

The effect of Emotional Intelligence on effectiveness of employees working in Service sector organizations.

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I. INTRODUCTION

“Aristotle has said that “Anyone can become angry – that is easy, but to be angry with the right person, to the right degree, at the right time, for right purpose and in the right way – that is not easy.”

Emotional Intelligence (EI) must somehow combine two of the three states of mind cognition and affect, or intelligence and emotion. Emotional intelligence refers to the ability to perceive, control, and evaluate emotions. Some researchers suggest that emotional intelligence can be learned and strengthened, while others claim it is an inborn characteristic. A number of testing instruments have been developed to measure emotional intelligence, although the content and approach of each test varies. If a worker has high emotional intelligence, he or she is more likely to be able to express his or her emotions in a healthy way, and understand the emotions of those he or she works with, thus enhancing work relationships and performance. Emotional Intelligence is not about being soft! It is a different way of being smart - having the skill to use his or her emotions to help them make choices in the moment and have more effective control over themselves and their impact on others.

Emotional Intelligence allows us to think more creatively and to use our emotions to solve problems. Emotional Intelligence probably overlaps to some extent with general intelligence. The emotionally intelligent person is skilled in four areas: Identifying emotions, using emotions, understanding emotions, and regulating emotions.

The term Emotional Intelligence is only a few years old. It originally developed during the **1970s and 80s** by the work and writings of psychologists **Howard Gardner, Peter Salovey and John Mayer**. EI first appeared in **1985** in a doctoral dissertation by **Wayne Leon Payne**, which he entitled “A Study of Emotion: Developing Emotional Intelligence.” His thesis on emotional intelligence included a framework to enable people to develop emotional intelligence.

Payne asserted that many of the problems in modern civilization stemmed from a suppression of emotion and that it was possible to learn to become emotionally intelligent. Later it was coined by Daniel Goleman, who wrote the pioneering book on the subject. He actually co-authored it with his wife, Tara, triggered by sitting through many frustrating business meetings with her. Emotional Intelligence then appeared in a series of academic articles authored by John D. **Mayer and Peter Salovey (1990, 1993)**. These publications generated little attention. Two years later, emotional intelligence entered the mainstream with **Daniel Goleman's(1995)** best-seller *Emotional Intelligence: Why It Can Matter More Than IQ* and subsequent articles in **USA Weekend and Time Magazine (October 2, 1995)**. More recently, Goleman's latest book, *Working with Emotional Intelligence* (1998), has caught the attention of human resource practitioners. Although the term ‘emotional intelligence’ was not used, it is evident that the groundwork for the research was set in motion long before any official work on emotional intelligence.

Today’s business scenario is complex and dynamic in nature. Business success largely depends upon the high quality services. Service quality is the ability to provide professionally required and customer expected applications of business (**Wikipedia, 2008**). Expansion of the service sector, globalization and greater strategic emphasis on technological innovation and ‘entrepreneurship’ are among some of the business trends that have given rise to the major changes in the nature of work, workplace and workforce. The current business environment is ‘hyper turbulent’, and resource constrained. Changes are an ongoing challenge faced by organizations to go ahead of the competitors, and simultaneously to ensure that companies gain competitive advantages. It is common for the companies to face both internal and external changes as well as to adapt to these changes. Organizations need to improve their

competitive advantages as well as maximize the achievement to cope with their competitors. Employees in organizations should pay attention to changes, and should seriously consider the changes taking place during the transformation process (**Pritchett, 2004**). Reaching optimum productivity is the other most considerable aim of each organization and for that efficient, proficient and skillful human force is one of the most important elements that help organizations to achieve their goals. Human beings are the most valuable assets of any organizations without which the survival of the organization is difficult. Human effort has a lot to do when we talk about the service quality. Undoubtedly, there are always a number of factors behind the quality generating human effort. All the business risks, challenges and changes can be effectively handled by the organization if it consists of efficient and trained workforce. In order to gain and maintain competitive advantage and to minimize the uncertainties employees should be able to adapt well to both external and internal changing business environment.

The basic function of Human resource management is to attract, retain, and motivate employees and always keep them involve in strategic and operational decision making by using their talent and intelligence (**Aligning with the mission, 2004**). Organizations face the problem of hiring, training and retaining the skillful employees in the organizations. Effective HR policies have become mandatory for the success of an organization and to overcome these challenges management of the organization needs to find new avenues of implementing effective and dynamics HR policies. In this regard, new dimensions of organizational behavior such as understanding the emotional intelligence, emotional commitment and employee satisfaction from job and workplace environment have gained rapid prominence on the strategic roadmap of the organization. Nature has blessed mankind with a number of capabilities. Emotional intelligence is one of them. Emotional intelligence is about the management of emotions. Emotions may be managed for any situation for the desired results.

Employees who can regulate their emotions can response wisely on different situations and their decision-making, problem solving and creativity abilities are stronger and well organized (**Scott-ladd, 2004**) Emotional intelligence (EI) is the capability to identify own and others feelings and utilize this awareness to facilitate own-self and others (**Berman, 2008**). Emotionally intelligent individuals can handle and perform efficiently in problems and emergencies.

Scott-ladd (2004) argued that emotional intelligence (EI) in employees is self-awareness and an ability to deal with any exceptional uncertainty. Creativity, resilience, constructive discontent, rational and stretched thinking are the other characteristics which are present in an emotionally intelligent person. Harvard Business School investigated that people who have strong self-awareness are neither overly critical nor plainly hopeful they are honest with themselves and with other people who have a high degree of self-awareness know how their feeling affect them other people and their job performance.

The metamorphosis of the business organization from rational machine to dynamic and increasingly unpredictable organism has confronted the managers of the organization to transform the traditional and hierarchical structure of the organization into modern, flattened and flexible structure with interactive independent and creative processes and also be ready to face unpredictable and challenging issues, changes and dilemmas in various areas such as environmental sustainability, accountability and transparency. Rapid environmental changes are causing fundamental transformations that have a dramatic impact on organizations and creates new challenges for human resources management in general and leadership in particular. The transformations also represent a shift from traditional intelligence to new paradigm of emotional intelligence. The system of life and organizations – is fluid, dynamic, and potentially self - renewing where employees are learning to “go with the flow” to accept the inevitable changes and also to recognize such changes as a potential source of energy. These profound changes cannot meet without addressing the deepest thoughts and feelings of Indian executives. This requires the executive to open up the heart and deal with the emotions, welcoming them into the workplace to ensure success in this ever-changing industrial environment.

Traditionally, intelligence has been kept separate from emotions and emotions were considered as counterproductive and had no significance in the organizational context. Relevance was only given to academic qualification, job- related skills and intellectual abilities of the employees during the process of their recruitment, selection as well as their assessment and appraisal. It was John Mayer and peter Salovey who coined the term called “**EMOTIONAL INTELLIGENCE**”. The term **emotional intelligence** appeared by **Daniel Goleman**, a science writer for the New York Times and a Harvard trained psychologist in the beginning

of twenty century and became famous during the 1990's **Daniel Goleman** developed the term of emotional intelligence in his book in 1995's. The book was under the title: Why It Can Matter More Than IQ for Character, Health and Lifelong Achievement. Daniel Goleman popularized this term in respect to the organization context in 1998. Firstly the concept attracted the attention of corporate America and later on EI is being used as a new yardstick for recruiting, developing and appraising the employees in many organizations especially in western countries. This yardstick focuses on emotion- related skills of the employees and predicts the difference between a star performer and the average performer in the organization. EI has positive impact on various walks of an individual's life like home, school, work as well as in the organization. successful managers and policy makers not only attracts, retain and motivate employees but also keep them involved in strategic and operational decision making by using their talent and intelligence aligning with the organization mission. Over the decades, the term Emotional Intelligence (EI) has emerged globally among the gurus of organizational behavior and industrial psychologists and is given due recognition by the industry. It has become one of the popular topics of discussion for the researchers, scholars, academicians and corporate executives. The concept of Emotional Intelligence is unique and is based on the emotional functioning of an individual. Although, the concept of EI may have some elements of other psychological concepts, it still retains its originality, uniqueness and creativity and act as important tool for assessing and understanding human behavior.

II. LITERATURE REVIEW

The first and the foremost step for a researcher is to explore and review the related available studies on the topic and obtain some guidelines for own research work. A literature review is the summary or the substantive findings as well as theoretical and methodological contribution of various scholars and researchers. It is the critical and intensive analysis and evaluation of the research works performed earlier. In this chapter the intensive empirical literature and research works done by various scholars and researchers in past related to emotional intelligence and its impact on the employee job performance, job satisfaction, organization commitment and motivation of the employees which are considered as the factors for measuring the employee effectiveness in the study are been reviewed and

summarized for the purpose of studying the related available literature for getting in depth knowledge of topic of study and to find the gaps and in the existing literature for supporting and justifying the objectives formed for doing the current research in the meaningful context. The past experience / work is always helpful for new researchers; a survey is made of existing literature available on the topic. The purpose here is to connect the existing literature with present study to decide about the general framework of study.

A large number of literature / paper / research work is available on emotional intelligence and research has been referred available literature on emotional intelligence and employee effectiveness.

Research Studies On Emotional Intelligence And Organizational Performance

Barton, Dielman and Cattell (1972): Conducted a study to fully assess the relative importance of both ability and personality variables in the prediction of academic achievement and reached on the conclusions that IQ together with the personality factor - which they called conscientiousness - predicted achievement in all areas. All the factors in the study are included in the components of Emotional intelligence by Goleman '(1998), this study also reflect the relationship between the EI and achievement of individuals (cited in Jenny Geiser, 2001).

Rosenthal (1977): Along with his colleagues at Harvard discovered that people who were best at identifying other's emotions were more successful in their work as well as in their social lives. This clearly indicates that 'empathy' is an important element of EI which highly contributes to the occupational success.

Rosenthal, Hall, Di Matteo, Rogers, & Archer, (1979): Found that empathy, a core component of EI, contributes to professional and personal success.

Boyatzis in 1982: Conducted a classic study on over 2000 leaders, middle managers and executives, and found that 14 out of 16 competencies which separated top from average performers were emotional competencies (mentioned by Goleman in 2001). Boyatzis mentioned that managers and executives harness their personal needs and values in the service of the company's goals and objectives and become the star performers in the company and that social awareness allows reading situations objectively and also distinguishes star performers from average ones without any personal biases and distortions. Effective Relationship management ability helps to

sense others reactions and to respond accordingly. Relationship Management is a significant characteristic of a star performer and a superior manager. Boyatzis also has stated that accurate Self - Awareness level of the individuals is the hallmark of their superior performance at the workplace as people who possess accurate Self Awareness level are aware of their competencies i.e self-confidence, self-assessment and emotional handling and accordingly they seek out feedback and learn from their mistakes that where they need to improve and when to work with others who have complementary strengths.

Williams and Sternberg (1988): Individuals high in empathy are more capable of relating to other group members within a professional organization.

Lusch and Serpkenci (1990): Found in their study of store managers in a retail chain that the ability to handle stress predicted net profits, sales per square foot, sales per employee, and per dollar of inventory investment.

Salovey and Mayer (1990): Argues that the ability to empathize with others and relate to the feeling of others plays an important role in the formulation of superior goals, plans, and strategies. Empathic ability is predominantly vital when the dilemma to be solved require resolution of conflicting opinions in such a manner that are adequate to different people working within a same organization. People who are not empathic find it difficult to estimate proper responses to socially serious circumstances; these parties also need aptitude to adapt social deeds to the professional situation, thus failing to include other people's needs and feelings in to their own conceptualization of socially pertinent behavior. This pursues sensibly from the fact that heeded to make one more sympathetic in allowing another's proposal for change, since a spirit of sharing and justice is recognized.

Barrack and mount (1991): Stated that individuals who are conscious are more Self - disciplined in attending various responsibilities which creates outstanding performance right from the bottom to top.

Spencer and Spencer (1993): Analysed almost 300 companies and found 18 out of 21 competencies specified in the generic models of the companies researched, which discriminates between top and average performers, were Emotional intelligence competencies. EI is therefore vital to leaders' success and job performance. They mention that one of the most significant competencies of self - management is adaptability and superior performers demonstrate this competence at the workplace and give good results and perform well at the workplace. They

also view that employees keep on managing themselves based on their achievements and even the superior and average performing employees can be set apart based on their achievements. Further it was also stated in their studies that relationship management ability is essential for supervisors, managers, executives and for all those employees who are working in the front line and also it has emerged as a fundamental skill for effective leadership as well. Relationship Management requires clear line of communication which is essential for the organizational success. Effective communication allows flexible exchange of knowledge, information, creates better listening ability and staying receptive for good as well as well as bad news. In another study done by then on L'Oréal sales agents investigations was to find the differences between the usual selection process of employees (sales agents) and those selected on the basis of certain emotional intelligence competencies. The study results showed that sales agents who were selected on the basis of EI competencies sold more than sales agents selected the 'usual' way and their turnover during the first year of employment was 63 per cent lower. They stated that there is the need to improve emotional intelligence within the workplace because employees do not necessarily exhibit the competencies of emotional intelligence as a function of their job. Organizations now understand the benefits of implementing emotional intelligence programs at work and are providing the necessary training experiences.

Kelley & Caplan (1993): Conducted the research study at Bell Laboratories to know about the ability of emotional intelligence and its significance in order to differentiate between high performing and average performance in the workplace. According to the requirements research teams in the Bell Laboratories, provides support for the ability of emotional intelligence to differentiate between high and average performers. It was found as the conclusive results that Intelligent quotient (IQ), did not differentiate between "stars" and other team members in the group and academic talent was not found to be a good predictor of either "star" rating or productivity. However, the interpersonal strategies employed by team members were found to be differentiators.

The authors strongly mentions on the basis of the study that traditional intelligence cannot be the only factor for assessing the performance of employees but while working in the team or in an organization employees need to be good in their interpersonal skills which is one of the dimensions of emotional intelligence (EI) i.e should have high

level of empathy to connect with others to listen and understand their views and thoughts, should appreciate them and try to link their thoughts and working style with. Such cooperation and understanding between the employees will enhance their performance and effectiveness and will make them the best performers in comparison to those employees who have low levels of interpersonal skills.

Parrott (1993): stated that people are usually motivated to seek pleasant feelings and avoid unpleasant emotions. Presence of emotional intelligence can help individuals to nurture positive affect, avoid being overwhelmed by negative affect, and to effectively cope with stress. Effective management of stress is necessary for increasing the employee's productivity and performance. It increases the employee's effectiveness and helps them in maintaining the accurate balance between the personal and professional life.

Author emphasized that stress leads to mental disturbance and effects the productivity of employees. A stressful employee will not be able to work with their maximum capacity and strength and thus the output process suffers which will result in loss to the organization. Stress arises when the employees face some unpleasant situations or get some negative feeling and emotions and can be minimized if the negative thoughts will be controlled and positive and optimistic approach will be followed by employees which are required in the particular situation. If these negativity and emotional imbalances would be controlled and employee will intelligently manage these emotions and situations the stress level could be minimized and efficiency and effectiveness of both organizations and employees will increase. The ability to manage and regulate feelings and handle stress is another aspect of emotional intelligence that is the important predictor important for success. Thus a negative relationship between emotional intelligence and stress could be established.

Pilling and Eroglu (1994): found in their survey on the retail sales buyers that they preferred apparel sales representatives who could listen well and really understand what they wanted and what their concerns were. They reported that buyers found that apparel sales representatives were valued primarily for their empathy. These results suggest that those sales representatives with EI secured more business customers and sales. The empathy skills are significantly required for doing customer interaction in order to achieve high sales as well as to give customer satisfaction.

Eisenberg, (1994): Analyzed the studies done on emotional intelligence and gender and on that basis concluded that the results of some of the studies indicate significant gender differences in emotional intelligence and those of others contradict the notion. Established literature apparently suggests that men and women significantly differ in their styles of emotional intelligence and women and girls are generally considered more caring and emotionally responsive than men and boys. Significant gender a difference was found in emotional intelligence and study suggested that men and women significantly differ in their styles of emotional intelligence.

Rosier (1994-1996): suggested that about two-thirds of the competencies linked to superior performance are emotional or social qualities such as self-confidence, flexibility, persistence, empathy and the ability to get along with others. Various other researchers like Lusch and Serpkenci (1990) also found and established the same result. (Mentioned in Cherniss 2000) .

Daniel Goleman (1995): Popularized the concept mentions that emotional intelligence plays a central part in our daily life as well as work life and argues that the contribution of emotional intelligence to effective performance at work is as much as 66 percent for all jobs and 85 percent for leadership jobs. Goleman indicates that at best general intelligence contributes about 20 percent of the factors that determine success in life. Goleman (1995), in his book named "why it can matter more than IQ" stated that emotional intelligence of the person which includes the ability of an individual to restrain the negative feelings and to focus on the positive feelings plays an important role in determining their success at work. Empirical studies done in past reflects that, at work, emotional intelligence is associated with work behavior, team work, team satisfaction, customer satisfaction, job satisfaction, work-family conflicts, job stress and concern for quality of goods and services.

According to Holahan and Sears (1995): In a study done on more than one thousand men and women with high IQ from early childhood to retirement found that those who possess self - confidence (feature of self-awareness) during their early years were more successful in their careers. Hence it can be stated that Self Awareness is correlated with the performance of the employees.

Schulman, (1995): Views that if people are more proactive and optimistic at their workplace it creates the drive in them towards the better achievement which gradually results in superior work performance.

McBane, (1995): States that superior performers mainly in service industry have the ability to recognize customer's view point and utilize appropriate assertiveness to guide the customer's and company's needs. Socially Aware employees have the ability to understand the overall psychology of the organization and political realities in the groups. This ability creates organizational awareness that enhances networking and coalition building that helps the individuals to wield influence in the organization irrespective of their professional roles. To become efficient performer social awareness is required not only at the interpersonal level but also at the organizational level.

Hein (1996): Through research study identified characteristics of the people with high score on EQ, such as clarity in thoughts and expressions, high optimism, ability to read non-verbal communication, emotional resilience, moral autonomy, and high level of self-motivation and concluded that People with high characteristics of EI revealed in the study is of high importance in the field of selling and jobs which require direct customer interaction especially in the service sector organizations .

Pesuric and Byham (1996): Reported that after receiving training in emotional competencies such as how to listen better and help employees to resolve problems on their own, performance of the supervisors in the service industry had reported to improved and lost -time accidents were reduced from an average of 15 per year to 3 per year, and the plant exceeded productivity goals by \$250,000.

Goleman (1996): Found no differences were found in Emotional intelligence. for male and female managers when the overall emotional intelligence scores were compared to men and women. It could be due to biological pre - disposition, and more likely to be associated with childhood socialization and socially defined models of femininity v/s masculinity.

Brophy (1996): states that by recognizing the manager and employee's level of emotional intelligence, a difference in corporations and organizations could be achieved companies attempt to develop the quality of the executives and co workers' lives which increases their output level and profitability. Researchers focus on the capabilities of the organization to recognize as well as to develop the emotional intelligence levels of the workers and employees to achieve quality services and results from employees as well as to mark a different position of the organization among the rival companies.

Bar On (1997): asserted that there are no gender differences in terms of total emotional intelligence, nevertheless, difference may be found in some emotional capacities. Women and girls are generally considered more caring and emotionally responsive than men and boys.

Steele, (1997): mention that empathy competency help in avoiding performance deficits and also allow the managers and employees to handle and manage diverse workforce.

Goleman (1997): studied on the impact of emotional intelligence on individuals and compared high IQ individual with those having low EI and also to those high in EI. He found that individuals who have high IQ without high EI tend to be condescending, critical, inhibited, fastidious, sexually incompetent or at least ill at ease, emotionally bland, detached, and unexpressive. Conversely, individuals with high EI (with or without a high IQ) tend to be outgoing, cheerful, socially poised, able to commit, accepting of responsibility, ethical, and sympathetic. They also are less likely to be unnecessarily fearful or worrisome. He went on to say of high EI individuals that "their emotional life is rich, but appropriate; they are comfortable with themselves, others, and the social universe they are in.

Research by **Martinez (1997):** showed that 80% success at work depends on the emotional intelligence, while only 20% dependent on Intelligence Quotient. Rosenthal et. al, (1997) states that the best people who can identify others emotions are the people who are more successful in their work as well as in their social lives.

Mayer & Salovey (1997): Also mentions that other emotional abilities, such as perceiving and understanding emotions, also contribute indirectly to the quality of emotional experience by helping people to identify and interpret cues that inform self-regulatory action. Therefore emotional intelligence should contribute to positive affect and attitudes at work.

Cooper (1997): Found 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 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 EI 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 co - workers morale.

Hopfl and Linstead (1997) and Fineman (1997): Stated that emotions form a significant part of

learning and are not merely a by-product of the process. Fineman argues that managerial learning is emotional and that the traditional cognitive approach to management has ignored the presence and role of emotion. This may be a causal factor in the frequent dysfunctionalities of the managerial learning process.

Higgs (1997): Demonstrated the importance of managerial team interaction processes in determining the effective performance of these teams.

Goleman (1998): States that emotional intelligence is more important and crucial factor as much as technical and analytic skills for becoming the star performer in the company. He proposed that cognitive intelligence can help a person to get a job in a company but emotional intelligence skills helps a person to grow in the job. Higher the people moves in the organization more emotional intelligence skills are required. Goleman focused on the need of emotional intelligence at the work and emphasizes that emotional intelligence is not limited to the managers and leaders of the organizations but input of emotional intelligence is required to do any kind of job that requires dealing with people. He stated that IQ level of the individuals is relatively fixed but emotional intelligence can be built and learned. Companies can test and teach emotional intelligence skills to the employees to enhance their performance and many organizations have already started with it. However Goleman in his studies in (1995, 1998), argues that the task performance of the employees many not be directly related to emotional intelligence and provides a bedrock for other individual personal competencies to be successful.

Goleman (1998): Conducted another study on competence models for 181 different job positions drawn from 121 organization worldwide, the models showed the profile of excellence as agreed by the management for a given job and found that 67 percent - two out of three - of the abilities regarded as essential for effective performance were emotional competencies which is a learned ability based on EI, which exists when one has reached a required level of achievement. He further argues that emotional intelligence was two times more important in contributing to excellence than intellect and expertise alone.

Goleman (1998): Argues that the process of motivation, negotiation and communication involves helping others and to control their emotions, resolve their disagreements and be motivated (emotional mentoring). To help others to manage their emotions, it is crucial to, keep one's own emotional perspective, knowing how to

relaxed an out-of-control person, be a supportive listener and help with goal planning and implementation.

Amabile (1998): Views that Self Management creates "emotional resilience" which enables employees to think "out of the box" and organizations with autonomous and flexible roles and regulations provide a platform for innovation which results in efficient performance of employees.

Kelley (1998): Found in a study done on several hundred knowledge workers that Self Awareness was the competence which was found virtually in every star performer. Self-Awareness stimulates the self confidence level of the individual which is the strong predictor of performance.

Handley (1998): States that "optimism has been shown to be one of the strongest predictors of success and employee retention in a sales environment" (cited in Geiser (2001)).

McClelland (1998): In a study found that a large number of emotional competencies and only a few cognitive competencies show up the segmentation in the workforce between high performers and average performers. Mc Clelland (1998), conducted a study in a large beverage firm and found that 50 per cent of its division presidents who are hired through standard methods left the organization within two years, mostly because of poor performance and when the selection was based on emotional competencies such as initiative, self-confidence, and leadership, employee turnover reduced to 6 % in two years. Also the executives selected on the basis of emotional competencies were far more likely to perform in the top third based on salary bonuses for performance of the divisions they led: 87 percent were in the top third. Also, division leaders with these competencies outperformed their targets by 15 to 20 percent, while those who lacked them underperformed by almost 20 percent.

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. Thus by arranging proper training programs for enhancing emotional intelligence of employees effectiveness of employees and organization can be increased. A study on top 10 Indian companies documented that

enhancement of emotional intelligence of the member's generated more positive work culture in the behaviours. (Since, 2001).

In a study by Stein (as cited in Murray, 1998): 4,500 men and 3,200 women were assessed for their EQ. He found that women scored higher than men on empathy and social responsibility while men outdid women on stress tolerance and self-confidence. He concluded that women and men are equally intelligent emotionally, but they are strong in different areas. Another consideration in EQ acquisition has been age. Studies show that, "maturity remains an advantage; it may be slightly harder to 'teach young dogs new tricks,'" says Goleman (1998, p. 285). In their study comparing several hundred adults and adolescents, Mayer and Salovey (as cited in Goleman, 1998), found that EQ increases with age with a peak occurring in the forties. EQ in the workplace can mean many things.

Martinez-Pons (1997) and Schutte et al. (1998): Described that higher emotional intelligence is related to less bad and unpleasant moods and higher optimism. There is a positive relation between emotional intelligence and optimistic behavior and negative relation between emotional intelligence and depressed mood.

Heraty and Morley, (1998): Stated that if the employees of an organization don't demonstrate emotional intelligence, it can serve as an extensive overhead for the person and the organization. Low morale, quarrelsome attitude and anxiety all these factors ultimately impact organizational effectiveness. Employee turnover and negative attitudes emerge rapidly, relationships devolve, motivations decrease and performance start deteriorating.

Nabi, (1999): Researched and found that factors such as educational level, work experience, age and gender to affect perceived job success. The findings were similar to the findings of studies done by (Aryee, Wyatt and Stone, 1996) and (Judge et al., 1995).

Sosik and Megerian (1999): Found that managers who are high on emotional intelligence were the outperformers measured by organizational performance data.

Iohnson and Indvik (1999): Stated that a person with high emotional intelligence (EI) has the ability to understand and relate to people. The emotional intelligence considered to have greater impact on individual and group performance than traditional measures of intelligence such as IQ and presence of emotional intelligence there increased employee cooperation, increased motivation, increased productivity, and increased profits.

Diener, Suh, Lucas, and Smith (1999): Stated that Individualistic cultures emphasize more on the needs of individual hence give more importance to individual's emotional world. Previous research has pointed out that the greater relevance of emotion in this culture is connected to perception of quality of life. Hence, Individualistic culture would have higher levels of perception on themselves. Whereas collectivism focuses on people around, individual needs to subordinate to those of the group. So, less attention would be paid on emotional world of the individuals (Fernandez-Berroca et al., 2005).

Mayer et al., (1999): Found that women are more likely to score higher on measures of emotional intelligence than men, both in professional and personal settings (Mayer & Geher) have found the same results of the study they have conducted in 1996.

Huy (1999): Emotional experiencing and empathy refer to qualities of an organization's efforts to identify emotions aroused during radical change, to accept and internalize them, and to act upon them at a deep level of understanding.

Bachman, stein, campbel and sitarenios, (2000): Suggested that higher levels of emotional intelligence of accounts officers' results in an increase in their cash goal attainment.

Mayer et.al., (2000) : Suggested that Emotional intelligence and its dimensions may influence work related outcomes (e.g., job performance) and interpersonal interactions (e.g. job interviews).

George (2000) : Stated that emotional intelligence is a key factor both in personal life, where it enables individuals to be socially effective and to build good social relationship, and at work, where emotionally intelligent managers needs empathetic attitude to have effective social interactions with both colleagues and customers.

Bagshaw (2000) as cited in Hayward (2005): Said that absenteeism and apathy in the individuals is caused by negative emotions such as fear, anxiety, anger and hostility, use of much of the individual's energy, and lower morale. The emotions can give a variety of impact on everything that people do. Additionally, emotions can cause an increase in the morale of employees, but the emotion can also be destructive to the employee because the bad emotions like fear, anger, anxiety, and hostility to spend a lot of individual energy, and cause low morale, and this leads to absenteeism and apathy as well as adverse effects on a person In order to become an effective employee emotions should be managed properly. Research studies done on the success and performance in organizational contexts, have shown the effects of emotional intelligence on

success and achievement in the context of the organization.

Watkin (2000): Describe about the impact of emotional intelligence and job improvement and stated that emotional intelligence could lead to develop and improve process of job making decision and emotional intelligence also has direct impact on sale. Moreover, people who have higher emotional intelligence have highly expert and effective performers.

Schmidt and Hunter (2000): Is of the view that, intelligence is one of the key determining factors of evaluating employees' performance. Therefore, recruiting individuals based on intelligence results in distinctive advances in employees performance, hence leading to greater economic value to the organizations.

Schutte, Schuettpelez and Malouff (2000): Found relationship of emotional intelligence with performance on cognitive tasks. Many studies have found positive correlation between emotional intelligence and academic achievement.

Fennin (2000): Studied and showed positive correlation between emotional intelligence and achievement scores.

Petrides and Furrman (2000): Conducted a study and the findings show that males' self-estimates were higher than females.

Abraham (2000): Examined the role of job control as a moderator between EI, job satisfaction and organizational commitment. She suggested that social relationships within the organization increase employee loyalty and commitment, and since emotional intelligence is related to our ability to interact with others, so employees who are emotionally balanced might be more committed to their organization. She conducted the study on 79 professionals from three industries and reported that the emotionally intelligent employees were happier and more committed to their organization. Abraham concluded that the social skills component of emotional intelligence leads to strong interpersonal relationships, which in turn influences employee commitment.

Carlson, Kacmar & Williams (2000) : Stated in (Sjoberg and Engelberg, 2005), that people who adjust well to the social environment, at work or at home, are also expected to function better in their professional roles.

Barlow and Maul (2000): Theorized that high emotional intelligence in service providers contributes to customer satisfaction. They posited that that service providers with high emotional intelligence should be better able to create a positive emotional experience for customers during

service encounter as it leads to customer satisfaction and sales enhancement.

Book and Stein (2000) as cited in Geiser (2001): Stated that an experiment was conducted by "American Express" with a group of sales people by putting them through a 20-hour training program on one aspect of emotional intelligence, coping skills. A control group, who was not provided with this extra training, was also maintained and monitored in order to study the comparative effect of training. A comparative analysis done between these two groups after six months found that the trained group outperformed the control group by 10 per cent, adding significantly to the American Express bottom line.

Gillespie et al.,(2001) : Mentions that the ability of employees to properly manage their emotions and other employees' emotions will increase their ability to cope with physiological and psychological stresses in implementing job. As a result, it may lead to higher job performance in organizations.

Seibert, Kraimer and Liden, (2001): States that Emotional intelligence may contribute to work performance (as reflected in salary, salary increase, and company rank) by enabling people to nurture positive relationships at work, work effectively in teams, and build social capital. Emotional intelligence enhances work performance by enabling people to regulate their emotions so as to cope effectively with stress, perform well under pressure, and adjust to organizational change.

Jenny Geiser (2001): Conducted a study at Ohio University among a sample of 57 sales executives representing two public and one private company, and stated that high achieving sales professionals have significantly higher EI Scores than low achieving sales professionals. A noticeable difference between the high achieving sales people and underperforming sales people was found and the study concluded that the Emotional Intelligence was a significant determinant of sales success and the five factors that most set the two groups apart were, in order, Impulse control (0.91 difference), assertiveness (0.88 difference), emotional self – awareness (0.87 difference), Self-regard (0.87 difference) and happiness (0.86).

Keltner & Haidt (2001) : Views that Emotional intelligence primarily contribute to the quality of people's relationships at work because emotions serve as communicative and social functions for conveying information about thoughts and intentions of people, and helping them to coordinate social encounters. Emotional abilities should help people choose the best course of action while facing social encounters.

Rahim and Psenicka (2002): Self-Management is the important trait of Emotional intelligence which includes strong sense of control over one's own belief to manage and face job stress, anger and depression at the workplace (act as a strong tool for better performance).

Slaski, Cartwright, (2002); Nikolau, Tsaosis, (2002) :Slaski Cartwright conducted the study on 320 middle managers working in a major United Kingdom and NikolauTsaosis conducted the study on retailer and 212 professionals from a mental health institution in Greece. Similar study was also conducted by Gillespie et al., (2001) also conducted a study on 178 academic and general staff in 15 Australian universities and findings from the study survey shows that properly controlled physiological and psychological stresses had increased employee capabilities to manage (understand, use and regulate) their emotions and other employee emotions in implementing job. As a result, it may lead to higher job performance (Gillespie et al., 2001, Slaski, Cartwright, 2002).

Wong& Law (2002): Stated that emotional intelligence plays an important role in the work place to predict and enhance individual's job satisfaction and job performance. According to them emotional intelligence is also defined as a set of capability that owned by someone that related to the managing of emotions.

Ahmad (2002) : examined that the employees with a high EQ can confidently participate in decision making, as they are better connected with themselves, environment, and also because they act the way they should.

Lynn (2002): Stated that emotional intelligence plays an important role in the workplace. The research studies done in past 25 years found the factors that contribute to the success in workplace. The result identifies the factors that are related to workplace intelligence. The data for establishing that fact was taken from various organizations and industries. The quantified data was used on performance and have contributed to the knowledge base in emotional intelligence.

Batt, (2002); Huselid, (1995); Patterson et al. (1995): Linked HR practices with number of outcomes including job performance, productivity, absenteeism, turnover and focus remained on the attitude of the employee toward their commitment.

Jordan et al., (2002): Conducted a study focusing on workgroup EI and found that low EI teams initially performed at lower level than the high EI teams.

Katherine Hawes Connolly (2002): Conducted a survey on a group of nurses and business executives. They were asked to identify desirable

management traits and they identified professional and personal characteristics that were very much related and resembled with the factors of EI. The findings of the survey confirm that emotional intelligence is more worthy that education level or past managerial experience. 60% of the business executives admitted to remove someone from the management position because of lacking emotional intelligence.

Tischler et.al, (2002): Reviewed prior research on Emotional Intelligence and on spirituality and established that both EI and spirituality seem to lead to greater individual work success and that the effect size is important enough to investigate further. They tried to capture the essential components or elements of enhanced EI and of enhanced spirituality that might have a positive impact or work success at the individual level. The study demonstrates the relationship between each element and some aspect of work success. Great similarities were found among these elements for EI and spirituality. They organized the elements into four types of competency enhancements: Personal awareness, personal skills, social awareness and social skills.

Gill (2002): Stated that managerial skills such as planning, organizing and controlling are needed by manger while leaders need to have EI and behavioral skills.

Goleman et al.,(2002) : Research has indicated that approximately 90% of emotional intelligence competencies were necessary for enhancing job performance and successful leadership .

Goldstein et al., (2002) : Stated that the contribution of Emotional Intelligence to organizational psychology draws upon the notion that it taps into a substantial portion of the variance in job performance that is not adequately explained by traditional intelligence.

Rahim (2002) : Observed that Self-awareness and self-regulations are positively associated with problem solving.

Wong and Law (2002) : Conducted a study in Hong Kong on middle and senior level managers and concluded that emotional intelligence is related to both job satisfaction and job performance So, emotional intelligence does seem to play an important role in job satisfaction and consequently it could affect performance at work.

Slaski and Cartwright (2002) : Conducted the study and found that gender differences were not found in overall EI, but there were significant differences on some of the subscales. These may be attributed to differences in socialization experiences between the genders. For instance, on

the self-regard subscale, males scored significantly higher than females.

Skoe, Cumberland, Eisenberg, Hansen and Perry (2002) : Done an interesting study on the influences of sex and gender-role identity on moral cognition to provides more insight into the variables in question. It was found that women and men higher in femininity showed more empathic concern for others. It should be noted that empathy is highly related to EI, suggesting 50 significant relationships between EI and gender role. The results also revealed that androgynous persons reported more helpful behaviors than did all others. Therefore, the study suggests that gender role identity may interact with emotional skills.

Svyantek& Rahm, (2002) : Emotional intelligence is the significant and feasible factor for ensuring success in life and at the work place and also assist people to have interaction with their environment, involving work environment.

Rozell, Pettijohn, and Parker, (2002) : Found relationship between emotional intelligence and CGPA of undergraduate students of Mid-Western University.

Zurbruggen & Sturman (2002) : Studied and examined the relationship between emotional intelligence and motivation and found that emotional intelligence plays an important role in motivation, self – regulation and variety of achievement behavior by the individuals. Frijda (1994), also observed the same findings of the study done before based on emotional intelligence and motivation.

Slaski and Cartwright (2002) : Investigated the relationship between measures of emotional quotient, subjective stress, distress, general health, and morale, quality of working life and management performance of a group of retail managers. Significant correlations in the expected direction were found, indicating that managers who scored higher in emotional quotient suffered less subjective stress, experienced better health and well-being, and demonstrated better management performance.

Wong and Law (2002) : Performed a study on a recruitment firm on 94 members has concluded that those who are active in providing emotional help to others in the workplace tended to possess a combination of managerial responsibility and a high self-monitoring or high positive affectivity disposition and in contrast, when members were low in positive affect of self-monitoring they provided less emotional help to others, irrespective of the level of managerial responsibility. These interaction results remained significant after taking into account centrality in friendship and workflow

networks, as well as significant effects of gender. Research further stated that women are slightly superior to men in perceiving emotions and possess greater abilities in social and emotional intelligence, greater doubt about feelings and decisions, and less emphasis on the intellect. The study is congruent to the previous studies done by Mayer and Geher, (1996) Joseph et-al, (2000.)

Cavallo and Brienza (2002) : They conducted the study and assessed the leadership behavior of 358 leaders at Johnson and Johnson Corporation, at locations across the globe and the study has shown that the best performers were those who were high in emotional intelligence as rated by their supervisors, peers, and employees in the Emotional Quotient Inventory (EQ-i), a 360-degree feedback instrument based upon Bar-On's model of Emotional intelligence competencies.

Lam and Kirby (2002) : Found in their research that, overall emotional intelligence and its sub components namely perceiving emotions and regulating emotions contributes positively and significantly to individual cognitive based performance Research reveals that emotional intelligence contributes to employees' performance and goal achievement in various functional departments like sales, accounts and costumer service. Research performed by Lam and Kirby (2002) found support for the idea that EI can contribute to productivity.

Wong & law (2002) : Mentions that employees with high emotional intelligence should be more adept at regulating their emotions and managing others' emotions to foster more positive interactions, which could lead to more organizational citizenship behavior that contribute to performance. Mossholder et.al., (1981) also found the similar results in study.

Rapisarda (2002) : Stated that EI competencies are positively related with team cohesiveness.

Rice (2002) : Examined EI by using the three components of EI namely understanding emotions, managing emotions and identifying emotions for accessing team performance based on general evaluations of costumer service, accuracy, productivity and continous improvement as performance indicators and found the positive link between EI and performance in relation to costumer service.

Barsade, (2002): Mangers with high EI should be more adept at nurturing more positive interactions between employees that could foster more cooperation and coordination (Sy et al., 2005).

Welch, (2003) : Stated that high level of EI of employees leads to the high level of teamspirit of employees and help the employees to deal with

organizational challenges and changes more sensitively and effectively. Employees' Emotional intelligence has relevant impact on their level of job stress. EI also impacts the level of employees job satisfaction as well as the satisfaction level of costumers they serve.

Dulewicz et.al., (2003) : Also found a strong negative correlation between Emotional intelligence of managers' with stress and distress at work.

Grover (2003) : Explained that self-awareness helps managers to take decisions and see gaps in their management skills, which endorse skills development. But self-awareness also helps managers find situations in which they will be most effective, assists with spontaneous decision making, and aids stress management and motivation of oneself and others.

Ashkanasy and Dasborough (2003) : Investigated managers and university students (as future managers) and found that, for both generations, the levels of emotional intelligence show a relationship between individual and organizational performance.

Sjöberg and Littorin (2003) : In their study investigated salespersons in a telecommunications company for their perceived risk, emotional intelligence and a number of additional dimensions of work motivation, personality and performance. They concluded that emotional intelligence was related positively to live / work balance and affective tone and negatively to materialistic values and money obsession.

Mandell and Pherwani (2003) : Revealed that where females resulted in having higher overall E.I. scores than men, the authors emphasized that "it is possible that women as compared to men scored high on certain components (for example empathy and social skills) and low on certain other components (for example, motivation and self-regulation). Mandell and Pherwani (2003) found a significant difference in EI scores of male and female manager in the study of relationship between emotional intelligence and transformational leadership style.

Brackett & Mayer (2003) : Found that females scored higher than males on E.I. but these gender based difference of emotional intelligence were not observed on self-report measures. Perhaps gender differences exist in emotional intelligence only when one defines E.I. in a purely cognitive manner rather than through a mixed perspective. It could also be the case that gender differences do exist but measurement artifacts such as over-estimation of ability on the part of males are more likely to occur with self-report measures.

Bedwell (2003) : Has studied the relationship between emotional intelligence, personality And job performance and found several of the EI subscales have a significant relationship with job performance after controlling personality feature anxiety.

Constantine (2003) : Tested a model of emotional intelligence and a measure of sales performance in an exploratory study done on one hundred twenty-eight adult sales professionals working in the personal home products industry. The major finding of the study revealed that emotional intelligence is positively related to sales performance. Moreover, the findings also showed that the emotional intelligence of high performing sales professionals was significantly different from the emotional intelligence of low performing sales professionals. Age, formal education, professional experience, and ethnicity did not moderate the relationship between emotional intelligence and sales performance. The findings suggest that emotional intelligence theories and competencies can provide valuable sales success when viewed from a global perspective.

Bracket, Mayer and Warner (2004) : Concluded in their studies that people who score low on EI have poor quality of relationship with their peer group.

Sue – chan and Latham's, (2004) : Indicated a positive correlation between emotional intelligence and team playing behavior.

Higgs (2004) : stated that emotional intelligence is significantly related to performance of call center agents based on the study done to know the relationship between the Emotional Intelligence and the performance of call centre agents in UK. The research was conducted among a sample of 289 call centre agents taken from three organizations. Results indicated a strong relationship between overall EI and individual performance, as well as between several EI elements from the model and performance.

A meta – analytical study done by Rooy and Viswesvaran, (2004) : Shows that emotional intelligence measures have an operational validity of 0.24, 0.10 and 0.24 for predicting performance in employment, academic and life settings respectively. Meta-analysis conducted by them indicated that higher emotional intelligence was strongly associated with better job performance. They mentioned that Emotional Intelligence is an important predictor of key organizational outcomes including job satisfaction.

Gray (2004) : Stated that emotion and cognition can be integrated to influence performance on a variety of tasks.

Austin (2004) : Examined the relationship between trait emotional intelligence and tasks involving the recognition of facial expressions of emotion. Two facial expression recognition tasks using the inspection time (IT) paradigm assessed speed of emotional information processing. Results of the study shows that general emotion processing ability contributes to performance on these tasks.

Sardo (2004) : Mentions in his studies that employees or the workforce who possess high level of empathy and social skills i.e more understandable towards the feelings of others and can behave accordingly are able to achieve more organizational outcomes through high level workplace relationships.

Rosete and Ciarrochi, (2005) : Suggested in one of the studies that a link between the emotional intelligence and workplace measure of effectiveness would lead to enhanced system success.

Rosete and Ciarrochi (2005) : Demonstrated that, managers high on comprehending their own feelings and that of their subordinates are more likely to achieve business outcomes. And they are also cogitated as well organized leaders by their employees and direct executives.

Research done by Oginska – Bulik, (2005) : In the study indicated a significant negative correlation between emotional intelligence and perceived stress in the workplace.

Kernbach and Schutte (2005) : Study reveals that high emotional intelligence of employees who are service providers leads to greater customer satisfaction.

Deshpande, Joseph and Shu (2005) : In their study observed a significant difference in aggregate counter productive behavior between high and low emotional intelligence groups. They further stated that high emotionally intelligent people are better corporate citizens and hold better ethical attitudes towards their firm and work..

Bono & Vey, (2005): The importance of emotional labor is even greater in the service sector of the economy.

Cote and Miners, (2006) : Conducted a study on 175 managerial, administrative, and professional full-time employees of a large public university and found that cognitive intelligence has moderate association between emotional intelligence and job performance. He mentioned the relative importance of EI and stated that cognitive ability may depend on the cognitive complexity of the job being performed. Almost in all the work settings, individuals have to work in group to accomplish the given task by cooperating each other. Emotional intelligence may be especially important

in the service sector and in all the other nature of jobs where employees have to directly interact with costumers. Emotional intelligence is a stronger predictor of job performance and Organizational Citizenship Behavior directed at the Organization 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. Emotional intelligence is the crucial factor in the context of individual behavior within the organizational context.

Shanker and Sayeed (2006) : Conducted a research on managers working in various organizations in Western India to establish a relationship between emotionally intelligent managers and their professional development. The managerial scores on various dimensions of emotional intelligence were correlated with professional development indicators of managers, conceptualized in terms of number of promotions attained and the rated job success. The findings of the study tentatively supported the assumption that the emotionally intelligent managers would tend to attain greater professional development than those who are

Lopes et.al. (2006) : Found that those employees who are high on emotional intelligence receives greater merit and held higher company rank than their counterparts who score low at the emotional intelligence level. Employees high at EI also receive better peer or the supervisor ratings for the interpersonal facilitation and stress tolerance.

Sy, Tram and O' Hara (2006) : Reported that emotional intelligence of managers and leaders had a stronger positive and direct correlation with job satisfaction and job performance of their subordinates. Emotional intelligence comprises both interpersonal and intrapersonal abilities and the success of self is the key component of emotional intelligence.

Stein and book (2006) : Elaborated the concept of self - awareness as the ability to recognize one's own feelings and to be able to differentiate between them and to know what are you feeling and also to know what causes that feeling. An emotionally intelligent person therefore ensures self-success.

Dijk and Freedman (2007) : Proved the relationship between emotional intelligence and motivation in a study that concluded that those who require extrinsic support for motivation are always are helpless without the consent or reward system of other.

In a study conducted by **Singh (2007)** : It was found that Relationship management dimension of

emotional intelligence is important competency to be effective and successful leader as well as employees

Suliman and Al- sheikh, (2007) : Reported that Employees who score high scores on EI have high level of readiness to take responsibilities and to do work. They are more creative and innovative in doing their work and tend to report lower levels of intra individual conflict.

Feyerhem and Bono, Foldes, Vinson and Muros (2007) : Found that emotional intelligence of transformational leaders helped their employees to remain in a positive mood while interacting with each other and with costumers and performing emotional labor. The ability to recognize emotions in others may help one know to perform emotional labor same as the ability to recognize one's own emotions may help employees to know when they need to pay attention to altering their emotional expressions.

Araoz (2007) : Stated that the extent to which candidates' emotional intelligence is measured in making top executive hiring decisions has a momentous impact on the final success or collapse of those executives for further explanation that the emotionally intelligent manager is competent to contribute in decision making and think through options and integrate expected reactions of others in order to improve the quality of decisions.

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.

Zampetakis (2008) :Analyzed and studied the use and regulation of emotions have been more effective in terms of job satisfaction level rather than all other dimensions of EI.

Konstantikaki, (2008) : States that emotionally intelligent people are able to recognize others' feelings and these people can perform well in negotiation process as they allow other people to recognize and express their feelings.

Blank, I (2008) : Opines that hiring individuals with higher levels of emotional intelligence and training adds substantial value to their respective organizations. Also, selecting employees based on emotional intelligence competencies may enhance the likelihood that a "trouble maker" will not be

hired. Therefore emotional intelligence can influence recruitment processes in an organization.

Chiva and Alegre (2008) : Examined the relationship between emotional intelligence and job satisfaction study sample consisted 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 Organizational Learning Capability (OLC), played a significant role in determining the effects of emotional intelligence on job satisfaction.

Brundin, Patzelt and Shepherd (2008) :Analyzed how and why emotional displays of managers influence the willingness of employees to act entrepreneurially. Using data from entrepreneurially oriented firms, the findings revealed that managers' displays of confidence and satisfaction about entrepreneurial projects enhance employees' willingness to act entrepreneurially, whereas displays of frustration, worry, and bewilderment, respectively, diminish it. The findings are in line with the emotional intelligence framework that maintains that emotionally intelligent managers are able to use emotions in order to enhance cognitive processes among employees. By being aware of the consequences of displaying positive or negative emotions, and by being able to be more flexible and alter their displays, managers can impact employees' work performance and effectiveness.

Adeyemo (2008) : Found a significantly higher emotional intelligence in female workers in different organizations than their male counterparts.

Balci-Celik and Deniz (2008) : conducted a study on the difference in the EI levels of Turkish scouts and scouts from other countries with regard to age and gender. They found no gender difference in emotional intelligence, neither there was any difference in emotional intelligence regarding age.

Winarno, (2008) : States that Emotional intelligence is the ability to manage feelings, ability to perceive the situation, acting according to the perception, and ability to empathy and others.

Khokhar and Kush (2009) : In their study explained the performance of executives of BHEL (Haridwar) and THDC (Rishikesh) of Uttarakhand State (India) were selected who were working on different levels of management 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 both organizations 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. Thus emotional intelligence can be found to be related with overall effectiveness of employees.

Stein, Papadogiannis, Yip and Sitarenios (2009) : Examined the emotional intelligence scores of executives in relation to various organizational outcomes such as net profit, growth management, and employee management and retention. The results showed that executives who possessed higher levels of empathy, self-regard, reality testing and problem solving were more likely to yield high profit-earning companies and were also perceived as being easy with respect to managing growth, managing others, training and retaining employees.

Khokhar& Kush (2009) : Emotional intelligence is the ability to determine emotions in ourselves and to become sensitive to what was perceived from the environment and the circle of people who interact with ourselves. It is also possible that emotional intelligence is the use of emotional knowledge to handle the situation and make plans and decisions based on emotions that felt.

Kavita Singh (2010) : Examined in her study the relationship between emotional intelligence of the executives in Indian business organizations with their personal competencies and found that emotional intelligence is significantly related with the personal competencies of the employees namely people success, system success and self success. However study also states that task success one of the personal competency of individuals does not have a strong association with emotional intelligence and could be more of a factor of cognitive intelligence rather than emotional intelligence. EI researchers also have alleged that workplace outcomes result when workers have high EI.

Joseph and Newman (2010) : In a meta-analysis study found that EI was a better predictor of those job performance that require emotional labor. Daus&Ashkanasy,(2005); E.H.O' Boyle JR. et.al. (2010), found in their studies that three streams of EI namely four – branch ability based on the model of EI defined by Mayer and Salovey, self-report instruments based on the Mayer and Salovey model and mixed model of EI are positively correlated with Job performance. Self – report instruments and mixed model of EI incrementally predict job performance over and above cognitive intelligence and five factor model of personality. Additionally research also showed that all three streams of EI exhibited substantial relative importance in the presence of five factor model and intelligence.

Patnaik et.al., (2010) : Investigated the relationship between emotional intelligence and work performance of the executives working in the

cooperative bank and Gramya bank in Odisha and found that high EQ is necessary for the better performance in the banking sector but high EQ cannot be the only requirement for good job performance.

Clarke (2010) : By using a pre/ posttest research design specifically in relation to project management field studied the effect of training on a sample of project managers in the UK to identify whether changes in their emotional intelligence effect their competencies and found the positive effects in the emotional stability, understanding emotions as well as in their competency level.

Shahzad et.al; (2010) : According to the study done on the employees of telecom sector in Pakistan by a positive relationship was found to exist between Social Awareness and Relationship Management and employee's performance while Self Awareness and Self-Management were not found significantly related to employee's performance.

Jorfi et.al, (2010) : Found in their studies a significant and positive correlation between emotional intelligence and its various dimensions as per Bar – On model namely: intrapersonal, interpersonal, adaptability, stress management and general mood and performance of managers and employees working in study organization located at educational administration in Iran.

Jung & Yoon (2011) : studied the interrelationship among the emotional intelligence of employees in a deluxe hotel and the result showed that as elements of emotional intelligence emotional appraisal of others' use of emotion and self-emotion appraisal significantly affects the counterproductive work behavior, whereas self -emotion appraisal and use of emotion also effects the organizational citizen behaviors.

Hess and Bacigalupo, (2011) : Reveals in the research that practical application of EI skills and behaviors can improve not only the outcome of a decision but also the processes associated with the decision making and problem solving which is the essence of the job of a manager working in any organization.

Ganji (2011) and Hasanzadeh (2009) : Emotional intelligence develops innovational creativity in individuals and as a results, helps in the improvement people's job performance. Ganji (2011), also stated that job performance is facilitating the communication within organization which is another function of emotional intelligence having paramount importance. Emotional intelligence can better explain the people's workplace performance. Studies on emotional intelligence can help in understanding the impacts

and effects of EI on Human Resource Development Regarding the profession choice, the emotional intelligence also assists people to choose their job properly in a right way and helps them to succeed in the organization by augmenting the extent of their job performance. Emotions have an impact on everything that people do. This is because emotions can lead to an increased morale amongst employees, but it also can be otherwise.

Arbatani and Mousavi (2012) : Conducted the study to examine the emotional intelligence (EI) as conceptualized in Goleman's competency model, in different levels of management on the managers working at three different levels in Islamic Republic of Iran Broadcasting (IRIB) Results revealed significant differences between components of emotional intelligences in levels of management. One the EI component, social skills, out of five improved significantly, and some of the specific dimensions, self-awareness and self-regard, showed this significant improvement, while others such as empathy and self-motivation did not have a clear change. They have also mentioned that employees with higher level of EI reports lower levels of intra individual conflict. Emotional intelligence of employees significantly affects the behavior and attitude of the employees they hold and carry within the organization. Emotional intelligence of employees significantly affects the behavior and attitude of the employees they hold and carry within the organization. Effective teamwork is the important factor which contributes to successful work life and emotional intelligence plays a important role in developing teamwork and effective team behavior.

Chaudhary and Saif (2012) : Investigated the presence of a sense of emotional intelligence (EI) in human beings and the potential it can offer in organizational settings results The results of study indicated the presence of a sense of EI in human beings. It reveals a positive role of EI in our professional lives. It shows that employees' EI contributes positively to enhance their job performance while they are working on assignments individually, jointly in teams or in leadership roles.

Ahangar (2012) : Investigated the relationship between emotional intelligence and job performance between Iranian executives and indicated nearly high positive correlation between the Emotional Intelligence and job performance variables. Study shows that executives emotional intelligence is positively associated with job performance for employees with low EI than for employees with high EI and also shows that executives' EI associates positively with their job

performance as well as EI scores also significantly predicts the job performance of employees'.

Seyal and Afzaal (2013) : Investigated Emotional intelligence and Organization commitment to the job satisfaction among academics, this pioneering study was conducted among the academic staff of a technical university in Brunei Darussalam. The result indicates that two out of seven dimensions of EI and effective component of organizational commitment strongly predict the job satisfaction.

Xiao-Yu Liu and Jun Liu (2013) : Researched on the cross-level effect of team leader emotional intelligence and team emotional climate on team member job satisfaction. The analyses on the matched sample showed that team negative emotional climate has negative effect on team member job satisfaction, and team emotional climate moderates the relationship between leader emotional intelligence and team member job satisfaction

A study done by Shamsuddin & Rahman (2014) : on employees of two call centers situated at Kuala Lumpur to investigate the relationship between emotional intelligence and job performance on the basis of correlation analysis indicated there was significant relationship between emotional intelligence and job performance. In the study two EI dimensions contributed to job performance, namely regulation appraisal emotion (RAE) and use of emotion (UOE) and the moderate variable, gender did not affect the relationship between the independent variable (EI) and dependent variable (Job performance). The results of this study showed that there are significant differences in the Emotional Intelligence scores between men and women only in some of E.I.' factors. It was found that women scored more highly than men in the Interpersonal domain of E.I., namely in the 'Relating Well' and Emotional Mentoring' factors.

GalitMeisler, (2014) : Through research tried to explore the associations between emotional intelligence (EI) and both political skill and job satisfaction, as well as the possibility that political skill mediates the relationship between EI and job satisfaction. The data for the purpose was collected from employees and was analyzed using structural equation modeling. The result suggests that EI was positively related to political skill and job satisfaction and additionally also show that political skill mediates the relationship between EI and job satisfaction. The research highlights the importance of EI and political skill in the workplace.

III. OBJECTIVES OF THE STUDY

1. To study the effect of Emotional Intelligence on effectiveness of employees working in Service sector organizations.
2. **Hypothesis Of The Study**

To give proper direction to the study in light of the objectives, following hypothesis have been formulated for the study. These objectives are stated for five facets of Likert,s scaling and tested as 5% level of significance.

1. There is significant difference in the employee effectiveness level of the employees of manufacturing and service sector.
2. Employee Effectiveness is significantly dependent on employees Emotional Intelligence level.

IV. RESEARCH METHODOLOGY

This chapter presents the research methodology used in the study in relation to the research design and the data collection process. The statistical package for the social sciences (SPSS) version 16.0 was used for the analysis of the collected survey data.

This chapter includes a discussion on the research design of the study, variables of the study, sampling unit, sample size, and the sampling procedure used in the study and the tools used for the data collection, the validity and reliability of the tools used and the statistical and inferential tools used for the analysis of the data for deriving the results of the study.

V. SAMPLING METHOD

Population of study

The population of study comprises of the employees of service sector in West Bengal region.

Sampling Unit

The Sampling Unit for the study comprises the employees working on top, middle and lower level management positions in the organizations of service sector in West Bengal region.

Sample Size

The total sample size of the study was 502 respondents working in various service sectors. Total 540 questionnaires were distributed out of which 502 questionnaires returned were completely filled by the respondents. 38 questionnaires left were not included in the study due to incompleteness and some of them were even not returned by the respondents.

Period of sampling

Primary Data was collected in the time period of April 2017 to Dec 2018 for study purpose.

Sampling Technique

Two levels of sampling techniques were used for the study which is mentioned below:

- 1) Stratified sampling technique was done at two levels firstly the total population was divided into two strata. First strata constitute the employees of service sector. Further sub stratification was done and three sub strata was formed which constitutes the employees working on top, middle and lower levels of management in various service sectors
- 2) Purposive or Convenience sampling was further used to select the respondents from the formed strata to constitute the sample for the study.

VI. SOURCES OF DATA COLLECTION

The data collection method used in the study involves the use of both primary and secondary data. Primary data are those which are collected fresh for the first time and happens to be original in nature and also have not be statistically analyzed or treated before. While secondary data is the data which is already been collected and statistically treated and processed by some other researcher and is available in published or unpublished forms for the research purpose. In case of primary data the original data has to be collected which can be expensive as well as time consuming. However primary data is most significant data of the research and in case of descriptive research it may be collected through various sources like through interviews, questionnaire and schedule method, and observation method or through conducting surveys.

Secondary Data

Secondary data for the study was collected from the library of Kolkata, research papers given in various manual and online journals, literature reviews, case studies thesis, term papers, manual articles, e-articles, books and e- books, periodicals, published texts and statistic. Personal contacts have been used in collecting the secondary data.

Primary Data

Primary data was collected on the basis of questionnaire method whereby a pre - designed multiple choice questionnaire based of the format of five point Likert scale was given to the respondents for filling in order to get their response regarding Emotional Intelligence and organizational performance . Respondents were supposed to tick on any one option as the answer to the question out of five options given for the choice.

Measures

Both the questionnaire used as the study tool were prepared on the format of five point Likert scale whereby following degrees of responses to each statement was given :

- 1 = Strongly Disagree
- 2= Disagree
- 3= Neither Agree nor Disagree
- 4= Agree
- 5= Strongly Agree

VII. VALIDITY AND RELIABILITY OF THE TOOLS

A Pilot study was done for the questionnaire among 69 employees working in service sector to determine whether the questions asked were easily understood by the employees and also to make necessary corrections at this stage in the questionnaire by removing certain ambiguous or incomplete items which were not understood by the respondents to make the questionnaire more clear, complete and reliable for the study. It is very necessary for any researcher to do the reliability and validity test. Reliability of variables under the

study was estimated by ALPHA model in the SPSS software.

Cronbach’s Coefficient Alpha : According to Sekaran (2003), the reliability of the questionnaire depends on how well it is able to consistently measure the facts that which it is supposed to measure. Thus, consistency in this aspect relates to the extent to which different items are able to measure a particular concept and form a coherent set. Cronbach coefficient alpha is a popular reliability test used for the purpose of establishing the internal consistency of a questionnaire consisting of a multi – item measurement scale. The Cronbach alpha method determines the inter – item correlation among the items measuring the construct. In attempt to establish the internal consistency of the questionnaire, Cronbach’s Coefficient alpha can be used with both dichotomous items as well as multi point’s item. It is not only able to measure a single split of the total test, but rather is able to evaluate the extent to which all possible splits are able to measure the same thing.

Reliability Statistics For The Scales Adopted For The Study

Construct measure	Number of items	Cronbach’s value
Self - awareness	6	.752
Self - management	9	.777
Social awareness	5	.710
Relationship management	7	.819
Overall emotional intelligence	27	.894

Employee effectiveness	31	.913
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The cronbach alpha method adopted to check the reliability of all the six constructs namely self-awareness, self-management, social awareness, relationship management, overall emotional intelligence and employee effectiveness which make up the research instrument. Table above shows the cronbach alpha values of all the constructs viz, self-awareness, self-management, social awareness, relationship management, overall emotional intelligence and employee effectiveness which were found above 0.7. It indicates that the scales used were reliable

Validity of the items was checked as the items of the scale used for the study were adopted

from the scale used earlier in research studies. However the validity of the scale was checked with the help of the subject experts from the field. The reliability table is stated above shows that the objects which are mentioned in the questionnaire are reliable.

VIII. TEST OF NORMALITY

Normality of data was checked with the help of Shapiro-wilk test and with the help of Kolmogorov-Smirnov test found normal in both of the tests. Results of test is given in following table.

Test Of Normality Of Data

	Kolmogorov-Smirnov ^a			Shapiro-Wilk			
	Statistic	df	Sig.	Statistic	df		Sig.
EmotionalIntelligence	.035	502	.200*	.995	502		.083

a. Lilliefors Significance Correction

*. This is a lower bound of the true significance.

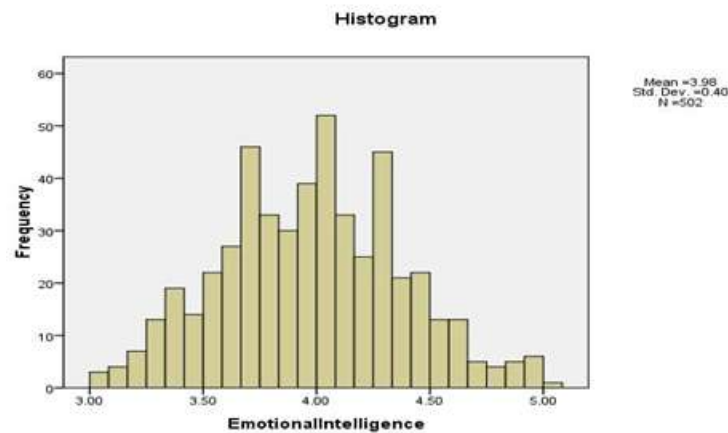
Tables Of Normality

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
EmotionalIntelligence	502	100.0%	0	.0%	502	100.0%

Descriptives

		Statistic	Std. Error
EmotionalIntelligence	Mean	3.9773	.01786
	95% Confidence Interval for Mean	Lower Bound 3.9423	
		Upper Bound 4.0124	
	5% Trimmed Mean	3.9741	

Median	3.9630	
Variance	.160	
Std. Deviation	.40013	
Minimum	3.00	
Maximum	5.00	
Range	2.00	
Interquartile Range	.56	
Skewness	.090	.109
Kurtosis	-.357	.218



IX. STATISTICAL TOOLS FOR DATA ANALYSIS

Tools for testing hypothesis

For the research purpose various descriptive statistical tools like Frequency distribution, Mean, Standard Deviation and Inferential statistical tools like Reliability test, t – test, Correlation analysis, Regression analysis, Two way Analysis of Variance (ANOVA), and Chi-Square test were performed for analysis of the data for finding out the result at 5% level of significance.

t-test was used for testing the hypothesis

Regression test was applied to test hypothesis

Karl pearson Correlation analysis was done to check the hypothesis

Two ways Anova (Analysis of variance) was applied for testing hypothesis

Chi – square test was used for testing hypothesis.

X. RESULTS AND DISCUSSION

In previous chapter the research design, method of the data collection and statistical techniques and tools which have to be used in the study were discussed and defined. The present chapter provides statistics of the data collected, analyzed and also interpret the results derived from it to test the research hypothesis. After the data had been collected, it was processed tabulated using Microsoft Excel – 2003 Software and was further statistically analyzed in SPSS version 16.0 statistical software to obtain the results. The analysis undertakes the research problem being sub divided into different hypothesis which are tested

and worked out by following statistical techniques like mean, standard deviation, t-test, Pearson's Correlation, Regression, Two way ANOVA (Analysis of variance) and chi square test. The purpose of the study was to find out the effect of

emotional intelligence and its dimensions on the effectiveness of the employees and to do the comparative study between the employees working in manufacturing and service sector.

Organization Wise T - Test For The Dimensions Of Emotional Intelligence

Construct Measure	t	d.f.	Sig. (2-tailed)
Self Awareness	3.447	500	.001
Self Management	2.698	500	.007
Social Awareness	2.352	500	.019
Relationship Management	3.740	500	.000

It is exhibited from the table 6.14 that p values of all the dimensions of emotional intelligence namely self - awareness, self-management, social awareness and relationship management of the employees of manufacturing and service sector was found to be less than the

significance level of 0.05. $p < 0.05$ hence a significant difference in the Emotional intelligence level of manufacturing and service sector employees was observed in the study and therefore hypothesis **H1, H2, H3, H4** were not rejected.

Organization Wise Mean And Standard Deviation Of Employees Opinion Towards Dimensions Of Emotional Intelligence And Employee Effectiveness

Construct measure	Nature of Organization	N	Mean	Std. Deviation
Self Awareness	service and allied	250	4.2967	.43764
		252	4.1601	.45022
Self Management	service and allied	250	3.6991	.50969
		252	3.5750	.52136
Social Awareness	service and allied	250	4.0928	.53205
		252	3.9802	.54070

Relationship	service and allied	250	4.2411	.45534
Management		252	4.0760	.53107

It is shown from the that employees of service and allied were found to be relatively higher in all four dimensions of emotional intelligence namely self-awareness, self-management, social awareness and relationship management level and was also observed to be more consistent in their opinion regarding all the four dimensions of Emotional intelligence in comparison to the employees of service sector.

Discussion - According to the findings of the study a significant difference was observed in overall emotional intelligence level as well as in all the four dimensions of emotional intelligence namely self-awareness, self-management, social awareness and relationship management in between the employees of manufacturing sector and service sector so hypothesis was not rejected. Studies done in the past supports the importance of emotional intelligence at the workplace Stein and Book (2006), stated that person with high self-awareness ensures self-success and Self-management is very important for the employees to manage themselves in any troublesome situation. Employees with high level of self-management are more adaptable and are superior performers at the workplace. Self-management creates a strong sense of control over one's own belief to manage and face job stress, anger and depression at the workplace. Goleman (1998), mentioned that empathy is an important tool for measuring social awareness. Social awareness in the employees help them to understand and react towards others emotions effectively and develop service competence among employees. Relationship management includes set of capabilities and social skills which helps in analyzing and influencing others and inducing desirable response from them and help the employees to be more responsive and alert towards the reactions and views of others and to respond accordingly. Further the present study revealed that employees of manufacturing sector were found to be high and consistent emotional intelligence level than the employees of the service sector. One of the

reason for the same could be the difference in the nature of job of the employees working in both the sectors. In manufacturing sector jobs are more labor intensive and mechanical in nature which is done under the systematized and routine set of operations. In manufacturing sector the process and procedure of working is well defined and achievement of the targets depends primarily on the machines. The risk factors like fire, accidents etc are also high for employees working in this sector especially for those who are directly involved in operations and maintenance of machines. Manufacturing sector industries are also governed by several legal laws and compliances and many of such laws have been formed for the protection and welfare of the employees from risks and exploitation which have to be followed by the industries. This may need employees to be high in self-awareness and self-management skills for managing themselves in such conditions and working environment. whereas, in service sector the process and procedure of working is defined but highly dependent and influenced by the knowledge and skills of the people delivering the services and especially in the jobs like banking, insurance, sales, telecom and financial services good communication and marketing skills of employees plays a significant role in the achievement of job targets. Employees of service sector require to interact with different type of people as the part of their job where as in manufacturing sector employees require to interact with limited people who work in plant but they have to follow the long chain of command that exist in the system for reporting of their work. Therefore in such working environment it may be necessary for the employees to be more emphatic and high in the relationship management with their management, supervisors and co – employees. Thus, due to difference in nature of working employees of manufacturing sector may have been found to be high in emotional intelligence skills than the employees of service sector in the study.

Organization Wise T- Test For The Dimensions Of Emotional Intelligence And Employee Effectiveness

Construct measure	t	df	Sig. (2-tailed)
Employee Effectiveness	5.652	500	.000

It is exhibited from that p value of employee effectiveness of the employees of manufacturing and service sector was found to be less than the significance level of 0.05, $p = .000 <$

0.05 and hence a significant difference in employee effectiveness level of the employees of manufacturing and service sector was observed and therefore hypothesis is not rejected.

Organization Wise Mean And Standard Deviation Of Employees Opinion Towards Employee Effectiveness

Construct measure	Nature of Organization	N	Mean	Std. Deviation
Employee Effectiveness	Manufacturing	250	4.3290	.33983
	Service	252	4.1379	.41400

Shows that effectiveness level of the employees of manufacturing sector was found to be relatively higher than the effectiveness of service sector employees and also the manufacturing sector employees were observed to be more consistent in the opinion regarding their effectiveness in comparison to the service sector employees.

Discussion – As per the study findings the employees of manufacturing sector were found to be significantly high in their effectiveness level than the employees of service sector. Probable reasons for this difference can be due to different nature of work and the working environment in both the sectors. In manufacturing sectors employees have to work for the achievement of the predetermined and well defined goals and targets, nature of work is more of machine intensive and working pattern is routine and systemized. The targets are been decided according to the production capacity of machines and employees have the fixed place of working where the working conditions are well maintained as per the legal provisions framed for the same in the welfare of

employees. Even the interaction level of the employees is limited to the people who are working in plant as their nature of work is more of mechanical in nature directly concerned with the production and administration wing mainly watch the production system, target accomplishment and employee welfare conditions as per laws and rules. Where as in service sector the work process and procedure is fixed but the work accomplishment is highly dependent on the communication and marketing skills as well as knowledge of the employees delivering services. for some jobs like sales and marketing employee need to work in field and their place of working is not fixed as they have to explore the markets and interact with costumers as the part of their jobs which could be hectic. Other reasons could be that manufacturing sector employees get generous to fair compensation and benefits as per laws. Thus, due to some of these differences in the working nature and environment of both the sectors employees of manufacturing sector were might have been found to be more effective than the employees of service sector.

Model Summary Of Regression Analysis

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.714 ^a	.510	.506	.27435

Predictors: (Constant), Relationship Management, Self-Awareness, Self-Management, Social Awareness

As exhibited in nearly 72% of variation in employee effectiveness is explained by the dimensions of EI and strength of correlation was observed above 0.5.

Coefficient Values Of Regression Analysis

Model	Unstandardized Coefficients		Standardized Coefficients		Sig.
	B	Std. Error	Beta	t	
1 (Constant)	1.386	.130		10.628	.000
Self-Awareness	.215	.034	.247	6.319	.000
Self-Management	.080	.030	.107	2.648	.008
Social Awareness	.084	.029	.117	2.866	.004
Relationship Management	.314	.034	.403	9.183	.000

Dependent Variable: Employee Effectiveness

As shown in Employee effectiveness is found to be significantly dependent on all the dimensions of emotional intelligence viz. self - awareness, self-management, social awareness and relationship management. Further it was also found

that relationship management has high coefficient value which shows that employee effectiveness is more significantly dependent on relationship management followed by self -awareness, social awareness and self -management.

Analysis Of Variance Of Employees Effectiveness Towards Emotional Intelligence

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	38.953	4	9.738	129.378	.000
Residual	37.409	497	.075		
Total	76.362	501			

Predictors: (Constant), Relationship Management, Self Awareness, Self -Management, Social awareness
 Dependent Variable: Employee Effectiveness

Exhibits that the regression model was found to be significant and it was observed that employee's effectiveness is significantly dependent on emotional intelligence. Hence hypothesis H3 was not rejected.

Karl Pearson Bivariate Correlation Between The Emotional Intelligence And Employee Effectiveness

Construct measure		Self Awareness	Self Management	Social Awareness	Relationship Management
Employee Effectiveness	Pearson Correlation	.546**	.501**	.508**	.651**
	Sig. (2-tailed)	.000	.000	.000	.000
	N	502	502	502	502

As exhibited in table 6.21 it was found that all four dimensions of emotional intelligence i.e. self- awareness, self- management, social awareness and relationship management have the p values less than level of significance $p = .000 < 0.05$ and positive correlation values which shows the significant and positive correlation between the four dimensions of emotional intelligence with employee effectiveness hence H1, H2, H3, H4 were not rejected.

Discussion: Findings of the study shows that employee effectiveness is significantly dependent on emotional intelligence of employees and also found a strong and positive correlation between emotional intelligence and its dimensions with employee effectiveness and therefore hypothesis H3 is not rejected. Further the findings of the study also depicts that employee effectiveness is significantly dependent on relationship management dimension of emotional intelligence. The probable reasons for the above findings could be that there is might be the strong impact of emotional intelligence and its dimensions on the job performance, job satisfaction, organization commitment, motivation level, teamwork, leadership and managerial skills of the employee which are the important dimensions for evaluating the employee effectiveness. Self-awareness and self-management skills helps the employee to become emotionally aware, be self confident and to become emotionally balanced in order to manage their emotional conflicts effectively and to respond and react properly according to the situation whereas social awareness

helps in developing the empathy skills in employees which helps them in understanding the feelings and emotions of others and to respond accordingly and relationship management inculcate the set of competencies which also includes effective social skills, skill to analyze and influence others to get the desirable response from them which is the essential characteristic of the star managers. Relationship management helps in developing people which can help them in becoming the effective performers in the organization. Probably this could be the reason that the employee effectiveness is more significantly dependent on relationship management. The present findings are in line with some previous studies done by the researchers like Fredrickson (2003), Chipain (2003), Deeter - Schmelz and Sozka (2003), Goleman (2004), Bhalla and Nauriyal (2004), Nel and De Villers (2004), Beekie and Raj (2004), Sinha and Jain (2004), Sharma (2005), Naeem and saif (2008), Khokhar and Kush (2009), Kulkarni and Jankiram (2009), Ahuja (2011), Chaudhary and Saif (2012) who have emphasized on the importance of emotional intelligence for enhancing employees performance and effectiveness and reported in their studies a positive relationship and impact of emotional intelligence in understanding and predicting individual performance on different nature of jobs like sales, call center jobs, insurance sector, financial service providers, various manufacturing industries like BHEL, THDC, automobile industries, banking sector and many more. Joni Rose (2006), Goleman (1998), Boyatzis in 1982,

Spencer and Spencer (1993), have found the positive impact of all the four dimensions of emotional intelligence namely self awareness, self management, social awareness and relationship management for enhancing the overall effectiveness of employees in various aspects like performance, stress reduction, problem solving ability and commitment towards the organization. Similarly Researchers like Other than this researchers like Holahan and Sears (1995), Kelley (1998), Rahim (2002), Zeidner and Roberts (2002), Grover (2003), Rahim and Minors (2003), Embertson, (2006), Stein and book (2006), have also observed that Self Awareness is correlated with the performance of the employees and the essential competence for every star performer that stimulates the self confidence level of the employees. Similarly Mayer and Salovey (1997), Amabile (1998), Rahim and Psenicka (2002), Embertson, (2006) stated that self management dimension of EI helps the employees to effectively manage their emotions and creates a strong sense of control over one's beliefs. It enables the employees to become more creative, trustworthy and also helps them to effectively manage their emotional conflicts and cope up with job stress. It is one of the important dimension of EI and a strong predictor of employee performance whereas Abraham (2000), Zaccaro (2001), Sardo (2004), Shahzad et.al; (2010) and Khalili (2011) also observed the positive impact of social awareness dimension of emotional intelligence on the employee performance which is one of the important aspect of employee effectiveness also other researchers namely Rosenthal, Hall, Di Matteo, Rogers, & Archer (1979), Williams and Sternberg (1988) found that empathy is an important social skill and a core component of Emotional intelligence and majorly contributes to professional and personal success. Employees with high level of empathy and social skills can better understand the feelings of others and can behave accordingly are able to achieve more organizational outcomes through high level workplace relationships. Singh (2007), Shahzad et.al; (2010) and Khalili (2011) also established a strong correlation between relationship management skill of emotional intelligence and employee effectiveness and stated that relationship Management is a significant characteristic of a star performer and a superior manager as well as effective leader in the organization. Therefore it could be stated that emotional intelligence and its dimensions are important to become the star performer in the organization, for the emotional awareness, emotional control and balancing, to

effectively handle job stress and uncertain situations, to develop empathy towards others and to influence others for effective performance, job success and thus ensures overall employee effectiveness.

XI. FINDINGS OF THE STUDY

The findings of the study reveals a significant difference in emotional intelligence level of service sector employees were found to be more emotionally intelligent than the other sector employees. The reason could be difference in nature of jobs and working pattern in service sector.

The study shows that Employee effectiveness was found to be significantly dependent on emotional intelligence and its dimensions namely self-awareness, self-management, social awareness and relationship management were found to be significantly and positively correlated with employee effectiveness. The reason might be the strong and significant impact of emotional intelligence skills on job performance, job satisfaction, organization commitment, employee motivation, stress reduction effective decision making etc. High level of emotional intelligence increases the emotional awareness and self-control of employees and also makes them more empathic and social towards others which contributes significantly in enhancing employees overall effectiveness level.

XII. CONCLUSION

Emotional Intelligence is an important behavioral skill of the employees to enhance their self confidence, to ensure more success in job, to be effective leader and to have the greater impact on the self and others motivation level (Cooper and Sawaf, 1997). Emotional intelligence could also bring liability and commitment, loyalty and trust between staff in organization which could cause higher productivity and effectiveness between teams. (Cooper, 1997). Emotional intelligence is also one of the most important forecasters of organizational success. India is one of the fastest developing nation and economy of the world where the job markets and opportunities are developing rapidly and requires good quality human capital for managing and working in organizations to ensure the growth and development and also to face the ongoing challenges and stiff global competition. Emotional intelligence is nowadays has gained a prominent place in the organizational culture and policies. It is considered as one of the important criteria for selecting, developing and retaining the employees because emotional control, self-balance

and good relationship management skills in employees are necessary for ensuring organization growth and success in any sector whether service. The present research study was conducted on the employees working in service sector organizations of West Bengal Region. Emotional intelligence (EI) The main objective of the study was to find the nature of relationship between emotional intelligence and employees effectiveness. The study further aims to find the effect of emotional intelligence and employee effectiveness and to do comparative study variables in between the employees of service sector. Also the effect of demographic factors and nature of organization (Service) was studied on emotional intelligence and employee effectiveness. Goleman refinement model of emotional intelligence (2001) was considered as the basis of designing the conceptual framework of the study. Goleman model is used as base to measure the emotional intelligence in the workplace scenario. The data collection was done on the basis of secondary data and primary data sources. Primary data was collected through a structured questionnaire consisting the information related to demographic characteristics, emotional intelligence and employee effectiveness. Emotional intelligence was studied on the basis of five dimension namely Self-awareness, Self-Management, Social Awareness and relationship Management as defined in Goleman refinement model adopted for the study purpose. The emotional intelligence questionnaire was based on the scale developed by Blackberry and Greaves (2003)in accordance Goleman model 2001. Employee effectiveness is considered as the output to the organization and was studied on the basis of four factors namely job performance, job satisfaction, organization commitment and motivation. Employee effectiveness questionnaire based on items adopted from Aptomsl scale and few items adopted from motivation questionnaire based on the motivation factors developed by (Lindner, 1998). Collected data was processed by Microsoft Excel 2003 and analyzed by applying various statistical tools and measures with the help of SPSS 16.0 software to test Various hypothesis of the study were tested and accordingly the results and of the research studies were derived which helped in satisfying the objectives formed for conducting the research.

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