CHAPTER - III

LITERATURE REVIEW
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3.1 Emotional Intelligence and Work Attitudes

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LITERATURE REVIEW

"Without the guidance of emotions, reasoning has neither principal nor power."

-- Robert K. Cooper

Emotional intelligence studies have been conducted in the arenas of business, civic administration, organisation and education, where it has been widely accepted as an indispensable force. This chapter portrays the review of information about the development of research on emotional intelligence over the years and the evidence of its impact in the workplace at national and international scenario which is related to the current research. It also attempts to identify the research gap. The review of literature is being presented under three sections:

1. Emotional Intelligence and Work Attitudes
2. Emotional Intelligence and Work Behaviour
3. Emotional Intelligence and Work Outcomes

3.1 EMOTIONAL INTELLIGENCE AND WORK ATTITUDES

In the present study, work attitudes include organisational commitment, career commitment, job involvement and job satisfaction variables. Brief accounts of earlier studies citing the role of emotional intelligence in these variables are mentioned below:

3.1.1 EMOTIONAL INTELLIGENCE AND ORGANISATIONAL COMMITMENT

Kets de Vries and Miller (1984)\(^1\) illustrated that organizational success and failure can be determined by the emotional tone set by the executive or presumed leader of a firm. Organisational leaders with high levels of emotional intelligence may influence the relationship in the work setting, which, in turn, affects group and individual emotional intelligence and organizational commitment (Cherniss, 2001)\(^2\). Therefore, emotional intelligence can be conceptualized as collateral for developing commitment within
organizations. Previous studies on account of emotional intelligence and organizational commitment is given below.

Abraham (2000) examined the role of job control as a moderator between emotional intelligence, job satisfaction and organisational commitment. He assessed over 79 professionals from three industries and the study suggested that social relationships within the organisation increase employee loyalty and commitment, and that as emotional intelligence is related to our ability to interact with others, that emotionally intelligent individuals might be more committed to their organisation. Abraham concluded that the social skills component of emotional intelligence leads to strong interpersonal relationships, which in turn influences employee commitment.

Nikolaou.I., and Tsaousis,I. (2002) explored the relationship between emotional intelligence and sources of occupational stress and outcomes and organizational commitment on a sample of professionals in mental health institutions. The results showed a negative correlation between emotional intelligence and stress at work, indicating that high scorers in overall emotional intelligence suffered less stress related to occupational environment. A positive correlation was also found between emotional intelligence and organisational commitment, which according to the ASSET model is considered as a consequence of stress, suggesting a new role for emotional intelligence as a determinant of employee loyalty to organization.

Rabindra Kumar Pradhan and Soumi Awashy (2005) examined the role of emotional intelligence in conflict management and organisational commitment. The study was conducted on 66 executives randomly selected from various department of reputed private organization. The results showed that emotional intelligence very poorly correlate and moderately contribute to organisational commitment and conflict management strategies.
Sharma, Jyoti (2005) conducted a study on understanding the relationship between emotional intelligence and organizational commitment of the executives working in manufacturing and service sectors with at least 10 years of service. The findings state the fact that the employees who are emotionally intelligent are able to find themselves more concerned with the organisations their emotions get pacified with the working environment, which make them more committed. Emotional intelligent employees show their concern for the organizations by discharging their duties with responsibility and keep their spirits high even in the critical times.

Adeyemo, D.A. (2007) examined the mediating effect of emotional intelligence on the relationship between job satisfaction and organizational commitment. Two hundred and forty employees randomly drawn from five public parastatals in Oyo State constituted the study’s sample. The significant findings of the study reveal that there was significant impact of job satisfaction on organizational commitment and that emotional intelligence mediates the relationship between job satisfaction and organizational commitment. Based on the findings, it is suggested that emotional intelligence could be used as an intervention to enhance organizational commitment.

Cichy et al. (2007) explored the relationship between emotional intelligence and organizational commitment among private club board and committee volunteer members. The top three items, ranked by mean scores, of each of three emotional intelligence dimensions - in, out, and relationships were discussed. A sample of 57 volunteer leaders further was split into high EI and low EI groups, based on respondents' overall emotional intelligence median score. Statistical differences between high and low EI groups in three aspects of organizational commitment - affective, continuance and normative commitment - were presented. A t-test result showed that the difference between high and low EI groups in affective commitment among private club volunteer leaders was statistically significant.
Samuel O. Salami (2007) investigated that the degree to which secondary school teachers emotional intelligence and self-efficacy are related to their work attitudes such as organisational commitment, work-family conflict and career commitment from five states in Southwestern Nigeria. Results of the study indicate that emotional intelligence and self-efficacy had significant relationships with work attitudes. Results of the study also revealed that emotional intelligence was negatively and significantly related to work-family conflicts. It was recommended that emotional intelligence and self-efficacy of the teachers should be enhanced to improve work attitudes.

Guldal Guleryuza, Semra Guneyb Eren Miski Aydinb and Oznur Asanb(2008) in their study examined the relations among emotional intelligence, job satisfaction and organisational commitment of nurses and the mediating effect of job satisfaction between emotional intelligence and organisational commitment. It was found that emotional intelligence was significantly and positively related to job satisfaction and organisational commitment. The positive relation between job satisfaction and organisational commitment was significant. It was found job satisfaction was a mediator between emotional intelligence and organisational commitment. The self emotional appraisal and use of emotion have direct effects on organisational commitment whereas job satisfaction is a mediator between regulation of emotion and organisational commitment.

Salami (2008) investigated the relationships of demographic factors (age, marital status, gender, job tenure, and educational level), emotional intelligence, work-role salience, achievement motivation and job satisfaction to organisational commitment of industrial workers. The results showed that emotional intelligence, work-role salience, achievement motivation, job satisfaction and all demographic factors except gender significantly predicted organisational commitment of the workers.
Carol Young Ritchie RN and Heather K. Spence Laschinger Carol Wong RN(2009)\textsuperscript{12} conducted a study to test a model exploring the relationship among emotional intelligent leadership behaviour, workplace empowerment and commitment. A predictive, non experimental design was used to test the model in a random sample of 300 emergency staff nurses working in Ontario. Perceived emotional intelligent leadership behaviour had a strong direct effect on structural empowerment which in turn had a strong direct effect on organizational commitment.

Neerpal Rathi and Renu Rastogi (2009)\textsuperscript{13} conducted a study to explore the relationship among emotional intelligence occupational self-efficacy, and organisational commitment of 120 employees working in various organisations in India. A positive and significant correlation is observed between emotional intelligence and occupational self-efficacy, whereas a positive relationship (not significant) is observed between emotional intelligence and organisational commitment. Moreover, a low positive association is found between occupational self-efficacy and organisational commitment. The research implies that emotional intelligence and occupational self-efficacy are related with a variety of organisationally desirable outcomes.

Anton F Schlechter and Jacoba J. Strauss Strauss (2010)\textsuperscript{14} tested a model within a team context consisting of transformational leadership behaviour, team-leader emotional intelligence, trust (both in the team leader and in the team members) and team commitment. It was conducted within six manufacturing plants, and 25 teams participated. The model was tested using structural equation modelling (SEM); an acceptable level of model fit was found. Significant positive relationships were further found among all the constructs. The study revealed that transformational leadership and leader emotional intelligence are positively related to team commitment and trust further emphasises the importance of effective leadership behaviour in team dynamics and performance.
Junk, H.Y. Mokpo(2010)$^{15}$ conducted a study to understand the effects of emotional intelligence on job outcomes, examine the impacts of emotional intelligence on employee-related variables such as job satisfaction, organizational commitment, organizational performance and turnover intention and identify the conceptual framework underlying emotional intelligence among foodservice managers. The four emotional intelligence dimensions correlated significantly with age. The correlations among the four emotional intelligence factors were significant with job satisfaction, organisational commitment, organisational performance and turnover intention. The test of hypothesis using structural equation modeling found that emotional intelligence produced positive effects on job attitude and job performance. Emotional intelligence enhanced organizational commitment, and in turn, managers' attitude produced positive effects on organisational performance; emotional intelligence also had a direct impact on organisational performance.

Velmurugan, V. and Zafar, M. S.(2010)$^{16}$ conducted a study to explore the influence of demographic factors of executives working in Hospitality Industry and their emotional intelligence on organisational commitment at Trichy Town, Tamil Nadu. Results implied that there was positive and significant correlation between demographic factors and emotional intelligence on organisational commitment. This study suggests to the hospitality industry to establish the suitable working conditions in order to improve the organizational commitment among the executives.

Ming-Ten Tsai, Chung-Lin Tsai and Yi-Chou Wang(2011)$^{17}$ conducted a study to analyse by means of a quantitative research method the impacts among the emotional intelligence and leadership style, self-efficacy and organisational commitment of employees in the banking industry in Taiwan. This study has found that a supervisor's emotional intelligence has a significant positive influence on his/her personal leadership style, that a supervisor with high emotional intelligence is able to perform excellent leading skills to
elevate the employee self-efficacy, and that employees self-efficacy results in a significant positive influence on organisational commitment.

Anari, and Nahid Naderi (2012) studied the relationship between emotional intelligence and job satisfaction, between emotional intelligence and organizational commitment, and between job satisfaction and organizational commitment among high-school English teachers. Furthermore, the study aims to examine the role of gender and age in emotional intelligence, job satisfaction and organizational commitment. The results of the study indicate that there is a positive significant relationship between emotional intelligence and job satisfaction, between emotional intelligence and organizational commitment, and between job satisfaction and organizational commitment. It is also found that there is no significant difference among high-school English teachers of different genders and ages concerning their job satisfaction and organizational commitment. But concerning emotional intelligence, the findings in this study provide support for gender differences, with females reporting higher emotional intelligence, but the results show no age differences among the participants.

Cheok San Lam, Eleanor and R.E. O'Higgins, (2012) examined the interrelated influences of managers' emotional intelligence, leadership styles and employee outcomes. In particular, this study aims to explore the potential mediating effects of managers' transformational leadership style on the relationships between managers' emotional intelligence and employee outcomes of: employee performance, job satisfaction, organisational commitment and job stress. The results showed that managers' transformational leadership style fully mediates the relationship between managers' emotional intelligence and employee job satisfaction. However, no mediating effect of managers' transformational leadership style is found on the relationship between managers' emotional intelligence and employee performance, organisational commitment and job
stress. The results of this study contribute to current insights about the interrelationships on managers' emotional intelligence, leadership style and employee outcomes, showing that the power of managers' emotional intelligence on job satisfaction must be expressed through a third mediating variable, transformational leadership.

3.1.2 EMOTIONAL INTELLIGENCE AND CAREER COMMITMENT

If an employee is able to effectively manage positive and negative emotions in the workplace and control strong emotional states such as anger that they experience at work then this will influence the relationship that they have with other employees and has the effect of making them more satisfied with their job and more committed to the organization. Emotionally intelligent individuals are expected to recognize, manage and use their emotions to eliminate the ensuring obstacles and advance their career horizons better than people with low emotional intelligence in case of profession with high level of complexity and demands. Emotional intelligence can enable people to control the stress effectively and prevent the negative effects on one’s profession and making them more committed to their career. The following are the association between emotional intelligence and career commitment proposed in previous studies.

Carson, Kerry David, Carsjon and Paula Phillips (1998) examined the relationship of career commitment with emotional intelligence and organizational citizenship behaviour, which were then examined for relationships with organisational commitment. As predicted, emotional intelligence was positively related to career commitment, but not related to organisational commitment. Both types of commitments were positively related to organisational citizenship behaviour and its underlying factor of civic virtue. However, career commitment was related to the sportsmanship and altruism factors, whereas organisational commitment was related to the involvement factor of organisational citizenship behaviour. A specified model examining emotional intelligence as an antecedent
to career commitment with organisational commitment and organisational citizenship behaviour factors as outcomes displayed a good fit to the data.

Chris Brown, Roberta George-Curran, & Marian L. Smith (2003) investigated the relations between career decision-making self-efficacy, vocational exploration and commitment and emotional intelligence among 288 college students in a Midwestern university. Furthermore, the extent to which sex moderates the relationship between emotional intelligence and career decision-making self-efficacy and between emotional intelligence and vocational exploration and commitment was also examined. Findings revealed that emotional intelligence as measured by the empathy, utilization of feelings, handling relationships, and self-control factors is positively related to career decision-making self-efficacy and that the utilization of feelings and self-control factors were inversely related to vocational exploration and commitment. Findings, however, failed to reveal sex as a moderator of the relationship between emotional intelligence and the career variables under investigation.

June M.L. Poon, (2004) examined the moderating effect of emotion perception a basic component of emotional intelligence on the relationship between career commitment and career success. Moderated multiple regression results showed that career commitment predicted objective career success (i.e. salary level) only for employees with average to high emotion perception but not for those with low emotion perception. Emotion perception, however, did not moderate the effects of career commitment on subjective career success (i.e. career satisfaction).

Oyesoji Aremu, A (2005) aimed to investigate the predicting effect of credentialing, career experience, self-efficacy, emotional intelligence, and motivation on the career commitment of young police in Ibadan, Nigeria. Multiple regression statistical analysis revealed that the independent variables were good predictors of career commitment of young
police collectively and independently. The findings provide evidence on the need to improve upon the career commitment of Nigerian police. Hence, attention should be paid on the predicting variables investigated in that they provide a significant basis for the current study. These would enrich policing system and culture within the rank and file of Nigeria police.

Go Akpochafo (2010)\textsuperscript{24} examined whether emotional intelligence and self efficacy can serve as correlates of career commitment of secondary school teachers in Nigeria. The results indicated that emotional intelligence and self efficacy were not correlates of career commitment but teaching experience was related. It was suggested that emotional intelligence and self efficacy of teachers should be provided with good working conditions. Moreover, since teaching experience was related to career commitment new entrants to the profession should be motivated to get committed.

Venkatesh.\textit{J} and Balaji.\textit{D} (2012)\textsuperscript{25} demonstrated the utility of using some indication of emotional intelligence to identify high potential and career committed in managers who enhance continuous learning. Independence, flexibility, assertiveness, optimism and social responsibility emerge to be “covert” high-potential identification criteria, segregating high potentials and regular managers. All subscales of the EQ -i, except for those in the adaptability scale are significantly related to the career commitment. Additionally, high potentials exhibit higher levels of job performance and, evidently, lesser boundaries less career attitudes. Furthermore, the importance of cultivating positive emotions at work is spelled out in relation to high-potential identification and development policies and retention management resulting in career commitment and job performance.

3.1.3 EMOTIONAL INTELLIGENCE AND JOB INVOLVEMENT

Many researchers agree that job attitude has a positive impact on performance and emotional intelligence and individuals have showed positive relationship between job involvement and performance. Job involvement may be a potential predictor of performance
and related behaviours. High emotional intelligent individuals actively involved in the job and more committed to their work than the low emotional intelligent individuals. Researchers proved this fact in their studies, a brief account of which is given below:

Mirhashemi M., Sharifi Hasan Pasha, & Sabeti S.H. (2008) conducted a study to find the relation between the emotional intelligence of casualty ward's nurses of Tehran's hospitals and their job involvement. Therefore 230 nurses were selected through random sampling and tested. The analysis indicated that emotional intelligence and nurses' job involvement are significantly correlated to one another. Furthermore, there's the possibility to construct and present a model in order to predict the job involvement variable based on the emotional intelligence criteria (self awareness, social self awareness, self management and relation management).

Wen-Hai Chih, , Tsung-Ju Yang, Ling-Chu Huang and Che-Hao Hsu (2009) investigated 520 frontline employees of six life insurance companies in Taiwan. The researchers examine the relationships among job satisfaction, job involvement, job stress and customer orientation behaviours. The results revealed that both job satisfaction and job involvement positively influence customer orientation behaviours, and job stress negatively influences customer orientation behaviours. Emotional intelligence moderates the relationship between job stress and customer orientation behaviours.

Ravichandran, K., Arasu, R., Arun Kumar, S. (2011) conducted a study to understand the relationship between emotional intelligence and work engagement behaviour among 119 employees from information technology services and information technology enabled services of Chennai. It also analysed the influence of emotional intelligence on three work engagement components namely vigor, absorption and dedication. The study revealed that there was a linear association between emotional intelligence and work engagement behaviour. The positive emotion of employee is the dominate variable of
emotional intelligence which impact on employee work engagement behaviour. Further, it indicated that emotional intelligence behaviour alone will not influence work engagement behaviour.

3.1.4 EMOTIONAL INTELLIGENCE AND JOB SATISFACTION

Emotions in the workplace generally have a target that is, being angry at someone, being proud of an achievement then they are likely to be triggered by events in the workplace, are attributable to the job and will affect job satisfaction. That emotion in the workplace is positively associated with the overall performance in one’s job and satisfaction. It is generally considered that employees with higher emotional intelligence will have higher job satisfaction. This is because the employees with higher emotional intelligence are able to develop strategies to overcome the possible consequences which may arise out of stress. Those employees with emotional intelligence find their place of work satisfying and this influenced their satisfaction and overall productivity that led to efficient management and organization development whereas those with less emotional intelligence won’t be in a position to overcome the stress situations. In addition, in a group setting employees with higher emotional intelligence will be able to influence the emotions of others in such a manner that, they will be able to boost their own as well as their coworkers’ morale. The previous studies in relation with emotional intelligence and job satisfaction are presented below.

Fisher (2000) explored the relationship between emotions experienced at work and job satisfaction, and proposed that as emotions in the workplace generally have a target (that is, being angry at someone, being proud of an achievement) then they are likely to be triggered by events in the workplace, are attributable to the job and will affect job satisfaction. Fisher found a weak but significant relationship between emotions and some aspects of job satisfaction e.g. pay, promotion and supervision. A weak negative relationship
was reported between negative emotion and all aspects of job satisfaction, which suggests that employees who do not report, or are unable to effectively manage, negative emotions at work will be more satisfied with their job than those who are not. The authors suggested that interpersonal relations in the workplace might trigger more emotional responses than things like salary and chance of promotion.

Stephane Cote', and Laura M. Morgan (2002) explored the association between emotion regulation, and job satisfaction and intentions to quit. The study predicted, based on an emotional dissonance model that the suppression of unpleasant emotions decreases job satisfaction and increases intentions to quit. It proposed a social interaction model that predicts that the amplification of pleasant emotions increases job satisfaction and decreases intentions to quit by improving the quality of interpersonal encounters at work. Data from 111 workers were gathered at two time points separated by four weeks. Advantages of the design included the use of longitudinal data and the statistical control for several personality, job, and demographic factors. Longitudinal regression analyses and tests of mediation revealed that, as predicted, (a) the suppression of unpleasant emotions decreases job satisfaction, which in turn increases intentions to quit, and (b) the amplification of pleasant emotions increases job satisfaction.

Gardner, L. and Stough, C (2003) investigated whether emotional intelligence can predict external and internal job satisfaction and organisational commitment in a sample of 80 employees. The dimensions of emotional management and emotional control emerged as the best predictors of these workplace variables. There was a positive relationship between internal job satisfaction and emotional recognition and expression but no relationship between external satisfaction and this emotional intelligence dimension. The current study supports the existence of a positive relationship between most aspects of emotional intelligence and organisational commitment. Regression analysis also revealed
that the ability to manage both positive and negative emotions within oneself and others was the best predictor of internal job satisfaction and organisational commitment.

Sinha and Jain (2004)\textsuperscript{32} conducted a study on emotional intelligence and its influence on relevant outcomes. They reported that the dimensions of emotional intelligence were meaningfully related with the job satisfaction, personal effectiveness, organisational commitment, reputation effectiveness, general health, trust, turnover intention, organisational effectiveness and organisational affectivity.

Srivastva and Bharamanaikar (2004)\textsuperscript{33} examined the relationship of emotional intelligence with leadership excellence, success and job satisfaction. The results showed that emotional intelligence significantly correlates with transformational leadership and success. An emotionally intelligent person is more successful in all spheres than a person who possesses less emotional intelligence skills.

Judith Ann Villard (2006)\textsuperscript{34} investigated the relationship between the level of emotional intelligence of county chairs and the job satisfaction of county Extension staff. The study examined the relationships between emotional intelligence of county directors, job satisfaction of county staff and several demographic characteristics. Stepwise linear regression analysis was used to measure the proportion of variance in county staff's job satisfaction that could be explained by county directors' emotional intelligence and demographic characteristics. The findings suggested that there is not a significant relationship between emotional intelligence of unit directors and job satisfaction of staff. The researchers concluded the level of job satisfaction of staff was not influenced by the level of emotional intelligence of unit directors. Some correlations existed between job satisfaction and selected demographic characteristics.

Sy, Tram, and O'Hara (2006)\textsuperscript{35} examined the relationships among food service employees' emotional intelligence, their managers' emotional intelligence, employees' job
satisfaction, and employees’ job performance, as assessed by manager ratings. The results showed that employees’ emotional intelligence was positively associated with job performance and satisfaction. In addition, managers’ emotional intelligence had a stronger positive correlation with job satisfaction for employees with low emotional intelligence than for those with high emotional intelligence. The findings suggest that managers’ emotional intelligence makes an important difference to employees who possess low emotional intelligence.

**Chiva and Alegre (2008)** examined the relationship between emotional intelligence and job satisfaction among the blue-collar employees working for ceramic tile manufacturers in Spain. The results suggested that emotionally intelligent individuals are more likely to experience high levels of job satisfaction. The results also indicated that Organisational Learning Capability played a significant role in determining the effects of emotional intelligence on job satisfaction. The most important implication was that job satisfaction was affected by the correlation between individual emotional intelligence and certain working conditions.

**Kafetsios and Zampetakis (2008)** tested for links between emotional intelligence, affect at work and job satisfaction. The results demonstrated that emotional intelligence is an important predictor of work affectivity and job satisfaction. The results also indicated that positive and negative affect at work substantially mediate the relationship between emotional intelligence and job satisfaction with positive affect exerting a stronger influence. Among the four emotional intelligence dimensions, use of emotion and emotional regulation were significant predictors of affect at work whereas perceiving others’ emotions was uniquely associated with job satisfaction.

**Ozer.A, Dede.N, and Yildirim.O (2008)** aimed at exploring the relationship between, job satisfaction, and emotional intelligence at four foundation universities in
Istanbul. According to the results, a weak relationship was revealed between emotional intelligence and job satisfaction. On the other hand, one of the four dimensions of emotional intelligence, "self management", was found to be strongly related to the job satisfaction.

Afolabi O.A, Awosola R.K. and Omole, S.O. (2010)\(^{39}\) in his study examined the influence of emotional intelligence and gender on job performance and job satisfaction among Nigeria Police Officers. The results show that police officers who are of high emotional intelligence are more satisfied and perform better than police officers who are of low emotional intelligence. Also, respondents who have male or female roles with high emotional intelligence perform better and more satisfied with their job than respondents who have male or female roles with low emotional intelligence.

Maria platsidou(2010)\(^{40}\) investigated perceived emotional intelligence in relation to burnout syndrome and job satisfaction in primary special education teachers from Greece. Emotional intelligence was measured by the EIS developed by Schutte et al. (1998). Factor analysis revealed that four factors can be identified in the EIS. Results showed that Greek teachers reported fairly high scores in the specific factors and the overall emotional intelligence. Perceived emotional intelligence was significantly related to burnout syndrome and job satisfaction, indicating that teachers of high perceived emotional intelligence are likely to experience less burnout and greater job satisfaction. Regression analysis revealed that emotional exhaustion can be predicted by satisfaction with the job itself and with the principal sub scales depersonalization is predicted by satisfaction with the job and with prospective promotions personal accomplishment is predicted by satisfaction with the job itself as well as by an emotional intelligence factor, optimism/ mood regulation and a demographic variable, age.
Meenakshisundaram, M, Panchanatham, N, and Saleendran, P.T. (2010) examined how emotional intelligence is associated with task performance among 140 nursing professionals of a large Multi Specialty Hospital. The results revealed that nurses being emotionally intelligent can lead them to have higher task performance, which determine their success at personal and professional front.

Ravindra Shinde and Mahendra Patil (2010) investigated difference between job satisfaction of college teachers in terms of emotional intelligence and personality type. For the investigation two groups were selected i.e. high EI and low EI again both groups were equally classify in personality type A and personality type B from Aurangabad city. The result obtained through the study shows significant difference. The results proved that high emotional intelligent teacher would be more job satisfied than low emotionally intelligent teacher and Personality type A teachers would be more job satisfied than Personality type B teachers.

Wong, Wong and Peng (2010) empirically investigated the potential effect of school leaders’ (i.e., senior teachers) emotional intelligence, on teachers’ job satisfaction in Hong Kong. The results showed that school teachers believe that middle-level leaders’ emotional intelligence is important for their success, and a large sample of teachers surveyed also indicated that emotional intelligence is positively related to job satisfaction. The study indicates that the teaching profession requires both teachers and school leaders to have high levels of emotional intelligence. Practically, this implies that in selecting, training and developing teachers and school leaders, emotional intelligence should be one of the important concerns.

Downey, L.A., Roberts, J., and Stough, C. (2011) assessed the reliability of a new measure of emotional intelligence, the Workplace Culture version of the Swinburne University Emotional Intelligence Test (SUEIT) which was designed to measure emotional
intelligence at a group level. The second aim of the study was to investigate the pre-
conditions required for the formation of an emotionally intelligent group culture.
Specifically, the study proposed that team leader trustworthiness at the leader/member dyad
level was required for the formation of an emotionally intelligent culture at the group level.
Results of the study showed that the Workplace Culture SUEIT was reliable and predicted
job satisfaction and organizational commitment. Furthermore, trustworthiness of the team
leader was found to be significantly correlated to dimensions of group level emotional
intelligence, job satisfaction and organizational commitment. It was concluded that the
Workplace Culture SUEIT is a valid and useful tool for measuring group level emotional
intelligence. Furthermore, it was concluded that there is a significant relationship between
group level emotional intelligence and leader/member trust.

*Semiha Sahin Bülent Aydogdu Cenk Yoldas (2011)* conducted a study to find out
education supervisors’ level of emotional intelligence and job satisfaction and determine the
relation between emotional intelligence and job satisfaction. According to the results of the
research, the supervisors’ emotional intelligence perceptions are at a high level and their job
satisfaction levels at a moderate and low level. It has been found out that there is a non-
significant relationship between emotional intelligence and job satisfaction; but some
moderate and some low level correlations have been found with regard to some of the
subscales.

*Weng HC, Hung CM, Liu YT, Cheng YJ, Yen CY, Chang CC, and Huang K. (2011)* conducted a study using a positive perspective and multi-source data collection, this
study investigated the inter-relationships among emotional intelligence, patient satisfaction,
doctor burnout and job satisfaction. The results revealed that higher self-rated emotional
intelligence was significantly associated with less burnout and higher job satisfaction.
Higher patient satisfaction was correlated with less burnout. Less burnout was found to be
associated with higher job satisfaction. This study identified emotional intelligence as a factor in understanding doctors' work-related issues.

Abi Elias and Jijo George (2012)\(^4\) in his study examined the relationship between emotional intelligence and job satisfaction among 208 respondents of an international electronic firm operating in India. It also tries to analyse how designation, experience and marital status of an employee affect his/her emotional intelligence and job satisfaction. The study reveals that there is a very high positive relationship between emotional intelligence and job satisfaction. It also shows that designation of the employee does not affect his job satisfaction and emotional intelligence. However, experience and marital status has significant effects on the two concepts.

Gill Mandip, Syed Farhat Ali, Gupta Barkha, Dubey Godulika and Lad Kanna (2012)\(^4\) designed a study to examine the relationship between faculty members emotional intelligence and their job satisfaction among professional institutes of Central Indian City Indore, Madhya Pradesh. The findings of the study showed that there was no significant relationship between faculty member's emotional intelligence and their job satisfaction. The study also revealed that among the components of emotional intelligence there was a significant impact of self emotion appraisal and other emotion appraisal on job satisfaction. The impact of use of emotions and regulation of emotions on job satisfaction was found to be significant.

3.2 EMOTIONAL INTELLIGENCE AND WORK BEHAVIOUR

Altruism was considered under work behaviour of executives. The following research findings are presented to understand the relationship between emotional intelligence and altruistic behaviour of executives.
3.2.1 EMOTIONAL INTELLIGENCE AND ALTRUISTIC BEHAVIOUR

Executives with a high level of emotional intelligence would be more willing to cooperate with their fellow colleagues, especially those that are behind in their work schedule. The organisation will benefit from this positive attitude. Work runs smoothly without any interruptions. Emotional intelligent individuals have selfless concern for welfare of others and they voluntarily help others. An attempt has been made to study the relationship between emotional intelligence and altruistic behaviour through previous studies.

Abraham Carmeli (2003) attempted to examine the extent to which senior managers employed in public sector organizations develop positive work attitudes, behaviour and work outcomes. This study examines the moderating role of emotional intelligence for the relationship between work-family conflict and job satisfaction and career commitment. The result indicates that emotional intelligence augments positive work attitudes, altruistic behaviour and moderates the effect of work family conflict on career commitment but not the effect on the job satisfaction.

Abraham Carmeli and Sidika Nihal Colakoglu, (2005) provides an interactive perspective in which propose that emotional intelligence moderates the relationship between affective commitment and Organisational Citizenship Behaviours — altruism and compliance. It was found significant interaction between emotional intelligence and affective commitment in predicting altruistic behaviour. In other words, the positive relationship between affective commitment and organizational citizenship behaviours — altruism was stronger for high emotional intelligence individuals. The prediction for compliance behaviour was not supported.

Abraham Carmeli and Josman, Z. E. (2006) examined the relationship between emotional intelligence and two aspects of work outcomes namely task performance and two
forms of organisational citizenship behaviours such as altruism and compliance. The findings show positive relationships between emotional intelligence and employees' work outcomes. The relationship among emotional intelligence, task performance and organizational citizenship behaviour is significant.

Samuel O. Salami (2007) examined the moderating role of emotional intelligence on the relationship between emotional labour and organizational citizenship behaviour among 380 public servants from some ministries and public institutions in southwest Nigeria. Results revealed significant relationships between organizational citizenship behaviour and surface acting, active deep acting and passive deep acting emotional labour but not non-acting. Emotional intelligence significantly moderated the relationship between surface acting and organizational citizenship behaviour but not the relationship between organizational citizenship behaviour and the other three emotional labour components. Results of this study also showed that emotional intelligence was significantly related to organizational citizenship behaviour.

Atika Modassir and Tripti Singh (2008) studied the relationship of emotional intelligence with transformational leadership and organisational citizenship behaviour of the followers. A sample of 57 dyads of managers and their 114 supervisors participated in this study. The results indicated that the emotional intelligence of managers was positively correlated with the conscientiousness, civic virtue and altruism of the subordinates. The emotional intelligence of leaders enhances the organisational citizenship behaviour of followers. Transformational leadership and emotional intelligence were not found to be significantly correlated. The results showed that while perceived transformational leadership was not directly related to the organisational citizenship behaviour of followers. Emotional intelligence was not mediating between transformational leadership and organisational citizenship behaviour of followers.
Korkmaz and Arpacı (2009) examined the relationship of organizational citizenship behaviour with emotional intelligence of the followers. They found emotional intelligence of a leader can drive two specific factor of organisational citizenship of employees such as conscientiousness and altruism. Since the emotional intelligence of leaders did affect the organisational behaviours of employees and the results indicate that emotional intelligence is an important component for being an affective leader.

Justine K. James, A. Velayudhan, and S. Gayatri Devi (2010) have done a study to assess the relationship between organizational citizenship behaviour and emotional intelligence of the corporate executives and role of authority in these variables were also analysed. The sample of the study was 60 executives and they were divided into two groups based on the level of authority. The results indicated that organizational citizenship behaviour is positively correlated with emotional intelligence. Altruism for both higher and lower level of authority executives are of the same level. Emotional intelligence and organizational citizenship behaviour does not differ on the basis of power and authority. Lower authority executives lacks in empathy, assertiveness, self-confidence, personal fulfillment, stress and civic virtue. They found to be more anxious and stressed when compared to higher authority executives. But, higher authority executives show a lower level of courtesy.

Habibollah Salarzehi, Nour Mohammad Yaghoubi, Maryam Naroei, and Liem Gai Sin (2011) in their study examined the relationship between emotional intelligence and organizational citizenship behaviour. The results showed that the strong relationship was found between emotional intelligence and organizational citizenship behaviour. The present study found that emotional intelligence was correlated positively with the conscientiousness, sportsmanship, civic virtue, courtesy, and altruism of personnel it was found that altruism and conscientiousness variables have strong relation with the emotional intelligence. In
addition, it was found that emotional intelligence predicates the conscientiousness and altruism behaviours of the personnel.

Karthikeyan, A and Rajamohan, A. (2011) find out the influence of emotional intelligence on organizational citizenship behaviour. The results revealed that the emotional intelligence and organizational citizenship behaviour of information technology executives are significantly related to each other. The constructs of emotional intelligence has significant impact on the organizational citizenship behaviour of information technology executives. The helping behaviour of organizational citizenship behaviour is influenced (64%) by assertiveness and impulse control aspects of emotional intelligence. It is concluded from the present study that emotional intelligence is an important psychological construct which influences the organizational citizenship behaviour.

Susan Tee Suan Chin, R.N. Anantharaman and David Yoon Kin Tong (2011) studied the level of emotional intelligence among executives in small and medium sized enterprises particularly from the manufacturing sector. The first research objective is to examine the relationship between emotional intelligence and organizational citizenship behaviour. The second research objective was to investigate the relationship between emotional intelligence and the demographic variables particularly age, length of employment and department. It was found that emotional intelligence did not have a significant relationship with organizational citizenship behaviour. Altruism has a negative and significant relationship with emotional recognition and expression but it has a positive and significant relationship with the other dimensions of emotional intelligence. Age and length of employment had a positive and significant relationship with emotional intelligence. Results from study showed that the low level of emotional intelligence is related to the nature of work involved especially when it involves a high level of stress.
Susan Tee Suan Chin, R. N. Anantharaman and David Yoon Kin Tong (2011)\(^{59}\) analysed the level of emotional intelligence and organisational citizenship behaviour among middle management employees in the Malaysian manufacturing sector. Based on the descriptive analysis, employees in some industries tended to have a lower level of emotional intelligence and organisational citizenship behaviour. It was found that all the dimensions of emotional intelligence correlated positively to altruism, further it revealed that most of the dimensions of emotional intelligence had a positive and significant relationship with the dimensions of organisational citizenship behaviour, with the exception of emotional recognition and expression and conscientiousness and emotions direct cognition and sportsmanship.

**Bindu Gupta (2012)\(^{60}\)** attempted to understand the antecedents and impacts of organizational citizenship behaviours on organisational effectiveness. This study examined the role of emotional on employees involvement in organizational citizenship behaviours among 185 respondents from six organizations. The results of this study indicated significant differences between the employees with high and low emotional intelligence for the involvement in organization citizenship behaviours. Further, employees with high emotional intelligence were more involved in organisational citizenship behaviours such as individual initiative, personal industry and loyal boosterism. There was no significant difference between high and low emotional intelligent employees on interpersonal helping behaviour.

**3.3 EMOTIONAL INTELLIGENCE AND WORK OUTCOMES**

Emotional intelligence has been found to be a significant moderator in various work outcomes like job satisfaction and withdrawal intentions from the organization. A brief account of studies in association between emotional intelligence and work outcomes are mentioned below:
3.3.1 EMOTIONAL INTELLIGENCE AND JOB PERFORMANCE

Among other things and purposes, organisations are places where individuals are “organized” to work. To the extent that the work requires interactions among individuals, emotions such as excitement, anger and fear are indispensable in facilitating cooperation. Employees who are “intelligent” about their emotions will, therefore, be more efficient and effective in their interactions with the work environment and with their co-workers. Emotional intelligence plays a significant role in the kind of work an employee produces, and the relationship he or she enjoys in the organisation. Emotional intelligence competencies enable people to regulate their emotions so as to cope effectively with stress, perform well under pressure and adjust to organisational change. The link between emotional intelligence and performance has been proposed in a few previous studies which are mentioned as follows:

Nicola S. Schutte, Edward Schuttpelz, and John M. Malouff (2001) tested the hypotheses that a) individuals with higher emotional intelligence would perform better on cognitive tasks and b) they would be better able to deal with the frustration or helplessness that may result from encountering very difficult tasks. Participants recruited from community and university settings participated in a study and they worked on three sets of anagrams. The first set of anagrams was moderately difficult, the second set was very difficult, and the third set was again moderately difficult. The first hypothesis was supported in that participants higher in emotional intelligence solved more problems on the first set of moderately difficult anagrams. The second hypothesis was supported in that participant higher in emotional intelligence solved more problems after encountering a very difficult and frustrating set of problems, even when initial performance was controlled for through a partial correlation. The results suggest that study of the emotional intelligence construct
holds promise for better understanding and perhaps in the future enhancing cognitive task performance.

Ann E. Feyerherm, Cheryl L. Rice, (2002)\textsuperscript{62} investigated the relationship among a team's emotional intelligence, the team leader's emotional intelligence, and team performance. Customer service, accuracy, productivity, and continuous improvement were considered as performance indicators. Understanding emotion and managing emotion components of emotional intelligence positively correlated with some measures of team performance. However, no correlations occurred between identifying emotions components of emotional intelligence and any performance measure. Of the six positive correlations between team emotional intelligence and team performance, three were relation between emotional intelligence and customer service. No emotional intelligence components correlated with productivity or continuous improvement performance measures. Study results also indicate that team leader EI has a neutral to negative relationship with team performance from the team members' perspectives. The data showed, overall that a negative relationship exists between team leader emotional intelligence and team performance as rated by individuals. The only positive correlation was between team leader understanding emotion scores and customer service, as rated by managers.

Lam, L. T. and Kirby, S. L. (2002)\textsuperscript{63} investigated whether emotional intelligence would account for increases in individual cognitive-based performance over and above the level attributable to traditional general intelligence. The authors measured emotional intelligence with the Multifactor Emotional Intelligence Scale (MEIS). Although further psychometric analysis of the MEIS is warranted, the authors found that overall emotional intelligence, emotional perception, and emotional regulation uniquely explained individual cognitive-based performance over and beyond the level attributable to general intelligence.
Deeter-Schmelz and Sojka (2003) attempted to find out whether certain elements of emotional intelligence lead to increased performance among sales personnel. The results of that research highlighted evidence of a possible link between emotional intelligence and sales performance. In general, each salesperson interviewed was considered successful in sales by their own standards, company standards and each exhibited aspects of emotional intelligence. Empathy and perceiving others emotions was exhibited by most respondents as important component of emotional intelligence.

Jordan and Troth (2004) examined the utility of emotional intelligence for predicting individual performance, team performance, and conflict resolution styles. 350 respondents working in 108 teams completed a problem-solving task, individually and as a team member, and afterwards reflected on the conflict resolution tactics used to achieve the team outcome. In line with expectations, emotional intelligence indicators were positively linked with team performance and were differentially linked to conflict resolution methods.

Neland, H and De Villiers, W. S (2004) undertook a study to determine whether there is a relationship between emotional intelligence and job performance in a call centre environment. Results show a statistically significant and positive correlation between emotional intelligence and job performance in the call centre environment. The strongest correlation with performance in the total call centre environment occurred in the cluster of self management and the emotional competency of self-confidence. It was further established that the combination of the emotional competencies emotional self-awareness, trustworthiness, self-confidence and influence explains the greatest degree of variance in job performance in the call centre environment as a whole.

Lyons and Schneider (2005) analysed the relationship of ability-based emotional intelligence facets with performance under stress. The authors expected high levels of emotional intelligence would promote challenge appraisals and better performance, whereas
low emotional intelligence levels would foster threat appraisals and worst performance. The authors found that certain dimensions of emotional intelligence were related more to challenge and enhanced performance, and that some emotional intelligence dimensions were related to performance after controlling for cognitive ability, demonstrating incremental validity.

**Bar-On, Handley and Fund, (2006)** conducted an extensive studies on performance involved the effectiveness of 1,171 United State Air Force recruiters. These recruiters were divided into high performing groups and low performing groups. The results indicated the emotional quotient instrument predicted 28% of the variance in the performance between the two groups. The emotional quotient correctly classified 81% of the recruiters in the high-performing and low-performing groups. Furthermore, recruiters with high levels of emotional intelligence had a greater ability to place recruiters in positions that closely matched their knowledge and skills.

**Cote and Miners (2006)** examined the relationship between emotional intelligence, cognitive intelligence, and job performance of 175 managerial, administrative, and professional full-time employees of a large public university. Results found that cognitive intelligence moderated the association between emotional intelligence and job performance. Emotional intelligence became a stronger predictor of job performance and organizational citizenship behaviour directed at the organisation (e.g., defend the organization when other employees criticize it) as cognitive intelligence decreased. Results suggested that using cognitive intelligence tests alone to predict job performance entails risk, because employees with low cognitive intelligence can perform effectively if they have high emotional intelligence.

**Jayan,C. (2006)** examined the efficiency of ECI competencies, components of type A personality patterns and job attitudes in predicting job performance of managers among
204 middle level male managers from public sector chemical factories in Southern Kerala. Results revealed that variables such as adaptability, organisational awareness, developing others, trustworthiness, influence from emotional competencies goal directed without proper planning from personality and job satisfaction from job attitude are found to be significant predictors of manager's performance.

Paulo N Lopes et al (2006)\textsuperscript{71} investigated the relation between emotional intelligence, with performance measure, and positive work place outcomes among 44 analysts and clerical employees from the finance department of fortune 400 insurance company. Emotionally intelligent individuals received greater merit increases, held higher company rank than their counterparts. They also received better peer and supervisor ratings of interpersonal facilitation stress tolerance than their counterparts. With few exceptions these associations statistically remained significant after controlling for other variables one at a time including age, gender, education, verbal ability, big five personality traits, trait affect.

Hsin-Kuang Hsien-Pei Tsai and Pi-Fen Chang,(2007)\textsuperscript{72} studied the relationship among leadership styles, organization commitment and emotional intelligence affected to salespeople's job performance. The study examined the relationship through transformational and transactional leadership styles influenced job performance by mediating the effect of organization commitment and also explored the moderating role of emotional intelligence on the relationship between leadership styles and job performance. Results showed that organisation commitment was mediating the relationship between leadership styles and job performance. Similarly, the emotional intelligence of salespeople was moderating the relationship between leadership styles and job performance.

Hayward, B.A. Amos, T.Land Baxter, J.(2008)\textsuperscript{73} in their research explored the relationship between employee performance, leadership style and emotional intelligence in the context of a South African Parastatal. The results of the correlation analysis show a
positive significant relationship between emotional intelligence and transformational leadership and a negative significant relationship between employee performance and emotional intelligence. The results of regressing employee performance on emotional intelligence and transformational leadership show that emotional intelligence and transformational leadership have no significant effect on employee performance. Although a positive significant relationship between emotional intelligence and transformational leadership was found.

Boyatzis and Ratti (2009) in their study identified competencies that distinguished effective managers and leaders. Performance measures were collected as nominations from superiors and subordinates. Results revealed that emotional, social and cognitive intelligence competencies predict performance. More specifically, in the emotional intelligence competency cluster, effective executives showed more initiative, while effective middle level managers showed more planning than their less effective counterparts. Similarly, in the social intelligence competency cluster, effective executives were more distinguished in networking, self-confidence, persuasiveness and oral communication. These are all addressing assertive and influencing processes. Meanwhile, effective middle level managers distinguished themselves with empathy and group management. These appear to be key competencies in addressing internal processes, whereas effective executives seem to be focused on the external environment.

Khokhar C.P and Tulika Kush(2009) in their study explained the performance of executives on different levels of emotional intelligence and provided a link between emotional intelligence and effective work performance. 20 Male executives within the age range of 40 to 55 years from BHEL at Haridwar and THDC at Rishikesh of Uttarakhand State of India were selected. The findings of the study revealed that executives having higher
emotional intelligence showed better quality of work performance as compared to their counterparts.

Praveen M. Kulkarni, B. Janakiram and Kumar, D.N.S (2009) undertook a study to understand the level of performance of managers and supervisors. The focuses on understanding the emotional intelligence of the managers and supervisors and its link to their performance level on the job. The results imply that the performance of managers and supervisors are not as per the expectations of the management as they are not able to manage their emotional intelligence on the job. The managers show lower level of emotional intelligence in key areas that are service orientation, leadership, customer relationship which is the most important aspects for retails sector, therefore, they have to groom on these aspects for higher performance. The findings of the study indicate that emotional intelligence has an impact on the performance level of the managers and supervisors.

Ramo, Saris and Boyatzis (2009) assessed the relationship between emotional intelligence, personality, and job performance, as determined by superior and peer nominations. The participants were 223 employees of three medium-sized Spanish organizations that were involved in a competency management project based on emotional and social competencies. The results revealed that both emotional and social competencies and personality traits are valuable predictors of job performance. In addition, competencies seem to be more powerful predictors of performance than global personality traits.

Ronald F. Cichy, Seung Hyun Kim and Jaemin Cha, (2009) examined the relationship between emotional intelligence and contextual performance among members of the National Automatic Merchandising Association, representing leaders of the vending, coffee service, and food service management industries. Canonical analysis was used to investigate the relationships between three dimensions of emotional intelligence namely in, out, and relationships and two dimensions of contextual performance like interpersonal
facilitation and job dedication. It demonstrated that there is a positive relationship between emotional intelligence scores and contextual performance of members, as predicted.

Quoidbach and Hansenne (2009)\textsuperscript{79} investigated the relationship between emotional intelligence, performance, and cohesiveness in 23 nursing teams in Belgium. Nursing team performance was measured at four different levels namely job satisfaction, chief nursing executives' rating, turnover rate and health care quality. The results did not support the generalization that all components of emotional intelligence relate to all measures of performance; however, the data clearly supported a relationship between emotional regulations as an important aspect of team performance (i.e., health care quality). Emotional regulation was also positively correlated with group cohesiveness. These results suggest that emotional regulation may provide an interesting new way of enhancing nursing teams' cohesion and patient/client outcomes.

Chandra Mohan Patnaik.B, Ipseeta Satpathy and Prakash Kumar Pradhan (2010)\textsuperscript{80} investigated the relationship between emotional intelligence and work performance of executives. The objective is to study perception of employees of cooperative banks and Gramya banks to emotional intelligence. The perception level of the employees of Cooperative bank and Gramya banks are under study seems to be matured one. High emotional quotient is necessary for better performance in the banking sector. But, high emotional quotient cannot be the only requirement for good performance on the job.

Priti Suman Mishra and A K Das Mohapatra(2010)\textsuperscript{81} conducted a study to explore the relationship between emotional intelligence and workplace performance among corporate executives in Delhi NCR. The analysis found statistically significant positive correlations between scores on the emotional intelligence scale and scores on the performance scales. The three factors of emotional intelligence, i.e., competency, maturity, and sensitivity, have been found to contribute towards overall work performance, emotional
competency has been identified as the major contributor to overall work performance in the present study. This means that increased emotional intelligence scores were associated with increased performance among executives working in various sectors. These results support the notion that emotional intelligence is associated with more or less workplace performances.

 Shutika Jadhav and Zubin R. Mulla(2010) studied the impact of emotional intelligence on job performance on a sample of 101 working executives in a pharmaceutical company in Mumbai, India. The impact of emotional intelligence on job performance is studied while controlling for General Mental Ability (GMA) and the personality factor of conscientiousness. They also investigated the moderating effect of job characteristics specifically, the extent of interpersonal interaction required on the job on the relationship between emotional intelligence and job performance. However, for individuals having high interpersonal interaction on their jobs, emotional intelligence was significantly related to job performance. On the other hand, for individuals having low interpersonal interaction on their jobs, emotional intelligence was not related to job performance.

 Srivastava, Nivedita Nair and Shreekumar K (2010) undertook a empirical study to see the influence of emotional intelligence and rational emotive behaviour on managerial effectiveness of 305 managers from diverse industries in the public and private sectors. Results showed that both the variables positively influence managerial effectiveness. Further, rational emotive behaviour was found to moderate the relationship between emotional intelligence and managerial effectiveness. Significant positive relation has been found between emotional intelligence and managerial effectiveness. This supports the hypothesis that emotional intelligence will be positively related to managerial effectiveness.

 Anjali Ahuja (2011) conducted a study in Indian Call centres to find out relationship between emotional intelligence and work performance of 100 call centre
executives. It has been proved that the employees having greater emotional intelligence can better manage stress, communicate well, perform good quality work according to the standards, have better interpersonal relationship, are better team player and excellent in overall work performance. There is a significant relation between emotional intelligence and work performance of call centre executives. All the factors of emotional intelligence are found to be predictors of work performance of executives. But out of 13 factors, the most important factors for call centre executives are assertiveness, optimism, emotional control, flexibility and self regard.

Nidhi Yadav (2011) has made an attempt to find how emotional intelligence affects the job performance and how each elements of emotional intelligence contributes in a job performance especially of 100 Life Insurance sales professionals. The result revealed that except self management, all the rest factors contribute to job performance. It is very much clear that people with high emotional intelligence are better performer than the lesser ones.

Yu-Chi Wu (2011) studied the effects of emotional intelligence on the relationship between job stress and job performance with a sample of employees in the Taiwanese finance sector including banks, insurance companies and securities companies. The results indicated that emotional intelligence had a positive impact on job performance and moderated this relationship. In this respect, highly emotionally intelligent employees are more likely than low emotional intelligence employees are to be able to reduce or transform the potential negative effects of job stress on job performance.

Rajul Gupta (2012) examined how emotional intelligence is associated with job performance. He develops and tests a compensatory model that posits that the association between emotional intelligence and job performance becomes more positive as cognitive intelligence decreases. He examined relationships between the emotional intelligence of both
members of dyads involved in an organisation in order to explain objective and subjective outcomes. As expected, individuals high in emotional intelligence reported a more positive experience. However, surprisingly, such individuals also achieved significantly lower objective scores than their counterparts. By contrast, having a partner high in emotional intelligence predicted greater objective gain, and a more positive negotiating experience. Thus, high emotional intelligence individuals appeared to benefit in affective terms, but appeared to create objective value that they were less able to claim.

Prabhjot Kaur Mahal (2012)\textsuperscript{88} in his study used an experimental design to explore the impact of emotional intelligence on employee performance in various banks in Northern India. The relationship was explored using an analysis of correlation. The effect of exogenous variables, e.g., age, intrinsic and extrinsic variables on emotional intelligence score was also explored. The analysis found statistically significant positive correlations between emotional intelligence and employee performance in banking sector. All the different exogenous variables, age, intrinsic and extrinsic variables were found to correlate positively with emotional intelligence score.

Sampath Kappagoda U.W.M.R.(2012)\textsuperscript{89} investigated the impact of emotional intelligence of managers on task performance and contextual performance of non-managerial employees of the banking sector in Sri Lanka. The results of the study indicated that emotional intelligence had significant positive relationship with task performance and contextual performance. It was recommended that emotional intelligence of the managers should be enhanced to improve the task performance and contextual performance of the non-managerial employees.

3.3.2 EMOTIONAL INTELLIGENCE AND WITHDRAWAL INTENTIONS FROM THE ORGANISATION

Emotionally intelligent individuals deal with their own difficulties as well as those of others. Those with high emotional intelligence will be inclined to say and deal with
difficulties in adaptive ways (Bar-on & Parker, 2000). Emotionally intelligent individuals are
dapt at putting themselves in positive affective states, and although they may experience
negative affection states at times, they do not have significant destructive consequences.
This, however, is not to say that emotionally intelligent individuals do not face difficulties
when encountering job stress and changes in their job and career; rather, they have more and
better coping capabilities than emotionally low individuals and are thus likely to develop
lower withdrawal intentions. A brief account of some pertinent studies relating to emotional
intelligence and withdrawal intentions from organisation has been reported below.

Adeyemo, D.A., and Afolabi, J.O. (2007) investigated the relationship between the
independent variables of sexual harassment, occupational stress, emotional intelligence
and job satisfaction and dependent variable of withdrawal cognition. They further examined
the joint and relative contribution of the independent variables to the prediction of the
dependent variable. The results indicated that the four independent variables were effective
in predicting withdrawal cognition. Each of the variables contributed significantly to the
prediction of withdrawal cognition with occupational stress making highest contribution to
the prediction of withdrawal cognition. It was suggested to diminish withdrawal cognition by
exposing them to emotional intelligence, stress reduction trainings and improvement of
condition of service.

Codier, Estelle, R.N, Kamikawa, Cindy; Kooker, Barbara M. and Shoultz, Jan
P.H, (2009) explored the relationship among the emotional intelligence, performance level,
organizational commitment, and retention. The study revealed that the emotional intelligence
scores in clinical staff nurses correlated positively with both performance level and retention
variables. Clinical staff nurses with higher emotional intelligence scores demonstrated higher
performance had longer careers, and greater job retention.
Samuel O. Salami (2009)\textsuperscript{92} investigated the relationship between conflict resolution strategies and organisational citizenship behaviour and the moderating role of trait emotional intelligence. The results indicate that forcing and withdrawing strategies negatively and significantly predicted organisational citizenship behaviour. Confronting, compromising and smoothing strategies significantly predicted organisational citizenship behaviour. Trait emotional intelligence moderated the relationship between organisational citizenship behaviour and forcing and withdrawing strategies. It was recommended that counsellors and psychologists should develop programmes to foster emotional intelligence and conflict resolution for both subordinates and superiors in work organisations.

Sukumarakurup Krishnakumar(2008)\textsuperscript{93} undertook a study to understand the role of emotional intelligence on individual attitudinal and performance outcomes. That emotional intelligence may be an important determinant of employee job satisfaction, turnover intention, and performance. The results showed that emotional intelligence did not have a direct effect on job satisfaction, turnover intention, and job performance. Overall, results do not support the hypothesis that emotional intelligence affects job satisfaction, turnover intention, or job performance. There was no evidence to support the moderating role of job emotional requirements in the relationship between emotional intelligence and task performance as well. However, job satisfaction was significantly related to turnover intention. Job satisfaction and turnover intention were positively and negatively related to job performance respectively.

Akintayo, D.I (2010)\textsuperscript{94} investigated the impact of emotional intelligence on work-family role conflict management and reduction in withdrawal intentions among workers in private organizations in Nigeria. The findings of this study revealed that emotional intelligence has significant influence on work-family role conflict management. It was also found that a significant relationship does not exist between emotional intelligence and
reduction in withdrawal intentions. Moreover, the findings showed that a significant relationship exists between work-family role conflict management and withdrawal intentions.

Jeffrey M. Miller (2011)\textsuperscript{95} conducted a quantitative correlational survey design study to measure the relationships between the emotional intelligence of managers and the job satisfaction, affective organizational commitment, and turnover intent of their subordinates. The independent variable was the emotional intelligence assessment score of managers and the dependent variables were the job satisfaction, affective organizational commitment, and turnover intention scores of the employees who report to these managers. The data suggested relationships between managers’ emotional intelligence branch scores of perceiving emotions, understanding emotions, using emotions, and managing emotions with subordinate outcomes. These relationships were not statistically significant.

3.4 RESEARCH GAP

The existing literature emphasizes that emotional intelligence is associated with success in work life. It is quite obvious that emotional intelligence contributes positively to performance especially in the workplace. This has been validated by a number of empirical studies that measured performance in terms of task performance, job satisfaction, organisational citizenship behaviour and so on.

The growing body of empirical work in the leadership domain has been mainly devoted to examining the effects of emotional intelligence on the performance of senior executives. The problem with this work is that it hardly examines important behavioural attitudes, behaviour and outcomes that are essential for evaluating whether one can be viewed as an effective manager and leader.

Although considerable research has been conducted on the significance of emotional intelligence in the workplace, a search of the extensive literature indicates that little research
has been conducted on impact of emotional intelligence of business executives at work. It is against this backdrop that the researcher is interested in investigating the relationship between emotional intelligence and work attitudes, work behaviour, and work outcomes of business executives.

The review of research studies on impact of emotional intelligence of business executives at work revealed that varieties of factors are influencing this phenomenon. More particularly, organizational commitment, career commitment, job involvement, job satisfaction, altruistic behaviour, job performance and withdrawal intentions from the organization seem to play an important role in the phenomenon.

Hence, it is hypothesized that, to study the impact of emotional intelligence of business executives at work, the variables namely organizational commitment, career commitment, job involvement, job satisfaction, altruistic behaviour, job performance and withdrawal intentions from the organization along with influence of personal and job related characteristics are to be analysed in detail to understand their implications.

All the eight dependent variables i.e., personal characteristics, job characteristics, organizational commitment, career commitment, job involvement, job satisfaction, altruistic behaviour, job performance and withdrawal intentions from the organisation were considered, to find out their relationship on emotional intelligence. The impact of emotional intelligence on work attitudes, work behaviour and work outcomes among corporate executives is also analysed. Hence, the conceptual model of the present study is developed in the following manner.
Model showing the impact of emotional intelligence of business executives at work

1. Demographic Characteristics
   i. Personal Characteristics
   ii. Job Characteristics
2. Organisational Commitment
3. Career Commitment
4. Job Involvement
5. Job Satisfaction
6. Altruistic Behaviour
7. Job Performance
8. Withdrawal Intentions from the Organisation

The core theme of this empirical study is conducted based on the above variables, taking a cue from the related literature and objectives framed, keeping in view its importance on Indian scenario.

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