (Goleman, 2003). The four Emotional Intelligence constructs proposed by Goleman through his model are self-awareness, self-management, social awareness and relationship management. Self-awareness represents a type of capacity to access one’s emotions and get acquainted with its impact by using strong inner feelings which further directs decision making. Self-management is equipped with having a control on one’s emotions and becoming acclimatized to situations and conditions that are changing. Social awareness is equipped with the capability to feel, analyze and act in response to the emotions of others along with figuring out societal associations and arrangements. The final construct of Goleman’s model, relationship management bears the capability to encourage and motivate others so that they can effectively control and administer their conflicts (Goleman, 1998). Each construct of Goleman’s model contains a set of emotional competencies which helps employees to achieve higher performance. These competencies further give complete explanation of each construct. The various competencies under self-awareness are emotional self-awareness, accurate self-assessment and self-confidence whereas self-management construct contains self-control, trustworthiness, conscientiousness, adaptability, achievement drive and initiative as competencies. Social awareness consists of empathy, service orientation and organizational awareness as its competencies. Relationship management have developing others, influence, communication, conflict management, leadership, change catalyst, building bonds and team work and collaboration as competencies. Emotional self-awareness represents the ability of a person to identify his own emotions and also make a distinction between them to know
about the sources of these emotions whereas accurate self-assessment is the aspect through which a person could properly go for self-evaluation, self-verification and self enhancement. Self-confidence accounts for a type of feeling with the belief on one’s qualities, capabilities and decision making abilities. Self-control attribute under self-management construct represents the capability of an individual to control oneself during particular display of emotions mostly negative in nature whereas trustworthiness competence is equipped with the possession of honesty, reliability and dependence. Conscientiousness is represented by a type of desire which leads towards performing a task in an efficient and organized manner and adaptability accounts for capacity and ability of an object to change himself due to change in environmental aspects. Achievement drive competence of self-management construct symbolizes level of aspirations, endeavor and dedication assigned to goals of individuals whereas initiative competence contains the aptitude to judge, evaluate and appraise things. Empathy is defined as the ability and capability to recognize, allocate and share sentiments with others. Moreover change catalyst holds responsibility for adding up inputs that make people adopt changes that are necessarily required within organizations and building bonds is very effective tool that maintains formal and informal relationships with superiors, subordinates and peer. Teamwork and collaborative competence adds spirit and synergy and leads to effective outcomes ((Goleman, 2001).

There are various measures of Goleman’s model which properly evaluates constructs as well as competencies of Emotional Intelligence described by Goleman. The measures include Emotional Intelligence appraisal, Emotional Competency Inventory and Work Profile Questionnaire-Emotional Intelligence Version (Bradberry et al, 2003 & Boyatzis, 1994). Emotional Competence Inventory which is used to measure Emotional Intelligence is based on various competencies given by Goleman’s model and other earlier developed method by Richard Boyatzis in 1994 for measuring Emotional Intelligence of directors, administrators, managerial staff and other organizers. Emotional Competence Inventory is a type of 360 degree tool that gives calculated scores for a person, his supervisor and his colleagues based on behavioural signs and issues of Emotional Intelligence. On the other hand Emotional Intelligence appraisal is another method for measuring Emotional Intelligence of individuals. It consists of a total of 28 items that are used to measure self-awareness, self-management, social awareness and
relationship management construct with a shorter period of time around seven minutes. Emotional Intelligence appraisal gives rating scores in five, one for each construct and a final fifth as composite average score for all constructs. Emotional Intelligence appraisal now a day is available in three singular setups as Me, MR and Team editions (Bradberry et al, 2003). Work Profile Questionnaire is a type of self-report measure based on a total of seven competencies of Emotional Intelligence model given by Goleman. It is based on a total of 84 items and it provides a total score as well as score for each of the seven competencies (Performance Assessment Network, 2000). Emotional Competence Inventory is a complete measure which successfully provides rating for self as well as others construct. Content validity has been successfully estimated using Emotional Competence Inventory that suggests people with low level of proper self-assessment can’t evaluate themselves on competencies of Emotional Intelligence whereas structural validity could not be measured successfully due to high level of associations within various competencies (Sala, 2002). Criterion validity has been found to depict positive association of Emotional Intelligence with retention and negative with Turnover Intentions. Emotional Intelligence appraisal measure has also been witnessed good that shows internal consistency for Me edition ranging between 0.86 to 0.99, 0.73 to 0.94 for MR edition and 0.77 to 0.99 for Team edition. It was further analyzed that Emotional Intelligence appraisal can significantly estimate and forecast Job Performance (Bradberry et al, 2003).

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<thead>
<tr>
<th>Recognition</th>
<th>PERSONAL COMPETENCE SELF</th>
<th>SOCIAL COMPETENCE OTHER</th>
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<td>SELF-AWARENESS</td>
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<td>Emotional Self Awareness</td>
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<td>Regulation</td>
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<td>Initiative</td>
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<td>SOCIAL – AWARENESS</td>
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<td>Empathy</td>
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<td>Service Orientation</td>
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<td>Organizational Awareness</td>
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<tr>
<th>Table 1.3: Goleman’s Emotional Intelligence Competencies</th>
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</table>
**Levels of Emotional Awareness Scale (LEAS)**

It is a scale of Emotional Intelligence which is based on measuring self-report dimension of individuals. It has the ability to access emotions of self and others. Levels of Emotional Awareness Scale method is based on a logical sequence conjecture of Emotional Intelligence representing emotional awareness in particular which further is categorized into five components as corporeal ambiance, achievement inclination, solitary emotions, combination of emotions and combination of these combinations of emotional familiarity and knowledge (Lane et al, 1989). Levels of Emotional Awareness Scale contain in itself a total of 20 states of affairs that involve two individuals and an emotion extracting condition. The respondents have to indicate what they feel and what other individuals feel in the given condition or situation. The respondents get a score from scale ranging from 0 to 5 for himself regarding his emotional awareness level and fro others level of emotional awareness and also a total composite score called total emotion awareness score (Lane et al, 1990). Levels of Emotional Awareness Scale were applied to a total of 385 people living in Arizona and Minnesotta. Arithmetic valuation of Levels of Emotional Awareness Scale came out with the results that level of inter reliability and inner consistency is very high whereas no results about stability of test and content validity have been witnessed. The values for Levels of Emotional Awareness Scale on structural validity have been found as reliable with LEAS Self alpha value of 0.85, LEAS Other value of alpha as 0.80 and LEAS total value of alpha as 0.89 (Ciarrochi et al, 2003).

**Self-Report Emotional Intelligence Test (SREIT)**

It consists of a total 33 item measure for self-report of Emotional Intelligence urbanized by Schutte and others in 1998. Self-Report Emotional Intelligence Test was wrapped into criticism on the basis that it is not properly able to draw out with Salovey and Mayer model of Emotional Intelligence but that was taken into consideration on the initial work out on Emotional Intelligence by Salovey and Mayer. In this model respondents are asked to give their responses regarding their acclimatized inclination with respect to Emotional Intelligence on a 5 point scale where 5 represents strongly disagree while 1 represents strongly agree (Schutte et al, 1998). Stability approximation has been witnessed as 0.78 for this test and value of Cronbach alpha was 0.87 for internal
consistency. The value of content validity have been found as sufficient for 33 item as it represents all the segments of original Emotional Intelligence concept of Salovey and Mayer.

<table>
<thead>
<tr>
<th>S. No.</th>
<th>Measure</th>
<th>Approach of Measure</th>
<th>Consequent Philosopher</th>
<th>Concise Explanation</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Mayer-Salovey-Caruso Emotional Intelligence Test (MSCEIT)</td>
<td>Based on Performance</td>
<td>Mayer and Salovey</td>
<td>Explicit errands are used to evaluate intensity of aptitude of every branch of Emotional Intelligence</td>
</tr>
<tr>
<td>2</td>
<td>Emotional Competency Inventory (ECI)</td>
<td>Self and Other Report</td>
<td>Goleman</td>
<td>A type of manifold ranking tool with the aim of providing ratings on a sequence of behavioural signs of Emotional Intelligence</td>
</tr>
<tr>
<td>3</td>
<td>Emotional Intelligence Appraisal (EIA)</td>
<td>Self and Other Report</td>
<td>Goleman</td>
<td>A 7 minute measure of Goleman’s four constructs of Emotional Intelligence</td>
</tr>
<tr>
<td>4</td>
<td>Emotional Quotient Inventory (EQ-i)</td>
<td>Self-Report</td>
<td>Bar-On</td>
<td>A 133 item measure of self-report for total IQ and 5 components of Bar-On’s Model separately</td>
</tr>
<tr>
<td>5</td>
<td>Work Profile Questionnaire-EI Version (WPQ-ei)</td>
<td>Self-Report</td>
<td>Goleman</td>
<td>A measure of Goleman’s 7 competencies for efficient Job Performance</td>
</tr>
<tr>
<td>6</td>
<td>Self-Report Emotional Intelligence Test (SREIT)</td>
<td>Self-Report</td>
<td>Salovey, Mayer &amp; Others</td>
<td>A 33 item assessment tool from original representation of Salovey and Mayer’s Emotional Intelligence</td>
</tr>
<tr>
<td>7</td>
<td>Levels of Emotional Awareness Scale (LEAS)</td>
<td>Self-Report</td>
<td>Others</td>
<td>A measure of awareness level of emotions for self and others</td>
</tr>
</tbody>
</table>

Table 1.4: Generally Used Emotional Intelligence Measures
1.4 EMOTIONAL INTELLIGENCE AT WORKPLACE

Emotional Intelligence plays a very critical role at job environment. It not only helps individuals to perceive and analyze their own emotions but also emotions of others at work which is finally responsible for enhancing work related culture at place of work. A person who possesses high level of Emotional Intelligence can perform his roles and responsibilities in an effective manner and moreover can maintain positive associations with colleagues, superiors and subordinates. Previous research studies regarding role of Emotional Intelligence at workplace have shown tremendous positive results and have made ways open for further research in future. (Lynn, 2002), emotions describe a very essential and desirable role that makes employees and employers capable of performing well at workplace. (Goleman, 1998), confirmed that men and women who possess Emotional Intelligence in reasonable quantity are more dedicated towards their job roles and responsibilities and always generate high level of output than others with low level of Emotional Intelligence. (Nikolaou et al, 2000), confirmed that in case of medical professionals, trait Emotional Intelligence is one of the best and suitable predictor of Job Satisfaction level at workplace. (Wolfe et al, 2004), suggested that individuals who have high quantity of Emotional Intelligence quotient have the ability to rise high in their organizations by performing effectively. (Cherniss, 2000), described a total of four basis that depicts the importance of Emotional Intelligence competencies in analyzing, evaluating and developing work performance at workplace. First basis describes that Emotional Intelligence competencies represented a type of critical success factors for performing job roles whereas second basis depicts that some of the people also adopt a particular job but for it they do not have required level of Emotional Intelligence competencies to get appraisal in a shorter period of time. Third basis describes that employers have to access the need of Emotional Intelligence training well in advance so that all could get equal skills and abilities imparted in fixed time duration and fourth basis is that people mostly are at job in their peak hours of their consciousness. These bases are taken as an input which suggests the importance of Emotional Intelligence at workplace whether at manufacturing or service industry. American Society for Training and Development has also described the importance of Emotional Intelligence skills in today’s business environment and also has published guidelines through which firms can enhance and develop Emotional Intelligence level of their employees. (Fleishman et al,
1962; Mumfold et al, 2000), managers, leaders and organizers who have high level of emotional quotient and capability to resolve difficult problems can build an environment of faith, conviction, reliance, esteem and affinity with their members at place of work. Cost sustainability and effectiveness is of a great focus these days by most of the firms. Cost effectiveness factor is also evaluated based on the competence level of employees. High competence level employees give better output thus reducing the overall cost of the organization. (Boyatzis, 1999), from his study assessed that various partners whose Emotional Intelligence competence level is higher have provided much more profit to their firms than those who possess low Emotional Intelligence competence level. (Cherniss at al., 1998), programmes and events that are used to enhance Emotional Intelligence competence level have resulted into positive yield and helps in analyzing visualization pattern of an individual, analysis of self-appraisal, responsiveness and attentiveness, assessment of optimistic and pessimistic thoughts and rectification of pessimistic thoughts, focusing on potency, limitations and ways that reduces negative impact, adopting new mechanism that maintains sustainability and integration with Emotional Intelligence competencies and having faith on instructors that standardizes improvement, consistency and development at work place. Development of Emotional Intelligence competencies bears a formal and logical process based on four different stages. These are practicing for revolutionizing and change, orientation and preservation of proficiency, training, assessment and evaluation. All these four components have a different set of rules and principles for attaining high achievement. Practicing for revolutionizing and change is based on the principle for evaluating those competencies that are mainly required for enhancing effectiveness at individual and organizational level and moreover it is responsible for motivating employees that by improving their Emotional Intelligence competence level they could achieve more and appraise themselves. Orientation and preservation of proficiency is achieved through societal support and feasible working atmosphere along with other courses of actions that adds towards development of Emotional Intelligence factor. Training component puts focus on learning through knowledge and experience along with replications and curative response. The assessment and evaluation phase deals with analyzing satisfaction at individual level and other results which have been produced through training. It also takes into consideration in evaluating what type of positive change has been witnessed in
individual attitudes and behaviors after completion of training programmes designed for sustaining, modifying and enhancing Emotional Intelligent competencies among workers at workplace (Cherniss et al, 1998). (Yao, 2009), employees in various organizations who possess high level of Emotional Intelligence are able to effectively predict requirements of consumers and customers and could fulfill them in a successful manner. Moreover they possess capability to properly evaluate and manage emotions and respond in an optimistic way to consumer grievances and criticism. Thus because of high Emotional Intelligence level employees could easily maintain faith among clients at workplace as compared to others with low Emotional Intelligence. Emotional Intelligence have been predicted for playing a very significant role in determining components such as Job Performance and Job Satisfaction among individuals at workplace (Bachman et al, 2000, Prati et al, 2003). (Keltner & Haidt, 2001), emotions are responsible for representing unrestrained, societal and collective functions which gives rise to assessment of contemplation and intent. Use of Emotional Intelligence tools could be effective in evaluating functional activities and establishing an integrative mechanism between them at workplace. Employees who directly face clients have to develop a type of optimal facets at workplace through which they could not only manage their emotions but also could assess and manage emotions of others. Emotional Intelligence not only helps in predicting and evaluating self-emotions and emotions of others but also makes feasible platform for establishing positive relationship between them (H. Kim, 2010). (Y. Keat, 2009; Smigla et al, 2000), devised from their studies about the necessities of Emotional Intelligence at workplace. They concluded that Emotional Intelligence is one among the sole factors responsible for maintaining and enhancing work culture at workplace. Emotional Intelligence not only makes people intelligent but also provides them with a fully-fledged mechanism to deal with problems during crisis. About 80% achievement at job directly depends on level of Emotional Intelligence whereas remaining 20% on Intelligent Quotient (Martinez 1997; Tucker, 2001). Emotional Intelligence needs to be properly analyzed and monitored at place of work. Negative emotions lead to generation of rudeness, anxiety, job dissatisfaction, conflict, low morale and absenteeism and acts as a source for bringing up Turnover Intentions due to decreased required level of Job Emotional Requirements. The low level of Job Satisfaction finally has a direct influence on Job Performance of employees at
work (Hayward, 2005). Emotions that are properly accessed, evaluated and monitored give best results. They lead to high level of reliance, faith, conviction, devotion, reliability, consistency, trustworthiness, dedication and enhance scope for efficiency, modernization, individual performance, collective and integrative performance and job commitment (Cooper, 1997; Hayward, 2005).

1.5 JOB PERFORMANCE

Job Performance is a tool that is responsible for analyzing how better a person performs at a particular job whether individually or in a group. It is the best way to manage human resource inventory as it holds principle for getting maximum output from a very less number of resources. Job Performance could be described in case of observable as well as non-observable nature when associated with attitude and behaviour and moreover all dimensions and constructs of Job Performance can be easily assessed, evaluated and put in a mechanical form (Viswesvaran et al, 1996). (Campbell, 1993), performance could be described in terms of behaviour but has a differentiating nature from outcome. (Norman et al, 1993; Rotundo et al, 2002; Sackett et al, 2001) performance could be analyzed after separating it into two parts one of which represents performance which is contextual in nature and another represents task performance. Task performance gives description about compulsory and mandatory behaviour whereas contextual performance is linked to contextual behaviour which is not equipped with framework and situational aspects of behaviour. (V.D. Linde, 2005), Job Performance consists of a detailed and complete process that generates output in the form of final object (product or service). Job Performance process not only provides details about performance on individual basis but also estimates the impact of external issues, trends and events which could be of economic, social, cultural, technological or demographic in nature. All the dimensions and constructs of Job Performance puts forward paths and mechanisms through which much focus could be developed for enhancing efficiency and productivity and also towards developing much abilities and skills so that resources could be utilized effectively. (Viswesvaran, 1993) suggested from his study a total of ten dimensions of Job Performance. All these identified dimensions have a considerable impact on Job Performance and can be easily analyzed if we could easily predict nature and characteristics of job. These ten dimensions put forward by Viswesvaran include
overall Job Performance, effort, communication, quality, leadership, rule following, administrative skills, productivity, job related knowledge and interpersonal skills. Overall Job Performance dimension includes all the parameters need to be defined while analyzing performance of an individual at job whereas effort dimension represents a determined effort or endeavor to achieve some goal. Communication acts as a bridge for effective transmission and dissemination of knowledge which acts as input for more feasible output while quality is determined as a qualified, discremental and observational attribute that derives ways towards excellence. Leadership attribute among individuals bring out ability and capability to lead and command. Rule following suggests a proper and mechanized code of conduct while administrative skills develops characteristics of delegation, creativity, responsibility assessment and leading high team spirit (Viswesvaran, 1993). Productivity accounts for state of becoming highly productive and putting more effectiveness at job followed by job related knowledge which helps in proper analysis and assessments about required attributes, expertise and proficiency for performing job in a better way. Interpersonal skills are a two-way process that accounts for understanding others in all their processes and leading and directing them effectively (Viswesvaran, 19993). (Cambell et al, 1993) suggested a total of eight dimensions of Job Performance which includes job specific task performance, demonstrating effort, non-job specific task proficiency, maintaining personal discipline, written and oral communication, supervision/Leadership, facilitating peer and team performance and management/administration. Job specific task performance brings out all the activities and processes that are required to perform and analyze a particular Job Performance related to defined set of activities. Whereas demonstrating effort account for bringing consistency and reliability by revealing and exhibiting properly. Non-job specific task proficiency represents aptitude and adeptness required as a supportive element while maintaining personal discipline is responsible for putting down and implementing codes of disciplines to avoid duplication and repetition. Written and oral communication dimension is responsible for connecting gaps through proper dissemination and synthesis of information and knowledge. Supervision/Leadership is responsible for managing, guiding, directing and controlling out order issues effectively. Facilitating peer and team performance dimension identifies disassociations between individual and organizational goals and makes way out for aligning them together in a common pool.
Management/Administrative dimension accounts for demonstrating excellent skills that supervise, execute efficiently, develop, appraise and control alarming issues at place of work.

1.5.1 CRITERIA AND DIMENSIONS OF JOB PERFORMANCE

Job Performance could be accessed with the provisions of criteria representing the set of rules and standards used to calculate the progress and success of an individual while performing his job. The three dimensions of criteria proposed by (Cascio & Aguinis, 2005) are given as follows:

1. **Static Dimensionality:** It puts forward the assessment of execution of a private purpose through utilization of one criterion and further by accepting that implementation was analyzed in a precise manner under criteria.

2. **Dynamic Dimensionality:** It includes in itself a notional thought that all the workers learn more when they gain through job or work experience.

3. **Individual Dimensionality:** It is a type of differential involvement and contribution of a worker towards performance of a company. It further puts forward that there may be possibility that two different workers may perform with similar pace but their degree of confer would be different for organization.

There are certain challenges which need to be properly evaluated so that correct criteria could be developed. These include:

1. **Job Performance (Un)-Reliability:** It tells us about uniformity and stability of Job Performance of an individual over various period of time. It further considers other superfluous and natural sources that affect consistency and fidelity.

2. **Job Performance Observation:** It puts into notice that nature of consistency, uniformity and stability for perception schedule is one of the most important parameter to be considered.
3. **Dimensionality of Job Performance**: On taking criterion into focus, Job Performance should be evaluated keeping on track varying intensity and altitude of performance for each of the criterion.

(Ivancevich et al, 2005) performance is directly affected by three factors which include enthusiasm to perform, Opportunity and aptitude to perform. Enthusiasm to perform brings level of motivation and fervor while opportunity inculcates various tasks and aptitude to perform aggregates resources and devise knowledge, skills and capability mechanism.

<table>
<thead>
<tr>
<th>S. No.</th>
<th>10 DIMENSIONS (Viswesvaran, 1993)</th>
<th>08 DIMENSIONS (Campbell et al, 1993)</th>
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<tbody>
<tr>
<td>1</td>
<td>Overall Job Performance</td>
<td>Job Specific Task Performance</td>
</tr>
<tr>
<td>2</td>
<td>Effort</td>
<td>Demonstrating Effort</td>
</tr>
<tr>
<td>3</td>
<td>Communication</td>
<td>Non-Job Specific Task Proficiency</td>
</tr>
<tr>
<td>4</td>
<td>Quality</td>
<td>Maintaining Personal Discipline</td>
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<tr>
<td>5</td>
<td>Leadership</td>
<td>Written and Oral Communication</td>
</tr>
<tr>
<td>6</td>
<td>Rule Following</td>
<td>Supervision/Leadership</td>
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<tr>
<td>7</td>
<td>Administrative Skills</td>
<td>Facilitating Peer and Team Performance</td>
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<tr>
<td>8</td>
<td>Productivity</td>
<td>Management/Administrative</td>
</tr>
<tr>
<td>9</td>
<td>Job Related Knowledge</td>
<td>---------</td>
</tr>
<tr>
<td>10</td>
<td>Interpersonal Skills</td>
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Table 1.5: Job Performance Dimensions

1.5.2 **JOB PERFORMANCE ASSESSMENT INTENTIONS**

(Grote, 2002), proposed that there is always a high need for analyzing Job Performance for effectiveness. He also proposed certain basis that suggests the importance of evaluating Job Performance at workplace. These bases are given as follows:

1. **Generation of feedback for workers on basis of performance**: It develops a type of understanding through getting experience and makes workers to acquire
new prospects so that they can go for career advancement and modify performance during work.

2. **Economizing Pronouncement:** With this the firm can easily identify workers who are in strong, average and weak category in terms of performance. This will surely help firms to devise and implement strategies that would increase morale of those who are under average or weak category and perform at par with people in strong category.

3. **Encouragement Reasons:** It is responsible for accessing and categorizing individuals on basis of their delivered output. It smoothens ways for development and growth for those who perform very well.

4. **Recognition of training needs:** Assessment of performance at regular intervals brings out the need for continuous training for some workers. It also puts focus on type of training required.

5. **Motivation for All:** Proper assessment of Job Performance creates a level of persistence and intensity among type of workers. It also generates directional perspective for a regular level growth and advancement.

6. **Bridging Gap between Organizational and Individual Performance:** Performance evaluation and estimation is responsible for aligning organizational and individual strategic intent process collectively. It further describes core values and their vivid description.

7. **Sets Standards:** Performance assessment is solely responsible for setting end standards as well as a range of standards for all activities separately.

**1.5.3 JOB PERFORMANCE MANAGEMENT**

It is an unremitting course of action that figures out decisive elements of human resource management. It comes out with the opinion of modifying and improving
productivity level of workers so that they can come up with optimal output through the use of minimal resources (Hellriegel et al, 2004). A Job Performance management system has to address a lot of purposes that needs to be met effectively. Various purposes as proposed by (Casio et al, 2005) are given as follows:

1. **Strategic Purpose:** This function of Job Performance management is responsible for associating and comparing various activities and events of employee’s performance with organizational strategic intent process which includes vision, mission, goals and objectives.

2. **Employment Pronouncements:** It supports advancement, growth and orientation and exit (voluntary/forceful) phenomenon. It further makes way out for analyzing performance of workers in future and accordingly procedures are set for giving reward and punishment.

3. **Development:** It gathers feedback from optimal and minimal levels. It further sets way out for growth as per performance generated.

4. **Communication:** It is responsible for accessing, evaluating, synthesis, management and dissemination of information regarding performance of an individual.

5. **Supportive Organizational Analysis:** It supports audit of performance of workers at job. It also analyses workers performance which is at par with standards and also those who are lacking behind. It further helps organizations to make procedures so that effective performance could be made consistent and ineffective performance could be modified.

1.5.4 **ELEMENTS OF EFFICIENT JOB PERFORMANCE SYSTEM**

Efficient Job Performance system is responsible for accessing various weaknesses that an organization faces internally. Moreover it addresses strengths of the organization by determining and analyzing critical success factors that keep the
organization on track (Casio et al, 2005). A successful Job Performance system contains in itself a total of five elements (Stiffler, 2006) given as:

1. **Alignment:** It creates a type of logical and sequential mechanism which brings goals, objectives and activities to be performed and other processes in order. Level of centralization and decentralization is also marked as per need.

2. **Measurement:** Every firm has to evaluate performance at individual as well as at organizational level. The tools used for measurement must be suitable, reasonable, effective and free from any type of biasness.

3. **Reporting:** It is responsible for disseminating and transmitting of collected information to responsibility centers.

4. **Rewards:** Everyone works for receiving a type of consideration in return. Reward systems in a better way enhance performance if it is based on fair practices. It further includes incentives in the form of financial, developmental/Promotional or appreciation pattern.

5. **Analysis:** It is responsible for accessing current prevailing issues and on their basis devising strategies for future.

1.5.5 **MEASUREMENT OF PERFORMANCE**

Measuring performance at job is very necessary as it provides input for further enhancement and development in future. The performance of a person at individual level could be estimated under two categories:

1. **Contextual Performance:** This type of performance evaluation involves assessment of those set of activities that are not directly associated with job description but play a considerable supportive role in achieving goals in an organization (Beatty et al, 2001). Further they could be envisaged through
personality traits and characteristics such as meticulousness and Emotional Intelligence.

2. **Task Performance:** It consists of aggregation of activities that are executed from converting input material into output (Beatty et al, 2001).

Performance measurement is a very difficult task and thus measures of performance could be categorized into following types:

1. **Quality:** It represents the level of consistency and brilliance in delivering output (Products and Services).

2. **Quantity:** It is represented by the number of input units consumed to produce output.

3. **Mishaps and Discards:** It is an aggregate of objectionable and intolerable part of output.

Measurement of Job Performance through process and procedures of Emotional Intelligence have been witnessed as much remarkable as other effective tools. (Cote et al, 2006), Job Performance assessment must include procedures of Intelligent Quotient and Emotional Intelligence which appraises the interpersonal abilities of workers and delivers better results. (Wong et al, 2002), management of emotions through Emotional Intelligence is much productive as it enhances societal relationships, brings out constructive way outs and further enhances ability of taking strategic and conventional decisions.

1.6 **JOB SATISFACTION**

Job Satisfaction has been analyzed in different ways by different researchers and scholars. Some of them consider that how much satisfied a person is with his role and responsibilities at job. Some others believe that Job Satisfaction possesses a multidimensional cognitive associations accessed by someone at his job. Now a day’s
measures for Job Satisfaction has been categorized in different segments depending on their measurement which could be either associated with measuring affective or mental characteristics linked to Job Satisfaction. Some of the distinctive definitions of Job Satisfaction are given as:

“Job Satisfaction is a subject of optimistic enthusiastic state generating out due to the assessment of job of an individual.”

(Locke, 1976)

“Job Satisfaction should be considered as a person’s perceptual, poignant and emotional response towards significant parts of work.”

(Vroom, 1982)

“Job Satisfaction is fundamentally a type of psychosomatic temperament of individuals towards their work.”

(Schultz, 1982)

“Job Satisfaction considers multidimensional mental responses of an individual’s job and these responses contain cognitive, affective and behavioural components.”

(Hulin & Judge, 2003)

(Spector, 1997), analyzed that Job Satisfaction get its input from a lot of factors. He devised some facets that could be individually or collectively responsible for shaping trend of Job Satisfaction. These facets include appreciation, coworkers, job conditions, communication, personal growth, recognition, security, promotion opportunity, nature of work, fringe benefits, supervision, policies and procedures and organization. Appreciation represents the assessment and admiration of valuable and esteemed qualities of an individual. It also accounts for further development by complete understanding of circumstances. Coworker’s facet shows level of coordination, collaboration and integration of a person along with its colleagues and staff while job conditions are set of circumstances in which workers have to perform their roles and responsibilities. Communication is a process which is responsible for dispersal and
diffusion of knowledge and information for further actions while personal growth are the ways through which individuals analyze their level of qualities and skills that lead them towards achieving high potential growth level. Recognition is the phenomenon through which person wants to seek high value of what he has performed which is higher than others. Security facet is responsible for leading an individual towards social security that represents warranty of support from his organization in case of any unseen or fatal circumstances. Promotion opportunities are the number of different way outs provided by an organization to his employees through which he can grow. Moreover nature of work accounts for set of duties, responsibilities and roles that has to be performed or handled at a particular place of work. Fringe benefits are a type of incentives that are given to a worker for his good performance and output at job. It could be in the form of addition in salary, bonus payment, insurance benefits and pension benefits. Supervision is a function of keeping an eye on employees, their level of working and holds directive principle whereas policies and procedures are set of formal activities and roadmaps that lead to advancement in shorter time period. Organization in itself is an independent identity with set of roles, objectives, goals and defined set of business prospects which are integrated to properly access and meet demand of masses. All these facets need to be properly aligned and put in order by an individual so that his level of Job Satisfaction could be appraised and enhanced.

1.6.1 JOB SATISFACTION: APPENDING FACTORS

Anything could take the form of a factor contributing to Job Satisfaction and job dissatisfaction. This could be the general factor which may be common for all or totally personalized. All these factors affecting positively or negatively to Job Satisfaction of an individual has been categorized under three segments which include extrinsic factors, intrinsic factors and personal factors. The nature of impact of all these factors varies from individual to individual depending upon the characteristics of individuals.(Herzberg 1993; Hackman et al, 1976; Ellis 2003; Vroom 1964; Locke 1976).

EXTRINSIC FACTORS

1. Supervision: It represents association between boss and his workers. A type of competitive and value acquired care and administration is necessary to boost Job
Satisfaction. It will enhance integrative approach, collaborative thinking, smooth communiqué, faithful relationships and effective reporting and evaluation. There is a high need for devising and implementing strategies that brings up harmony and synchronization between employer-employee relationships (Herzberg 1993, Smith et al, 1969).

2. **Workload**: It shows the number of contact hours between a worker and his assigned roles and responsibilities at job. High workload shall yield to high stress and acts as input for job dissatisfaction (Maslow 1943, Dolan 1992, Hackman et al, 1976).

3. **Interpersonal Relationships**: These represent degree of positive association between workers. High level of positivity in interpersonal relationships shall account for greater flexibility and accountability leading to more Job Satisfaction (Adams et al, 2000, Mayo, 1933, Salancik et al, 1978).

4. **Working Conditions**: It depicts the whole system internally and its surrounding environment. Workplace equipped with modern technology, hazard free environment, less resistance between technology and manpower, specialized and skilled work force yield higher collective performance hence enhancing employment contentment (Locke 1976).

5. **Salary**: It is one of the most vital and fundamental need of workers. Higher monetary benefits reduce level of job dissatisfaction and worker is more inclined towards his job roles (Tseng et al, 1999).

6. **Administration**: It requires high level of flexibility, determination, collective approach, rationalization, collective participation in decisions and actions for maintaining good level of fulfillment at work (Agho et al, 1993).

7. **Status**: It is a type of sensory impression that is accounted both for societal and self-attitude towards job. High ways for growth and rational development shall
motivate workers to keep aligned goals at priority thus leading to happiness (Kovner et al, 1994).

8. **Civic Attitude:** Professional esteem and reputation is an important predictor of satisfaction level at job. Societal attitude thus holds a greater tendency towards having a level of positive reinforcement and satisfaction (Salancik et al, 1978).

**INTRINSIC FACTORS**

Intrinsic factors responsible for fixing Job Satisfaction level are also called as foundation variables. Some of the intrinsic variables are given as follows:

1. **Feedback:** It represents a type of reverse chain which is very useful for individual assessment of all parameters. It is very essential element as it gathers information for all the hierarchical levels (Peter et al, 2003).

2. **Accountability and Self Sufficiency:** More accountable, open and independent environment has resulted into much more level of Job Satisfaction than closed atmosphere. High level of autonomy and self-sufficiency makes workers to deal with their tasks effectively and as per their own positive ways (Philips et al, 1999).

3. **Personal Growth:** It is a type of activity which enhances knowledge, identifies new endowments and duding, constructs individual assets, assists more employments, augments for good quality living and add on towards recognition of ambition, thus promoting Job Satisfaction (Muller et al, 1999).

4. **Achievement:** This factor is responsible for upgrading consciousness and exploration parameter of a worker at job. Further it aligns individual goals along with set of defined activities to be performed for achieving goals (Herzberg, 19993).
5. **Job Security:** It is assessed as the probability that an individual will hold up at a particular job or not. High level of job security leads to high Job Satisfaction and segments which are fluctuating regarding maintaining job security well shall witness low Job Satisfaction (Hulin et al, 1985).

6. **Functional/Divisional Cooperation:** This variable brings high level of association; synergy, coordination, liaison and understanding among different functional segments of a firm along with inter departmental coordination among employees thus leading to high satisfaction at place of work (Kiggundes, 1983).

7. **Evenhandedness:** It enhances scope of bringing up quality results and decisions that are totally liberated from any type of biasness and favoritism. It spreads evenness and thus promotes professional contentment (Locke, 1976).

8. **Occupation Worthiness:** Every individual has a level of core values assigned or attached to different set of jobs and they differ from person to person. Higher the optimistic value attached to a job, higher is the Job Satisfaction (Hackman et al, 1976).

**PERSONAL FACTORS**

There are some other alcove factors which are very much specific to every individual. Some of these unique and exceptional factors are given as:

1. **Position:** It represents set of roles and responsibilities one has to hold while holding a particular position. Moreover different positions have different fragments of duties. The nature of responsibilities one holds has a direct impact on job contentment (Tzeng et al, 2002).

2. **Edification level:** The nature and extent of education has a great role to play in developing knowledge, skills and capabilities, thus have a direct association with work fulfillment (Ganzach, 2003).
3. **Masculinity vs. Femininity:** Different organizations have varying set of activities and opinion of men and women always differs for them. Some find one set of activities as attractive while others consider the same unattractive depicting level of occupation gratification (Moyes et al, 2006).

4. **Age and Tenure:** These factors bear a greater consideration while evaluating Job Satisfaction. It is believed that with age and long experience people become more satisfied with their jobs (Shields et al, 2001).

### 1.6.2 JOB SATISFACTION AND MEDICAL PROFESSION

Numerous studies have been conducted so far to access the relation and pattern of Job Satisfaction among nurses working in various types of health centers in rural as well as urban areas. Slavitt et al, (1978) conducted a study on nurses and proposed six components that were identified as having a significant impact on Job Satisfaction level of nurses. These components include salary, autonomy, job prerequisites, requirements of organizations, interactions with others and job status. (Godfrey et al, 1978), there are three main components followed by a series of subcomponents under each component which are considered as discontent factors leading to job dissatisfaction. The three main components are precarious practices, underprivileged guidance and leadership and communiqué collapse. Precarious practices include a series of sub elements which are perilous low staffing, preservation and tolerance of unskilled nursing staff, unfriendly superiors/doctors and high patient load. Underprivileged guidance and leadership is composed of factors like autocratic behaviour of senior nurses, attitude of senior administrative staff towards nurses etc. Communiqué collapse is composed because of unwritten promises of growth and development by administration, poor learning mechanisms and unscheduled transfers. Besides factors generating job dissatisfaction, there are factors who lead to Job Satisfaction which include good appreciation and acknowledgement procedures, properly designed work schedules and activities, feedback from all(patients, clients, administrators, superiors) and participation in decision making (Godfrey et al, 1978). (Wandelt et al, 1980), identified from study on employed nurses, ten factors that leads to dissatisfaction at place of work among nurses. The factors are meager salaries, high level of documentation load, low administrative support, very less
opportunities for further education, inefficient laws and procedures, less support from senior nurses, no or negligible fringe benefits and mix of skilled and unskilled nurses. There were some additional issues that were addressed through the study include responsibilities of family, undesired job timetable, poor working conditions, deficient proficient interactions with superiors and lack in patient care mechanism. Job Satisfaction and Emotional Intelligence show a positive association among themselves. High level of emotionally intelligent medical professionals has high level of satisfaction at place of work. (Hasankhoyi, 2006), Emotional Intelligence and Job Satisfaction are in direct positive relationship as high Emotional Intelligence leads to more job fulfillment and contentment. Moreover men and women share almost similar characteristics of Emotional Intelligence and their level of enthusiasm, self-responsiveness, attentiveness, self-direction and organization, understanding and compassion and proficiency and dexterity is almost same after going through training of Emotional Intelligence modules. Job Satisfaction is the amalgamation of situations and conditions that possesses cognition, physical and other ecological characteristics which affects Job Satisfaction differently in different time periods. Emotional Intelligence is a tool which has an impact on our lives both professionally and socially. With the help of Emotional Intelligence a person can effectively attend their courses of actions and transform issues in an optimistic way (Hoppock 1935, Goleman 1995). (Jofri et al, 2011, Wexley et al, 1984), job characteristics and satisfaction level is affected by a lot of factors which could be intrinsic, extrinsic or some other personal factors. The impact of all these factors shall vary from individual to individual and by nature of characteristics of each influencing factor. Emotional Intelligence is a very effective tool that identifies the level of impact of each influencing factor and also provides ways for eliminating it and enhancing job contentment and gratification level.

1.7 TURNOVER INTENTIONS

A continuous rise in Turnover Intention among employees is a foremost issue these days. A regular upward trend of Turnover Intention among workers hinders the productivity level of a firm as they are primarily responsible for achieving goals and objectives of an organization. Turnover Intention not only reduces performance of firms, productivity and effectiveness but also enhances certain costs for the firm such as
enrollment and staffing cost, assortment cost, extra supervisory cost, training cost and increases level of workload for each remaining worker. (Tett et al, 1993 & Elangovan, 2001), considers that Turnover Intention represents the ability or capability of a person to depart himself or refrain himself from a particular job. (Price, 2001), Turnover Intention is one of the best predictor of turnover behaviour that reduces level of productivity of a worker at his job. (Price, 2001 & Shepherd et al, 2007), suggested from their study that if level of Turnover Intentions among workers and employees is not checked and monitored properly, it affects psychological well-being of workers and employees that reduces organizational overall performance, profit and enhances cost. Moreover it also has a direct brunt on administration. Turnover Intention could take place on voluntary or involuntary basis. Turnover Intention on voluntary basis takes place when the worker takes his own decision to quit a particular job. It is generally backed by the fact that the worker has got a new job which is much better than previous job. It could be better in terms of high salary, more growth and advancement opportunities, proper location, other fringe benefits or any other personal reason. In case of involuntary Turnover Intention, it is the decision of a firm to remove a worker or employee. It could be because of the reason that firm is not satisfied with the performance of the worker or the firm has to cut employment budget due to economic slowdown. (Powell et al, 1992, Mourad & Mustapha, 2007), developed a turnover proposal suggesting that increase in overall workload of worker, undefined and unorganized work activities are responsible for generating Turnover Intentions. Despite Emotional Intelligence is a new tool but it has a great potential to effectively analyze the association between various dimensions of Emotional Intelligence and Turnover Intentions and further its level of impact on Turnover Intentions of employees. Emotional Intelligence engenders empathy, social skills, conviction, reliance, sincerity, integrity, self-awareness and also controls negative inclinations that act as input for generating Turnover Intentions. (Goleman, 1998 & Sjoberg, 2001), Emotional Intelligence is one among the major psychosomatic factors that are responsible for determining behavior and attitude of workers which is then used to predict the level of generation of Turnover Intentions among workers and causes at place of work. (Ajay, 2009), supported the argument from his study that highly Emotional Intelligent workers have less degree of Turnover Intentions.
1.7.1 ORIENTATION THEORIES FOR TURNOVER INTENTION CONDUCT

There are several theories put forward by researchers that through light on understanding the nature of Turnover Intentions among workers. It also deals with assessing various types of elements that could be held responsible for engendering Turnover Intentions among workers. The various theories are given as follows:

1. **Social Exchange Theory**
   This theory believes that societal behaviour occurs due to a type of swap over process that has the capability to increase profit level and reduce costs. People attach value to the relationship between prospective recompense and societal jeopardy and assessment is done on the basis of cost benefit analysis. The relationships feel valuable growth and advancement if benefits are on a continuous rise and cost is decreasing and are terminated if cost starts overweighting benefits (Farmer et al, 1999, Brinkmann et al, 2005). The practicability of social exchange theory relies on suppositions that people identify various situations and needs of their life and also on dispensation of one another (Brinkmann et al, 2005).

2. **Human Capital Theory**
   The foundation of this theory is based on the statement that erudition tasks can be compared to resources available. Work performed by various workers could never be the same but the performance and quality could be enhanced by putting value efforts in them. Instructive training and tutoring could be the best inputs for appraising human capital (Becker, 1993). Workers who get training at job and learn advanced skills and abilities witness very low Turnover Intentions as their level of Job Satisfaction increases rapidly and consistently (Henneberger et al, 2007).

3. **Equity Theory**
   It describes that a rational approach must be adopted during segregation of resources among workers. The output and performance generated by different workers should be evaluated only if the inputs are categorized equally and must
be free from any biasness. The fairness of performance must be evaluated keeping in mind the following criterion:

a) The courses of actions adopted must not challenge ethical norms and codes of conduct.

b) Allocation and distribution of resources should hold on a rational approach.

c) Strategic as well as conventional decisions must protect interest of everyone.

d) Collective interest should be given priority over individual interest.

e) Courses of actions adopted should keep ways for further review to enhance feasibility.

Higher the degree of biasness in resource distribution, higher will be the Turnover Intention among workers.

4. **Organizational Equilibrium Theory**

This theory explains that the equilibrium position of an organization is directly proportional to the capability of maintaining effectiveness and efficiency in the organization. An organization is equipped with implementation of various tasks and activities that are performed by workforce. The level of assignments at job should be according to capacity of worker and rewards must be delivered as per higher performance. If reward given is less than the contribution of a worker, it shall yield out Turnover Intentions.

**1.7.2 TURNOVER INTENTION MODELS**

There are several models that identify various variables which have an impact on turnover process. The impact of these variables could be accessed in terms of behaviour, attitude, perception and decisional components. Various models that predict Turnover Intentions as given as follows:

1. **March and Simon’s Model:**

The traces of this model can be obtained from the theory of organizational equilibrium given by Barnard and Simon. It consists of an aggregation of number
of variables which have a direct as well as indirect impact on the attitude and behaviour of a worker thus held responsible for generation of Turnover Intentions. The several variables included in this model are job consistency to self-reflection, inexorableness of job associations, compatibility of job with other functions, organizational magnitude, Job Satisfaction, number of additional organizational options professed, likelihood of inside transfer, professed alleviation of faction and alleged prestige of faction (Morrell et al, 2001 & Mano, 1994). The model is equipped with certain limitations such as it represents static view of turnover process and also do not include all important variables that has an influence on turnover phenomenon (Lee et al, 1999).

![March and Simon’s Model](Morrell et al, 2001)

Fig. 1.2: March and Simon’s Model (Morrell et al, 2001)
2. **Mobley’s Model**

This turnover decision process model given by Mobley (1977) provides a far reaching enlightenment and illumination of psychosomatic elements of turnover phenomenon. This process consists of a logical sequence of several mental phases. First phase describes the value attached by a worker to his present job which further leads to second phase representing level of gratification or discontentment about his job. In third phase a worker gets equipped with thought of leaving his current job which further takes step in fourth phase when the worker evaluates level of potential satisfaction desired by him and cost associated with seeking additional satisfaction level. Fifth phase represents strong desire of worker towards searching out new alternatives and it gets physical appearance in sixth phase where a worker starts searching for new alternatives. In seventh and eighth phase after detailed search the worker evaluates different options and also makes comparison between best evaluated alternatives and his present job. In ninth and tenth phase after detailed evaluation and assessment the worker first makes a strong opinion about quitting or staying back and finally decides whether to go for new one or hold the existing job (Mobley, 1977).
3. **Price and Mueller’s Causal Model**

This model determines the determinants of turnover on a fundamental pattern. It consists of an aggregation of inclusive list of determinants along with various exogenous and endogenous variables. These include variables as opportunity, routinization, centralization, influential communiqué, assimilation, salary, dispensed evenhandedness, advancement opportunity, function overburden, professionalism, common training, kinship responsibility, firm and task group magnitude. This model also bears criticism as it does not determine an elementary explanation of behavior (Morrell et al, 2001).
1.7.3 **FACTORS AFFECTING TURNOVER INTENTIONS**

There are several factors that could be highly responsible for generation of Turnover Intentions among workers. These are generally studied as determinants which are further categorized as psychological, economic and demographic (Price, 2001, Morrell et al, 2001).

a). **Psychological determinants:**

These determinants deal with cognitive phenomenon of an individual. The various psychological determinants include psychological contract, Job Satisfaction, organizational commitment and job insecurity. A psychological contract describes the convictions of a person with respect to certain provisions
because of a shared exchange type contract between the person and any other party. On the other hand Job Satisfaction is a type of gratifying expressive condition that comes out due to appraisal of job of an individual. Organizational commitment determines assessment of virtual potency of a person along with association of the organization. Job insecurity determines the delicate apprehension of an individual regarding stability of his job (Farmer et al, 1999, Locke, 1969, Price, 1997, Lee et al, 2001 & Hesselink et al, 1999).

b). Economic Determinants:
These determinants hold the principle of cost benefit analysis. When incentives given to workers are almost equal to the efforts implemented by a worker at his work there is no question of arising Turnover Intentions. Various economic determinants are salary, external opportunities, training and company size. Salary is a major determinant which is used on a high context to motivate employees for achieving firm goals and objectives. External opportunities represent the easy assessment of choices and options, maintenance of magnetism and charisma and attainment of satisfactory job in the system. Training adds up to a greater extent in illuminating Turnover Intentions form employees by imparting new skills and abilities in them. Company size also has an impact on generation of Turnover Intentions among workers. Bigger the size of an organization less will be Turnover Intentions among employees (Mueller et al, 1990, Forrier et al, 2003, Becker, 1993 & Henneberger et al, 2002).

c). Demographic Determinants:
Age and tenure are two major components of demographic determinants. Workers with high tenure and age have witnessed less Turnover Intentions with their organizations (Cotton et al, 1986 & Henneberger et al, 2007). The numerous studies these days have been witnessing pace to evaluate the extent of impact of Emotional Intelligence used for managing emotions on Turnover Intention as study on Turnover Intentions of workers bears a note worth matter (Devrimci et al, 2013 & Mobley, 1982). People who are able to properly give a level of good persistency, intensity and positive direction to their emotions
using Emotional Intelligence procedures show high level of Job Satisfaction content and less Turnover Intentions (Macnall et al, 2010). Present study thus shall explore the new ways and proportions to evaluate the contexts of Turnover Intentions among female health workers and effective use of Emotional Intelligence phenomenon to eradicate and confiscate them from workers.

1.8 JOB EMOTIONAL REQUIREMENT/S

Recent concern about studying the role of emotions at place of work has pulled a lot of attention and self-motivation. It has played a very vibrant and effervescent role in devising an exemplar reallocation of human resources and transforming overall organizational structure and behaviour (Barsade et al, 2003). As the attention towards study of emotions is embryonic and developing, thus is taking multiple sectors and areas for devising new and modern mechanisms of study and also includes the study that determines study of emotional differences among individuals thus holds the input for shaping differentiated attitudes and behaviours (Brief et al, 2002). Current study examines the role of Job Emotional Requirements that shall manage the outcome of Emotional Intelligence on performance. Modern investigation and explorations have almost fully accessed and observed the roles and functions of mental and self-monitored means and methods that have a direct dealing with analyzing and interpreting emotional data and information. After a detailed study on emotions by Thorndike (1920), other researchers are now a day’s putting their hard efforts to study the patterns of emotions either positive or negative among workers and need for maintaining a required set of emotions at job. Emotional Intelligence has been proposed to be one of the best methods that have the ability to study emotional patterns of self and others and also analyze ways to modify them (Mayer et al, 1997; Mayer, Salovey & Caruso, 2004). Researchers have predicted that people with high level of Emotional Intelligence are better analyzers and can effectively manage their roles and responsibilities than others with a low Emotional Intelligence level (Brackett et al, 2006). Consequently people who are in a better way capable of recognizing, classifying, absorbing, realizing, managing and monitoring emotional content holds some essential and considerable effects on others. When a type of dissonance or disharmony of emotions takes place at job, Emotional Intelligence helps people to experience and articulate more affirmative emotions thus maintains required
emotional requirements at job which thus transforms them towards work and further workers with high Emotional Intelligence dimension acts as motivators for others as well and helps them to maintain required Job Emotional Requirement level. As an example, a health worker who possesses high Emotional Intelligence level can effectively manage his issues even in severe working conditions by managing his emotions positively and on the other side could also act as a role model for other colleagues and subordinate staff, hence increasing overall productivity (Johnson et al, 2005). Job Emotional Requirement consists of an aggregate of multiple feelings that are generated at place of work and need to be addressed in such a way that it loses negativity and yields out positive results. This type of phenomenon of generating and maintaining positive emotions could be drawn out from four types of resources. First such source could be brought out from several components of employment setting that expresses feelings of an individual with his superiors, subordinates, colleagues and other type of working conditions. The second source could be drained out from passionate and wholehearted feelings at job. It further takes into account all such roles and responsibilities that are specifically and individually responsible for adding towards generation of certain type of feelings. Third source gets its origin from enthusiastic dissonance and cacophony that are expressed by someone but are not accepted or predicted successfully. The fourth source gets its traces from entrenched Job Emotional Requirement that deals with emotions internally. Research has successfully analyzed the effect of components of Job Emotional Requirement on Job Performance. (Basch et al, 2000), by considering several elements of occupation content suggested that events that produce emotions include collective acts of customers as well as acts of colleagues. Manifestations by acquaintances in order to achieve objectives, making ways for help and responding to difficult situations in a positive manner depicts optimism in events. On the other hand lack of support and coordination from colleagues at the time of need depicts pessimism. (Basch et al, 2000), put a focus on various components of passionate feelings which are considered greatly as an issue for developing positive or negative feelings. The classification of (Basch et al, 2000), suggested that various type of roles and responsibilities at job are responsible for generation of variety of emotions out of which some are positive and some could be negative as well. A positive emotion gets generated when a new project or proposal gets started and it is believed that individual goals and objectives can be achieved easily.
along with organizational goals. On the other hand there are factors such as machinery failure during crest hours, degraded resources, favoritism and mismanagement which lead towards creation of pessimistic emotions. (Diefendorff & Gosserand, 2003), established a study on emotional dissonance. The dissonance between the requirement of an organization and what an individual feels is responsible for bringing out either positive or negative emotions among workers. (Rubin et al, 2005), suggested that emotional knowledge and skills has a great role to play in eliminating emotional disharmony and discomfort among workers. A job which is performed in accordance with adequate emotional prerequisites helps in accessing, evaluating, modifying and monitoring feelings so that role and responsibilities linked with a particular job could be performed effectively and level of emotional sagacity and emotional prudence could be maintained for future. Job involving emotional requirement contains the following characteristics:

1. Employees have to face clients directly during interactions with them. The interactions with clients are much larger in case of service sector (health, education, law etc) than other sectors involving corporal efforts (Zapf, 2002).

2. The emotional display of clients is always varying in nature and employees have to display certain emotions before them that could maintain positivity of emotions of clients/customers by bringing a change in their attitudes, personality and way of conduct. Thus properly accessing emotions of clients and appraising them is a very useful prerequisite of Job Emotional Requirement and by using Emotional Intelligence tools it can be performed in an effective way (Zapf, 2002).

3. Emotional displays and maintaining emotional requirements are backed by certain set of rules. Some employees have to align their emotional requirements with job training or mission proclamation of their organization while others have to align their emotional requirements along with their organizational culture equipped with elevated performance potential and proficient philosophy (Zapf, 2002).
Even though there exists a very close association between Emotional Intelligence and Job Emotional Requirements among medical professionals (Jordan et al, 2002), a very less number of researches have been conducted in this sector. This study endeavors to analyze this gap by investigating the moderating role of Job Emotional Requirements with respect to Emotional Intelligence on overall Job Performance of female health workers working in rural areas in general and those working in various rural areas of Jammu division in particular.

1.8.1 ANCESTORS OF EMOTIONAL WORK REQUIREMENTS

There are certain forebear elements which have given rise to importance of analyzing Job Emotional Requirement at place of work given as follows:

1. **Exhibit Rules:** Medical sector is highly prone to daily face to face interactions and thus needs some type of evaluative categories which are highly equipped with acceptable Emotional Intelligence at place of work. Maintaining a very conclusive, acceptable and cooperative environment at workplace is one such example of remaining emotionally rich with clients/customers. (Bono et al, 2005), those organizations that effectively devise and implement good exhibit rules are able to maintain positive emotion rich environment at workplace. Diefendorff et al (2005), conducted a study by extrication of exhibit rules into optimistic and pessimistic conventions and put forward that optimistic conventions are positively associated with deep acting technique while pessimistic conventions are positively aligned with surface acting technique.

2. **Job Characteristics:** Bono et al (2005), conducted a study comprising emotional work and job characteristics such as autonomy. It was found that employees who possess low autonomy at job witness high level of emotional disharmony while employees who possess high autonomy at job are able to maintain and regulate their emotions at job, thus witness very less or no emotional disharmony at workplace (Feldman, 1997).
3. **Individual Characteristics:** The studies for analyzing association between Job Emotional Requirement and individual characteristics are very few in number but despite of it these characteristics play a very crucial role in accessing and maintaining required emotional content (Bono et al, 2005). To effectively predict this construct research on two dimensions need to be initiated. To begin with there is need to put efforts for analyzing association between individual characteristics and requirement of emotions at job and secondly boosting further studies and research for enhancement and elegance of this relationship (Bono et al, 2005).

1.8.2 **JOB EMOTIONAL REQUIREMENT AND REGULATION MODEL AT WORKPLACE**

This model proposed by G. Alicia (2000), acquires its traces from detailed studies of Gross (1998b), Hochschild (1983) and Morris & Feldman (1996). The findings from all the studies have been combined so that a useful model for regulating emotions at place of work and maintaining adequate level of Job Emotional Requirements could be proposed. The model consists of a series of components which shows level of inputs, ways to modify emotions, factors affecting emotions (Individual & Organizational) and end results in the form of final outcome. The nature and level of interactions with customers has a great role to play in monitoring emotions. Higher the level of expectations higher would be pressure of monitoring good interaction level which could be further accessed in terms of rate of recurrence, extent/interval, diversity and exhibit regulations (Morris & Feldman, 1996). Another important component representing the model is nature of poignant events and trials which could be either optimistic or pessimistic trials. These trials are further responsible for giving rise to behaviour and attitudes of workers (Weiss et al, 1996). Emotional work component of framework uses two techniques as deep acting and surface acting used to transform feelings and also to renovate lexis. Deep Acting technique further develops a mechanism for contemplation deployment and psychological transfigure whereas surface acting accounts for developing rejoinder intonation. There are also some other factors which are considered as individual factors in nature that have an impact on level of maintaining emotional requirement at work. The various individual factors that have been included in this
model are gender, emotional articulation, Emotional Intelligence and affectivity. However study depicted some organizational factors as well that affects emotional level maintenance at job and they are profession sovereignty, supervisors support and support from coworkers (Ashforth et al, 1993; Wharton et al, 1993; Kruml et al, 1998 & Steel et al, 1999). Combined effect of all these components in the model is finally expressed as outcome in terms of individual wellbeing as well as organizational wellbeing. Individual wellbeing provides results either in the form of high stress taking shape of burnout or gives high level of occupation contentment at work (Gross et al, 1991; Ashforth et al, 1993). Organizational wellbeing is measured in terms of two elements as level of performance and abandonment demeanor (Bailey, 1996; Parasuraman et al, 1985).

**Fig. 1.5: Emotion Regulation Model at Workplace**