Literature Review
CHAPTER II
LITERATURE REVIEW

2.1 Introduction

This chapter presents a brief review of the literature relevant to the study. The researcher has made an attempt to present a brief review of literature which consists of articles and research thesis in the related area in a chronological order. In this particular section, the researcher has presented a gist of some of the studies made previously which are of relevance to the current study though they are not directly related to the study in terms of context, scope and variables covered.

2.2 Literature on Competencies

The review of Literature broadly focuses on the Competencies and its dimensions within as the company need to understand to sustain in a competitive environment give rise to the need to understand and learn to establish the context of Competency Mapping.

Bella Joseph (2013) Research findings have shown that besides students’ Intelligence and industrious nature, effective school, decent class room climate, well equipped teaching faculty, furnished libraries and laboratories difficulty level of question papers, successful completion of actual classroom instruction days, effective use of information and communication technologies etc. are crucial factors for effective educational standards. As and when there is deterioration in standards and percentage of passes in public examination, unfortunately the teachers are bitterly criticized and ridiculed. To be away from this rash criticism, the teacher should be competent, committed and effective. Keeping all these facts in mind the investigator has opted this problem for the present research study. Among the five dimensions of Professional Competency scale the averages opinion score on the Novel strategies found very much less than the other dimension which indicate pessimistic attitude of teachers towards novel strategies. So teachers may require adequate training to acquaint themselves with novel strategies for teaching.

Jason P. Koenigsfeld et al. (2012) study examines the psychometric properties and factor structure of the competency model for private club managers. A total of 596 club managers responded to the survey, and the respondents were randomly divided into two subsamples.
This model can be used to update certification requirements and professional development programs for club managers, as well as update university curricular offerings.

**Jonna Ikonen (2012)** the aim of this thesis was to examine the methods of two different sized international companies in utilizing employee competencies. Both companies are located in Vaasa, Finland. Competent employees are often the main asset of a company, and they possess important know-how about the business. The research problem is defined as how a company can utilize employee competencies. From the research it was found out that all the competencies dealt in this thesis are very important for the case companies. Education, language, cultural awareness and business networks are needed, and they are being utilized in many ways in order to keep the competitive advantage as high as possible.

**Mohamad Noorman Masrek (2012)** study conducted with the purpose to identify the required competencies of Para-professionals in the library services. Adopting the survey research methodology, data were collected using questionnaires from 502 Para-professional librarians working with the Sarawak State Library in Sarawak, Malaysia. The findings suggest that all the seven sets of competencies, namely general competencies; Agency and Organizational Knowledge; Reference and Research; Collection Management; Content Organization and Structure and Library Technology Management are either moderately or highly required by the Para-professionals. Based on these findings, the appropriate training needs could be identified.

**Md.Ishtiak Uddin (2012)** Competency mapping is important and is an essential exercise. Every well managed firm should have well defined roles and list of competencies required to perform each role effectively. Such list should be used for recruitment, performance management, promotions, placements and training needs identification. In performing or carrying out work, it is essential that the required job skills first be articulated. This information not only helps to identify individuals who have the matching skills for doing the work but also the skills that will enhance the successful performance of the work. Yet often to perform well, it is not enough just to have these skills. It is also critical to complement the skills with the necessary knowledge and attitudes. The intent of this article is to trace the concept of competency mapping and its impact on HR practices.
Tina Killough Busch (2012) The purpose of this research was to synthesize sales manager competency perceptions, propose an inventory of competencies for frontline sales managers (FLSMs) in for-profit organizations that can assist in improving individual, team, and organizational performance, and generate recommended uses of the competency model that could serve as a guide for human resources initiatives to increase levels of sales force effectiveness. The Delphi technique was the chosen research method for this study, with an expert panel of 35 nominated Chief Sales Officers (CSOs) and FLSMs. Through a three round electronic questionnaire series, the panel reached consensus on 34 competencies in eight clusters in the following three categories considered essential for exemplary performance. The findings of this study resulted in the following conclusions: Exemplary performance in FLSMs requires competence in developing and sustaining inter- and Intrapersonal skills excellence as compared to the functional selling skills required for high individual contributor performance.

Odeng Julius (2011) study established the relationship between Management competencies, attitudes towards accessing Finance and the performance of SMEs in Masindi and Hoima districts. This implies that in order to achieve better performance SMEs should improve Management Competencies and have a positive attitude towards external financing. This survey however recommends that, in the quest for solutions for better performance, other factors that have influence on performance should as well be considered.

Nikolaos Kostopoulos (2011) study identified the competencies of Basketball coaches in Greece. 250 basketball coaches of three Greek Divisions participated in the study and completed the scale. Exploratory factor analysis revealed 5 factors consisting of 21 competency statements. The results demonstrated that first aid and training skills were the top rated competencies, followed by management and computer skills, while facility & event management were the low rated competencies. These results validate that the successful basketball coaches didn’t only have training competencies, but management, computer skills, first aid, communication, facility management and event management. PROFESSION E

Yuvaraj. R. (2011) study investigate if a difference exists in job competency expectations held by the manufacturing industries for their employees between the required competency levels to the existing level of working. All 1400 workmen at different units & departments were taken,
that comprises of all Production related workmen and also workmen in service departments related to production i.e., Quality assurance, Tool room, Maintenance etc., Competency mapping is one of the most accurate means in identifying the job and behavioural competencies of an individual in an organization. Competency is a set of knowledge, skills and attitudes required to perform a job effectively and efficiently.

Hazim S. El-Baz (2010) study found out the results of surveying EMs in the UAE and reports their perception of the relative importance of EM competencies using the AHP methodology. The results indicate that practicing EMs in the UAE perceive the Leadership and Interpersonal competencies to be the most important among all other competencies in the developed model.

Linda Kay Chase (2010) the researcher used a web-based survey to collect information from hospital nurse managers who belong to AONE via a self-administered competency instrument. Findings suggest the highest self-reported nurse manager competency ratings included effective communication, retention strategies, effective discipline and decision making. Although some of the competencies have changed over the past 15 years as a result of the changes in healthcare environments, the thing that remains constant is this dynamic role and the need to develop managers that hold this pivotal role. Another key result of the study is the establishment of the Chase Nurse Manager Competency Instrument as a reliable and valid tool that can be used to assess nurse manager Competency.

Nitin Vazirani (2010) study focuses on the review of the competency literature and an attempt to shed some additional light on the field of competencies and competency models in addition to the advantages and challenges using a competency model in an organization., Competencies and competency models are a viable tool that can be utilized to prepare the current and future workforce and retain skilled incumbent workers to meet the job requirements and other needs of employers. Furthermore for competency can be useful for career exploration, development purpose and during times of job changes.

Pieter Koortzen and Rudolf M. Oosthuizen (2010) The purpose of this article is to address the training and development needs of these consulting psychologists by presenting a competence executive coaching model for the planning, implementation and evaluation of
executive coaching interventions. The study was conducted while one of the authors was involved in teaching doctoral students in consulting psychology and executive coaching, specifically in the USA. The approach involved a literature review of executive coaching models and a qualitative study using focus groups to develop and evaluate the competence executive coaching model. The literature review provided scant evidence of competence executive coaching models and there seems to be a specific need for this in the training of coaches in South Africa. Hence the model that was developed is an attempt to provide trainers with a structured model for the training of coaches.

**Farah Naqvi (2009)** The performance of companies depends mostly on the quality of their human resource. For obvious economic and business reasons, organizations have always been concerned about the competence of its people. This paper seeks to delve deeper into the concept of competency, tracing its history and its role in the present context. It explains how the concept has constantly evolved over the years, its applications in human resource management, and development in the present scenario. It also aims to study its future prospects in the light of other emerging areas like talent management. The paper proceeds with the examples of companies, which have successfully integrated competency-based systems in their HR initiatives.

**Laura Guillén Ramo (2009)** study focussed on data from employees of three medium-sized organizations (n=223). Empirically the factor structures (EI or motive-based) which best fits the data was analysed. The results confirm the appropriateness of grouping competencies into three clusters which have parallels with the three social motives of affiliation, power and achievement. The study seeks to overcome the paucity of empirical research relevant to competency models and to expand the competency literature towards a theory of work motivation.

**Brenda Olumbe (2008)** study examines the relationship between competencies, self-efficacy and performance of procurement officers in central government PDEs in Uganda. It was concluded that it is necessary to balance the operant competencies with personal competencies for superior performance. It was also concluded that self-efficacy confirms procurement officers’ competencies leading to improved performance. It was recommended that the PPDA unit should carry out competence profiling for procurement officers with
specific focus on personal competencies. Also, it was recommended that attributes of self-efficacy in procurement roles be ascertained and trained in order to enhance procurement officers’ performance.

**Brian Tritton (2008)** A qualitative methodology using principles of grounded theory was used for the study. The data examined comprised documentation pertaining to competency-based programs combined with information from descriptive surveys and semi-structured interviews conducted with a cohort of participants experienced in teaching, lecturing and/or designing curriculum for competency-based programs in the VET and HE sectors. Data collected was coded throughout the collection process and analysed for identification of themes and interpretation. Results of the study suggest that competency-based learning has a place in the higher education sector and can be effective in those elements of a course which place an emphasis on procedural tasks. Its suitability was acknowledged as a component part of an integrated curriculum rather than the complete program.

**Jennifer J. Salopek (2008)** study resulted in new standards and directions for the WLP profession. Based on broad and in-depth research, the new competency model unveiled in the book looked to both the past and the future, honoring tradition and experience while anticipating new trends and their ramifications for the WLP field. Its purpose was to enable individuals and institutions to remain ahead of the curve and equip them to better align with organizational strategies and goals.

**Vichita Vathanophas (2007)** study identified the required competencies and developed a competency model for effective job performance at the Chief of the General Administrative Sub-Division position level in the Thai Department of Agriculture using the Behavioural Event Interview (BEI) technique (Spencer & Spencer, 1993). The study found that there were twenty-three competencies that superior job performers used in carrying out this job well. Consequently, the researcher uses current level of importance of competency as primary information to recommend nine competencies in a competency model.

**Amy J. Nelson (2006)** study analysed an established competency research methodology that used an analysis to draft a list of potential competencies, competency descriptions, and outputs that may be associated with a job role and then uses a modified Delphi technique. The expert panel was made up of distributed learning leaders at public
colleges in Minnesota \((n=6)\) and Wisconsin \((n=3)\) indicating the need for distributed learning leaders to influence and support changes in organizational behaviour. Further research should be done on a larger scale with colleges that have adopted distributed learning as a strategic manoeuvre to determine the relevance of this research to distributed learning leaders in institutionally strategic positions.

**Jorgen Sandberg (2000)** study explored as an alternative to the rationalistic approaches, an interpretative approach, "phenomenography," is proposed and explored here. In the prevalent rationalistic approaches, human competence at work is seen as constituted by a specific set of attributes, such as the knowledge and skills used in performing particular work. Findings suggest that the meaning work takes on for workers in their experience of it, rather than a specific set of attributes, constitutes competence. More specifically, the results demonstrate that the particular way of conceiving of work delimits certain attributes as essential and organizes them into a distinctive structure of competence at work application.

### 2.3 LITERATURE ON EMOTIONAL INTELLIGENCE

Though Emotional Intelligence has become popular academically, there has not been adequate empirical research to substantiate the efficacy of Emotional Intelligence. Hence a study has been conducted to explore the Emotional Intelligence has been reviewed to identify a common thread.

**Andria E. Jones (2013)** The primary aim of this thesis was to examine the relationship between EI and Clinical Performance (CP) as measured by the Emotional Quotient Inventory (EQ-I). It also aimed at explaining undergraduate nursing student success in CP as measured by the Level II Clinical Performance Terminal Outcomes. Specifically, the follow-up study conducted with 350 nurses in a Hawaii medical facility, showed that EI scores in clinical staff nurses correlated positively with both performance level and retention variables. Clinical staff nurses with higher EI scores demonstrated higher performance had longer careers, and greater job retention.

**Aruna R., Suganthi (2012)** Research indicates that a person's behaviour and competency at work are related to that person's personality and his Emotional Intelligence. These two parameters define a person's ability to handle stress, work pressure etc. and help determine the performance levels and the sociability levels of the employee. A set of 12 parameters to
define EI was identified and the questionnaire was based on these parameters. The questionnaire was administered among 60 IT professionals in an IT firm which had a population size of 780 employees. The analysis revealed that most of the employees in the IT organization who were surveyed had an EI level of average only. It was found that the score was highest in the case of emotional awareness (94.82% of respondents). This indicates that in times of stress, it will help employees to sense and check their emotions and concentrate on work.

Bal Subramanian, Ghatala and Nair (2008) conducted a study in Apollo Health City, Hyderabad to investigate the relationship of emotional intelligence with organizational leadership as well as the impact of emotional intelligence on leadership effectiveness. The findings suggested that management functions have undermined the importance of individual development, at the cost of technology and modernization. The study suggested that Apollo Hospital Group, Hyderabad, should specifically concentrate on improving the self-management and social awareness skills of the employees in order to maintain its position as the No 1 health care provider in India.

Diana S. Burgan (2013) study explores the current levels of project management practitioners’ EI abilities including perceiving emotions, using emotions to facilitate thought, understanding emotions, and managing emotions. This study was based on a descriptive study which used two quantitative survey. The Mayer-Salovey-CarusoEI Test (MSCEIT) and a psychometric instrument was used to measure the project management practitioners’ EI abilities. The study population was a representative sample of project management practitioners. The conclusion is that project management practitioners are very close to the general population averages in their level of emotional intelligence. A striking observation is that EI ability of females was higher than males.

Ajeya Jha et al. (2012) study revealed that Emotional Intelligence (EI) influences an individual's job performance in terms of organizational commitment and job satisfaction. But prior studies were limited mostly to the corporate sector. Therefore the present study was conducted to understand the correlation between EI and teaching performance in the case of faculty members at medical and engineering colleges, as courses related to these two fields are quite extensive and demanding which often leads to stress among students. A total of 250 faculty members from three medical and four private engineering colleges of Uttar Pradesh,
India, participated in the study. The study revealed a positive correlation between EI and teacher effectiveness.

**Greg Megowan (2012)** the study explored the relationship between District Sales Managers’ (DMs) emotional intelligence (EQ) and their behavioral style, at Phyogen, Inc. The objective of the study was to identify whether or not the resulting correlations between leadership behavioural style and level of EQ could be used to help Phyogen, Inc. The population studied was District Sales Managers at Phyogen, Inc. with at least 1 year of experience. The DiSC® Classic 2.0 assessment was employed to measure District Sales Managers’ behavioral style and the Bar-On EQ-i® assessment was used to measure District Sales Managers’ the findings revealed that specific domains within the DiSC® behavioral classic pattern ($D$, $i$, $S$, $C$) positively or negatively correlated to specific areas of emotional intelligence.

**David T. Stoneback (2011)** study examines an identified problem in addressing the job satisfaction of employees in call centres (N = 49). It was hypothesized that the level of emotional intelligence (EI) in managers (N = 10) may have an impact on employee satisfaction To measure employee satisfaction, the Job Satisfaction Survey tool was used while the MSCEIT tool was used to measure manager emotional intelligence. The results of the MSCEIT for each manager were tested against the JSS results for their employees that participated in the study. The outcomes found that for each of the four branches (perceive use, understand, and manage) there was no statistically significant link. The study concluded that there was no discernable impact of manager’s EI on the satisfaction of their employees. However, there was a relationship found between employee satisfaction and gender of manager.

**Khokhar and 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 (out of 200) within the age range of 40 to 55 yrs from BHEL (Haridwar) and THDC (Rishikesh) of Uttarakhand State (India) was selected. T-tests for independent groups were used to measure the mean difference between groups. The findings of the study revealed that executives having higher emotional intelligence showed better quality of work performance as compared to their counterparts.
Mahmood Nooraei (2011) the aims of this study are to determine possible relationship between faculty’s social competencies and their academic performance, and also to identify the role of the universities quality working life as a mediating variable. The research sample involves 896 respondents that were selected by a stratified random sampling. This study is a field study of real organizations rather than an artificial setting. The results of regression analysis indicate that the social competencies elements are significantly associated with the level of faculties' academic performance. The results of hierarchical regression analysis indicate that the extent of universities 'quality working life is able to significantly change the total variations in the academic performance explained by social competencies elements.

Saddam Hussain Rahim et al. (2010) examined probes into the effect of demographic factors (Age, Education, Job tenure, Gender and Marital Status) on the level of Emotional Intelligence that leads to organizational performance among male and female employees of the banks operating with in Pakistan specifically in the areas of Peshawar and Islamabad. The findings show that the Female segments of the bank employees are more Emotionally Intelligent than their Male counterparts and the age of the Male and Female employees have inverse relationship with the Emotional Intelligence. As the level of education increases, the Emotional Intelligence level increases as well. The more satisfied the employees are the more they will be in a better position to perform well in an organization.

Muhammad Masroor Alam (2009) study seeks to investigate the relationship between emotional intelligence (EI) and job satisfaction among the administrative staff in higher education institution in Malaysia. Using a sample of 120 non-teaching employees in University Perlis Malaysia, their EI were captured using a five point likert scale. Correlation statistics revealed that EI with its three dimensions, appraisal, utilization and regulation were associated significantly and positively with job satisfaction. The linear regression analysis result further confirmed the predictor nature of the three dimension of emotional intelligence for the job satisfaction.

Praveen M.Kulkarni et al. (2009) analysed the Performance level of managers and supervisors at an automobile retailer in the city of Belgaum. The findings of the study
indicate that Emotional Intelligence has an impact on the Performance level of the managers and supervisors. A particularly interesting finding of the present study was that low Emotional Intelligence of managers and supervisors had an impact on their level of performance on the job.

Zakkariy A K.A (2008) examines the relationships between Emotional Intelligence and the Performance of sales executives with an intention to bring empirical support for the role of Emotional Intelligence in the domain of sales performance. The present study has proved a strong positive relationship between Emotional Intelligence and Performance of the sales executives, which is of great value to the field of sales force management. The locus of control-Internal and Self-esteem also proved to be strong personality factors that influence the performance of the sales executives.

Rajendran et al. (2007) purpose of this paper was to assess the reliability of the workplace version of the Swinburne University Emotional Intelligence Test (Workplace SUEIT) in an Indian population. The Workplace SUEIT demonstrated adequate reliability in the sample of 110 participants in India, although the mean scores for the sub-scales were significantly lower than in the Australian normative population. The results discussed in the context that EI tests need to undergo cross-cultural examination to assess their validity and cultural relevance. Researchers using Indian workplace samples are needed to evaluate the predictive validity of tests of EI in the Indian context.

Richard Harmer (2007) findings explores how the development of project team leader’s Emotional Intelligence (EI) resulted in increased self and subordinate ratings of Team Effectiveness and Productivity. A total of 37 project team leaders, 19 males and 18 females, operating within an information technology (IT) and software-integration environment participated in a five-month program to develop their workplace EI. The generated results support the designed EI development programme’s efficacy in fostering more emotionally intelligent ways of leading a project team.

Brett Anthony Hayward (2005) investigates the relationship between Employee performance, Leadership and Emotional Intelligence in a South African parastatal that there is a significant relationship between Employee performance and an Emotionally Intelligent, Transactional leader. The research findings do not support the belief that Emotionally
Intelligent, transformational leaders have a greater impact on employee performance. But the research findings do provide further support and evidence that transformational Leadership is more strongly correlated to Emotional Intelligence (EI) than transactional leadership.

**Nel. H W S De Villiers (2004)** study determined 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. 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.

**Xiofang Zeng Corey E. Miller (2001)** examined the effects of different measurement methods on Emotional Intelligence (EI) and psychometric differences of the Emotional perception from other branches. Results showed that Emotional Perception measured with objective format is the only dimension significantly related to cognitive ability and emotional facilitation, understanding, and regulation are neither related to cognitive ability nor related to personality.

**Webb (2004)** examined the extent to which emotional intelligence is related to transformational leadership within mentoring relationships. One hundred and twelve faculty members responsible for mentoring doctoral students were assessed on the various dimensions of emotional intelligence. Transformational leadership ratings for each professor were provided by the doctoral student(s) who were advised by him or her. The results indicated that emotional intelligence can predict several aspects of transformational leadership, including charisma and inspirational motivation.

**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 and that it may be worthwhile for educational researchers to spend more efforts in designing training programs to improve the emotional intelligence of teachers and school leaders.

2.4 LITERATURE ON STRESS

Stress in the workplace reduces productivity, increases management pressures, and makes people ill in many ways, evidence of which is still increasing. Workplace stress affects the performance of the brain, including functions of work performance; memory, concentration, and learning. Stress at work also provides a serious risk of litigation for all employers and organisations, carrying significant liabilities for damages, bad publicity and loss of reputation. It is here that to guide us to respond appropriately to different stressors.

Muhamad Saiful Bahri Yusoff (2013) study evaluated the relationships of these variables with psychological health of first year medical students during stressful periods. The study was done with students accepted into the School of Medical Sciences, University Sains Malaysia. Stress, anxiety and depression were measured by the 21-item Depression Anxiety Stress Scale. At the less stressful period, stress level was associated with agreeableness and the final GPA, anxiety level was associated with emotional control and emotional conscientiousness and depression level was associated with the final GPA and extraversion. At the more stressful period, neuroticism associated with stress level.

Robert E. Pittman (2012) this study investigated the relationship of the EI of the principal to student performance. This quantitative correlation study examined if EI in principals of charter schools is a contributing factor to student performance in Texas open enrolment charter schools. Two chief conclusions from this study were reached: (a) Principals' EI was not related to student achievement and (b) Principals' gender and the number of students in the school did not predict principals' EI, but older principals had lower levels of EI on some of the EI components. Recommendations for future study include conducting similar research in more than one geographical location and comparing the relationship between principals' EI and student achievement in public schools versus charter schools.

Hassan Jorfi et al. (2011) significant contribution of this research is the discovery of stress management related to communication effectiveness. Results have shown there is a
significant and positive relationship between independent variable stress management (i.e. stress tolerance and impulse control), and communication effectiveness with dependent variable (job satisfaction) in Agriculture Bank and Educational Administrations of Iran. From the results of the study, we can conclude that the Agriculture Bank and Educational Administrations of Iran should pay much attention to stress management, and communications effectiveness as they could lead to maintain job satisfaction.

**Naoko Nishitani et al. (2010)** present study examines the relation of insomnia with job stress factors, stress response, and social support. In the present study, insomnia was associated with psychological job stress factors of appropriateness of work and qualitative workload. Workers with poor sleep quality and insomnia reportedly have low interest or satisfaction in their work. Another study indicated that poor sleepers had the feeling of higher job difficulty and lower achievement on the job. Thus, a close relation is shown between insomnia, job satisfaction and job difficulty, leading to impaired job performance.

**Dasgupta and Kumar (2009)** study examined the sources of role stress among doctors and the stress levels among male and female doctors working in Indira Gandhi Medical College and Hospital, Shimla (India). The study revealed that role overload, self-role distance, role isolation, inter-role distance, role stagnation, role expectation conflict, role ambiguity and role inadequacy are the major sources of role stress. It further stated that there is no significant difference between the stress levels among male and female doctors except in cases of – inter-role distance and role inadequacy, which was found more in male doctor.

**Jyotindra M. Jani (2009)** study was conducted on the basis of data collected from senior and junior executives i.e. executives the sample consists of more than 500 executives belonging to Government and Private Sector. The present study intended to find out stressors that creates managerial problems and results in to diminishing the efficiency at the workplace. Stress and managerial problems have the positive correlation. Building a good organizational environment, work culture, and developing executive accordingly reduces managerial problem and stress.

**Nilufar Ahsan et al. (2009)** study investigated the relationship between job stress and job satisfaction. The results show there is a significant relationship between four of the constructs tested. The results also show that there is significant negative relationship between job stress and
job satisfaction. Motivation is a key factor as well in affecting job stress among employees. Employees who are highly motivated will feel happier and are more willing to work for the organizations. Unhealthy job stress among the people responsible in assisting the future generation’s education will ultimately affect their intellectual and social abilities.

Shahu and Gole (2008) study drew attention on occupational stress which they said is commonly acknowledged to be a critical issue for managers of private manufacturing companies. Their study examined the relationship between job stress, job satisfaction and performance among 100 managers of private manufacturing firms. The findings of the study suggest that higher stress levels are related to lower performance whereas higher job satisfaction indicates higher performance.

Aziz (2004) opined that organizational stress originates in organizational demands that are experienced by the individual. Stress is built up in the concept of role which is conceived as the position a person occupies in a system. The paper investigated the intensity of organizational role stress among women information technology professionals in the Indian private sector. Organizational role stress scale was used on a sample of 264 professionals to explore the level of role stress. Resource inadequacy emerged to be the most potent role stressor, followed by role overload and personal in adequacy. The research found differences in the level of stress between married and unmarried employees on several role stressors. However, level of education did not emerge as a significant differentiator of stressors.

Stephan J. Motowidlo et al. (1986) paper reports on two studies of occupational stress and its relation with antecedent variables and job performance Models developed through path analysis suggest that the frequency and subjective intensity of the 45 events identified cause feelings of stress, which lead to depression, which, in turn, causes decrements in interpersonal and cognitive/motivational aspects of job performance.

2.5 LITERATURE ON MEDICAL REPRESENTATIVES

This review gives a gist on study of Medical Representatives across the area. As Medical Representatives play a major role in helping an industry in a rapidly changing environment to achieve a new corporate vision. The successful execution of strategies for growth, new product launches, new areas/ markets and global perspective and collaboration
depends on attracting and retaining the right sales force talent, and then rapidly developing the skills and knowledge needed to operate in this new world.

Avinash G Mulky (2011) this study explored the impact of person-job fit and person-organization fit on the job satisfaction, organization commitment and turnover intentions of salespersons in India. These constructs have hitherto not been explored in emerging market contexts. A survey of pharmaceutical salespersons found that person-job fit had a strong positive relationship with job satisfaction and person-organization fit had a positive relationship with organization commitment. Job satisfaction had a positive influence on organization commitment and a negative influence on turnover intentions. The differences in job satisfaction across age and experience categories were not significant but salespersons with higher educational qualifications reported lower levels of job satisfaction. The study will contribute to the sales management literature by identifying significant direct paths between P-E fit constructs and job satisfaction and its consequent constructs. An implication for managers is the importance of measuring fit and job satisfaction.

Datta B. Pawase (2013) the study reveals that job satisfaction always has been significant variable with the performance of the employee and his organizational commitment and turnover intentions. After globalization the number of small and big firms has entered in the pharmaceutical drug manufacturing and marketing industry with identical drug contents increasing huge competition in the market and at the same time providing ample job opportunities and career growth for marketing personnel. This study focuses on the role of person-job fit and person-organization fit on the job satisfaction, organization commitment and turnover intentions of the Medical Representatives of pharmaceutical firms working in Pune district.

Mahesh Keshav Karajgikar (2010) the study revealed the role of Management of sales personnel in relation with work training of sales personnel and improvement in the quality and achievement of given targets and also to analyse the role of management in the development of efficiency of sales personnel. It was conducted in Mumbai Region among the Medical Representatives. The Researcher has listed out the number of the MRs in Mumbai Region. The District level identification of the MRs is on random basis for the study. The result shows that the main problem of the MRs is in seeking appointment of the
doctor’s community which can be solved by increasing rapport with the doctor’s. As regards the second problem faced by these MRs, relates to Administration work such as sending daily work reports and sending them daily through mail/ courier etc. There is need for changing the mind-set of the MRs where their immediate seniors can play a major role in convincing them.

Molugulu Nagashekhara et al. (2012) described in his that Machiavellianism is an essential personality attribute for medical representatives in the pharmaceutical industry. The purpose of the study is to find out the Machiavellian orientation among gender and Domestic or Multinational pharmaceutical companies. Data is collected using a simple random and cluster sampling through a structured questionnaire using Mach IV scale (n=300). The research design is hypothesis testing and it is a cross sectional study. Results indicate that male and multinational company medical reps are low Machiavellians compared to female and domestic company medical representatives. If the pharmaceutical companies can determine Machiavellianism of medical representatives at the time of their selection itself this can be a litmus test to determine their potential as productive medical representative. Machiavellian orientation will be more beneficial in the short term, and may damage the long term relationship with wholesalers and the medical fraternity. Hence, there is a need of more studies on long term relationships.

Nicole V. Harris (2009) Emotional intelligence (EI) is an area of research that has gained popularity, specifically in examining EI and its relationship to sales performance. There has not been a tremendous amount of research that addresses the specific area of medical sales. This quantitative study was designed to reveal relationships between emotional intelligence as represented by indices on the Emotional Quotient Inventory (EQ-i), and actual sales performance of medical sales representatives. The sales performance measure used was actual performance rank reported by the sales representatives To better understand the relationship between emotional intelligence and sales performance, an EI instrument was used to assess the emotional intelligence of 38 sales representatives with 12 months tenure from a durable medical equipment sales organization in the Midwest, as well as 98 sales representatives that work for a variety of different pharmaceutical and medical device organizations located across the United States.. The researcher hypothesized that a positive relationship exists between emotional intelligence and sales performance.
Milynn Swofford (2009) study measures the impact of a leadership development program on participants’ behaviour. Using a retrospective degree-of-change survey, 24 middle managers received 360° feedback on ten leadership competencies approximately twelve months after participating in an internally-sponsored six-month leadership development program. Follow-up interviews with 17 of these managers provided insight into the leadership development tactics attributed to the positive change in leaders’ behaviour as well as transfer factors enabling or blocking the associated learning. Twenty-two of twenty-four managers experienced “slight positive change in at least one of ten competencies which composed the Johnson & Johnson global leadership profile competency model.

Flemington, N.J. (2005) study reveals the Sales Representative Analysis enables you to compare the results of your ECI Behavioural Insight against those of top performers in the position. The shaded area represents the scores possessed by top performing Sales Representatives at ABC Pharmaceuticals. This model was developed based on the results of objective study conducted on the position. Your scores are represented by the circular marks located along the line and are presented on a 100% scale. Higher or lower scores are not necessarily better or worse. Look for areas where your scores match the shaded range.

Jennings and Palmer (2007) examined front line sales managers and sales representatives of a pharmaceutical company in Australia through a six-month learning and development program on emotional intelligence designed to enhance their sales performance. The emotional intelligence and sales revenue of participants were measured before and after the program and compared to that of a control group. The emotional intelligence of the participants measured was found to improve by a mean of 18% while the control group decreased by 4%. In addition, the total sales revenue of the participants was found to increase by an average of 12% in comparison with the control group. The implication of this study was that emotional intelligence development training can result in improvements in sales revenue.

Sandip. B. Patil et al. (2013), the study focuses on achieving targets which is resulting into the work induced stress among medical representatives. To assess the work induced stress and various factors responsible for it and also to evaluate some of the health consequences. To achieve the purpose of work, data was collected using a self-administered
questionnaire which was distributed to the medical representatives (n=100) by the principal investigator. The survey was carried in the city of Aurangabad during August to October 2012. The result shows that there is significant amount of work induced stress among medical representatives. It is creating many health hazards. Unless work induced stress among medical representatives is recognized and reduced they will remain on the brim of getting many health consequences.

2.6 RESEARCH HIGHLIGHTS LINKING BETWEEN PERSONAL COMPETENCIES, EMOTIONAL INTELLIGENCE AND STRESS

The top companies understand that Personal Competencies enable results, and increasingly better results are attained with increased proficiency and more frequent demonstration of the right competencies. Emotional Intelligence is a critical skill that can enhance sales performance, and can even help salespeople adapt and cope with difficult customers. Due to the competitive nature of the job environment, most of the people in the world are spending their time from job related work purposes resulting ignore the stressor those are influencing their work and life people with a higher percentage of occupational Stress. This section provides an understanding about the links of the three variables Personal Competencies, Emotional Intelligence and Stress through various studies and researches.

Roohallah Samiee( 2013)The main purpose of the current research is to survey and obtain the relationship between dimension of Personal competence of emotional intelligence and staff performances in Golestan province water and wastewater. The current research methodology is descriptive/survey and correlation and population consists of all the staff of Golestan province water and wastewater and the number of population is 300, and the sample size is chosen according to the Krejcie and Morgan table with 169 individuals and the random sampling has been used. Methods of data collection are library and field collection and tools such as questionnaire and documents available on the scores of evaluating staff performance have been used. Reliability of the questionnaire has been calculated by Cronbach’s alpha and the amount was 83%. For analyzing the data, the Chi-square test and Spearman rank correlation have been used. The research findings showed that there is a significant relationship between the variables of Self- awareness, Self-management and ultimately Personal competence and the staff performance.
**Sanju Lata (2013)** this research was designed to study the effectiveness of teachers in class rooms and to study the competence of teacher from classrooms observations. The major purpose of the study was to identify essential teacher competencies for teacher effectiveness and find out class room practices used by teachers. The study was also aimed at exploring indicators of competence and creativity of teachers. The major implication of the study is to shift from lecture paradigm to collaborative, interactive and democratic teaching style and develop mentoring as well as monitoring teacher education programme for overall teacher effectiveness and emotional intelligence has higher effect on teacher’s performance as well as class room performance.

**Michele Gillians Reynolds (2011)** the purpose of this study is to investigate the emotional intelligence of principals of high-achieving middle schools and to determine whether these principals score higher in certain emotional intelligence competencies. Participants in this study were a sample of middle school principals serving in schools that were designated as a Middle School to Watch (MSTW), which is a nationally renowned recognition program for successful middle schools. This research is a quantitative study, employing descriptive and inferential statistics, analysis of variance, and correlational research designs. The independent variables include the demographic variables of principal gender, school socioeconomic status, and school’s location in a rural vs. non-rural area. The analysis of data resulted in the following findings for the population represented in this study: principals of national MSTW exhibit high levels of emotional intelligence; there is no common set of emotional intelligent competencies shared by this group of MSTW principals; and, emotional intelligence of MSTW principals is not impacted by demographic factors of principal gender, location of the school, socioeconomic status of the school, or minority enrolment of the school.

**Kavita Singh (2010)** the current paper sets out to examine the relationship between the Emotional Intelligence of executives in Indian business organizations with their Personal Competencies. The result suggests that Emotional Intelligence is significantly related with the Personal Competencies of employees and the variables of personal competency namely, People Success, System Success and Self Success have a predictive relationship with Emotional Intelligence. The findings can lead us to conclude that Emotional Intelligence is one of the prerequisite for the success of any business enterprise. Emotional Intelligence is
an ability which can be developed among people with exposure and training. The existence of personal competencies among people has a major role to play in developing and enhancing the emotional intelligence of employees in business organizations.

**Eric Van Genderen (2008)** The researcher employed the Leadership Dimensions Questionnaire (LDQ) as the standardized measurement instrument for conducting this —etic (comparative) study. The LDQ assesses managers based on 15 dimensions, representing cognitive (IQ), Emotional Intelligence (EQ), and managerial competencies (MQ); generating a leadership style —profile based on the respondent’s scores. A combination of online and Paper based self-report versions of the LDQ (recently validated and utilized in several key UK studies) facilitated the data collection from the participating Russian managers (n = 152), over a 12- month period. Major findings of this research include: the identification of a clear leadership style preference by the Russian manager-sample (participative); statistically significant differences between the Russian and UK samples – on 14 of the 15 dimensions; distinctive differences in the competencies required for senior versus junior managers; communication was predictive of Russian leader performance, whilst follower commitment was predicted by leaders levels of sensitivity and communication.

**Melanie Sutton (2006)** the author compares the emotional intelligence competence framework to the various attributes that (as was discovered) a typical knowledge citizen would present. Emotional intelligence expands our possibilities for personal impact. Its effect is contagious, creating inspiration and energy. Emotional intelligence is not new, but there is a growing body of research that suggests that these abilities are important for success. As the pace of change increases and the world of work makes even greater demands on a person's cognitive, emotional and physical resources, this particular set of abilities will become increasingly important. Emotional intelligence and competence is part of the intrinsic toolkit.

**Leonard J. Allen (2003)** the purpose of this study was to determine if a significant relationship exists between teachers’ perceptions of school climate and their principals’ emotional intelligence competencies. Results of the study indicated that there was a statistically significant negative correlation between principals’ Emotional Intelligence competencies and their teachers’ perceptions of school climate. Teachers perceived school
climate to be more positive for female principals. Female teachers perceived school climate to be more positive than male teachers. Elementary teachers were significantly more positive about school climate than middle and high school teachers. Teachers in small and average-size schools perceived climate to be significantly more positive than teachers in large schools.

**Cherniss and Goleman (1998)** estimated that by not following training guidelines established to increase emotional intelligence in the workplace, industry in the United States is losing between US $ 5.6 and US $ 16.8 billion a year. They found that the impact of training employees in emotional and social competencies with programs which followed their guidelines was higher than for other programs, and by not implementing these programs companies were receiving less of an impact and consequently losing money.

**Khagendranath Gangai (2013)** the purpose of the study was to understand the effects of Emotional Intelligence on Stress among employees. To fulfil the aim of the study 60 employees were randomly selected from Aon Hewitt both male and female. Results indicate that there is a negative relationship between Emotional Intelligence and Stress.

**Dharmesh Kumar Mishra (2012)** examined the relationship between EI, stress and anxiety. It was found that an employee having high Emotional Intelligence is able to cope up with his work environment in a better way and is consequently less anxious and stressed. On the other hand if an employee has low Emotional Intelligence than he/she finds it difficult to cope up with the Work Environment thereby resulting in higher Stress and anxiety. The research also found out that the levels of stress and anxiety may help predict the Emotional Intelligence of an individual. The study also found out the factors at the work place which causes Stress and anxiety. These factors if they are dealt with in the right manner will enhance the Emotional Intelligence of an employee and thereby reduce stress and anxiety.

**Rakesh Bharti et al. (2012)** study revealed is to see the impact of Emotional Intelligence on academic achievement and academic Stress of student-teachers. Results of this study indicated significant differences between high and low Emotional Intelligent student teachers on academic achievement and academic stress in favour of high emotional intelligent student-teachers. Findings showed that the high Emotional Intelligent student-teachers are high on academic achievement and academic Stress. There is necessity to develop the Emotional Competencies of the student teachers, which in turn helps them to
develop the same among their students. The key to obtain success of learning is to give full attention and concentration during the process of teaching learning academic achievement and academic stress. There is necessity to develop the emotional competencies of the student teachers, which in turn helps them to develop the same among their students. The key to obtain success of learning is to give full attention and concentration during the process of teaching learning.

Zeynep Kalyoncu (2012) study considered the concepts of Emotional Intelligence and Stress, and to conduct an applied study of the relationship between these two variables. The nurses who worked at some of the private and governmental hospitals in the province of Ankara were studied, and this present study identified a significant relationship between Emotional Intelligence and Stress. The present study found a statistically significant relationship between Emotional Intelligence and job Stress. Indeed, a participant with a higher Emotional Intelligence level turned out to have a lower level of job stress.

Sukhpal Kaur (2011) study stated the well-being of elementary school teachers in relation to Emotional Intelligence, Stress and Self-esteem. The results indicated that the well-being, Emotional Intelligence and Self-esteem of elementary school teachers are appreciably good though their stress level is high.

Anju Puri (2010) study stated the weak components of emotional intelligence of business executives for the purpose of identifying their training needs, to ascertain the relationship between Emotional Intelligence and Job Stress. The results of the study show that Emotional Intelligence can be used as a potential moderating variable in the stress process and improving the performance of the business executives.

Keesha L. Karriem (2010) presented a correlational research to determine the extent of association between Stress and Emotional Intelligence among direct-care workers who assist adults with developmental disabilities in the Illinois area. The data findings also revealed that general mood is a substantial predictor of direct-care workers’ stress. The recommendations that materialized from the study could be important to leaders, scholars, and future research.

Saras Ramesar (2010) study revealed the relationship between Emotional Intelligence and Stress management in a group of managers. This was done through a quantitative study of the relationship between stress management and emotional intelligence.
These constructs were operationalized by means of a combination of scales present in the Feelings and Emotions domain of the Occupational Personality Questionnaire (OPQ32i) and the Emotional Quotient Inventory (Bar-On EQ-i). The correlation and regression results seem to indicate that Stress management (the ability to cope with stress) is a component of Emotional Intelligence, while stress can be either an input or an out flow of emotional intelligence or the lack thereof.

**Brink & Estelle (2009)** study examined whether there is a relationship between Emotional Intelligence, Stress and Coping Strategies in the occupation of air traffic control. The focus was to determine whether the Emotional Intelligence of an Air Traffic Controller might have an effect on the recognition and management of stressful situations, and influence the way they select coping strategies. The constructs were defined as follows: Stress, as any demand eliciting a negative emotional state, that exceeds an individual’s resources to cope; Emotional Intelligence, as the process of emotional information processing consisting of the dimensions of Self Awareness, Self-Regulation, Motivation, Empathy and Social Skills and Coping as the efforts to manage environmental and internal demands and conflicts.

**Ismail, Suh-Suh et al. (2009)** study examined the effect of Emotional Intelligence in the relationship between occupational Stress and job performance. The outcome of the study clearly stated that relationship between occupational stress and Emotional Intelligence significantly correlated with job performance. Statistically, the results confirmed that the inclusion of emotional intelligence in the analysis mediated the effect of occupational stress on job performance.

**Singh and Singh (2008)** study investigated the relationship as well as the impact of Emotional Intelligence on to the perception of role stress of medical professionals in their organizational lives. The study was conducted on a sample size of 312 medical professionals consisting of 174 male and 138 female doctors working for privately managed professional hospital organizations. The findings of the study indicated no significant difference in the level of emotional intelligence and perceived role stress between genders, but significantly negative relationships of Emotional Intelligence with organizational role stress for both the genders and the medical professionals as a whole.
Moira Mikolajczak et al. (2007) study focused on a widespread occupational stressor, Emotional labour (EL). EL refers to the act of managing emotions and emotional expressions in order to be consistent with organizational ‘display rules’, defined as the organizationally required emotions during interpersonal service transactions. As expected, individuals with higher trait EI scores experienced more positive consonance and performed less emotional effort than individuals with lower trait EI scores.

Abraham (2000) deliberated that the social skills component of Emotional Intelligence is related to positive interpersonal relationships and it increases the feeling of job satisfaction and decreases occupational stress. She further stated that these social skills foster networks of social relationships which in turn increase an employee’s commitment to the organization.

Spector and Goh (2001) examined the role of emotion in occupational stress. They employed a narrow definition of job stress as “any condition or situation that elicits a negative emotional response, such as anger / frustration or anxiety / tension” in an attempt to overcome the broadness of previous definitions and focus on negative emotional responses. The authors suggested that emotions influence how the work environment is perceived, that is, whether a particular condition is appraised as a job stressor or not. They further suggested that these appraising emotions may lead to psychological and physical strains. Psychological strain might result from continual negative emotional experiences and may lead to decreases in job satisfaction and organizational commitment. Physical strains (for example, suppression of immune system, heart disease) may result from the physiological components of experienced emotions that can adversely affect health. It was concluded that an individual’s ability to manage and control their emotions (particularly negative emotions) in the workplace will influence the outcome of stress.

Ching-Yu Cheng (2014) study aimed to develop a pre graduation clinical training program for nursing students before graduation and evaluate its effect on students’ self-perceived clinical competence, clinical stress, and intention to leave current job. A sample of 198 students returned the questionnaires before and after the program. They were followed up at 3, 6, and 12 months after graduation. Results showed that post-test clinical competence was significantly higher than pre-test competence, positively related to clinical competence at 3 and 12 months, and
negatively related to clinical stress at 3 months. The clinical competence at 3 months was positively related to clinical competence at 6 and 12 months, and clinical competence at 6 months was related to intention to leave at 12 months. Intention to leave at 6 months was positively related to intention to leave at 3 and 12 months. Clinical stress at 3 months was positively related to clinical stress at 6 and 12 months, but not related to intention to leave at any time points. The training program improved students’ clinical competence. The stressful time that was correlated with new graduate nurses’ intention to leave their job was between the sixth and twelfth months after employment.

Gayathri. M.S et al. (2013) empirical study was conducted to analyse the Emotional Intelligence competencies of employee’s in terms of the Chemical Industry in SIPCOT. In this study, it is found out those EI competencies of employee’s have an impact on stress, emotion, Job control and locus of control. The organization should develop suitable strategies to enhance the emotional intelligence competency of their employee’s so that in the long run individual’s performance, interpersonal relation, and communication will improve and in turn contribute towards organization’s success.

Holeyannavar. P.G et al. (2012) study revealed on Stress and Emotional competence of 105 primary school teachers was conducted in Dharwad during 2008-09. The study concluded that increase in Emotional Competence reduced the stress levels of the primary teachers significantly. Most of the teachers indicated average to high levels of stress and majority of them showed average to competent level of emotional competence. Age and work experience were negatively and highly significantly related to stress Thus increase in the emotional competence reduced the stress levels of teachers significantly.

Sethela June and Rosli Mahmood (2011) study conducted to examine the relationship between role ambiguity, Competency and person-job fit on the job performance of employees in the service sector SMEs. It was previously reported that role ambiguity, competency and person-job fit to have a significant relationship with the job performance of employees. Therefore, the focus of this study is to discover whether similar relationships do exist among the employees of the service sector SMEs in Malaysia. The result revealed significant relationships exist between role ambiguity, competency and person-job fit with the job performance of employees.
Deb Keen et al. (2008) this paper reports on the effects of two types of parent-focused intervention, for parents of children with autism spectrum disorder (ASD) aged 2 to 4 years and within 6 months of diagnosis, on parent’s perceptions of stress and competence. Development in social communication was greater for children of families receiving professional support as measured by a caregiver questionnaire but not on a clinically measured behaviour sample. Improvements in adaptive behaviour were greater for children in the professionally supported intervention when relatively low adaptive behaviour scores had been demonstrated at pre-intervention. The professionally supported intervention resulted in reduced child-related parenting stress and increased parenting self-efficacy relative to the self-directed intervention. The findings support the importance of providing individualized information and professional support around the time of diagnosis for families who have a child with ASD.

Ann S. Masten et al. (2006) study examined the associations of stress exposure to various aspects of school-based competence in a normative sample of 205 children aged 8–13. Potential moderators of these relations, including child attributes of sex and IQ, and environmental attributes of socioeconomic status (SES) and family qualities, were also studied. Family attributes were derived from a set of rating scales completed by interviewers after 6 hours of interviews with a parent. Results suggest that the relations of stress exposure to competence vary as a function of individual differences as well as the competence criterion. Advantaged children were more competent, and with stress were less positively engaged in school, but were not likely to be disruptive. Boys were less socially competent than girls and, when stress was high, appeared to be less protected by positive family qualities.

Napatsawan Kaewluang et al. (2005): This was descriptive research aimed at studying the relationships between parental stress, parental role, and perception of work competency on the part of preschool children's parents. The sample consisted of 399 parents whose children were studied at the school in Phathum Thani province. The instruments included parental stress, parental role, and parental competency. The results of the study showed that there was significantly statistics correlation between parental stress in preschool parents and parental role in preschool parents. There was significantly statistics correlation between parental stress in preschool parents and perception work competency in preschool parents.
Charlene K. Baker (2001) study reveals the relation between parenting and domestic violence has been studied extensively in the past two decades. Some of this research has focused on child outcomes, whereas other studies have addressed issues of parenting among battered women. Few studies, however, have explored male barterers as parents, because men have not usually been incorporated into research models regarding domestic violence and parenting outcomes. The negative effects on child outcomes due to the presence of domestic violence have been well documented. This study found support for the distinctive roles of mothers and fathers in this population. It appears that the man’s role as provider for rather than caregiver to his children may be related to his reported low levels of parenting stress, even among men reporting abuse toward their partners.

This literature survey is an attempt to narrow down the concept of Emotional Intelligence, Personal Competencies and Stress among Medical Representatives, the literature survey found divergent opinion on the constructs of Emotional Intelligence and different definition of Personal Competencies on job performance, team work, job satisfaction. And it has been confirmed that there has not been adequate research carried out to measure the Emotional Intelligence, Personal Competencies and Stress among Medical Representatives in Indian Context. So there is a need for an extensive research on Medical Representatives for the benefits of Individuals, Profession and Organisation.