

Emotional Intelligence-Conceptual Development and Models

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² Research Guide

Abstract – Emotional Intelligence is actually the subset of interpersonal intelligence which entails the capability in order to monitor one's own and others' emotions and thoughts, to discriminate among them and then to make use of this particular info to guide one's actions and thinking. Apart from these, employment duties need an individual to meet up with various other individuals to an excellent level and because of this, they've to evaluate the situations and also the viewpoints of others and also have to build emotional intelligence. Technical proficiency and academic abilities aren't adequate to become successful in one's job duties, though it's critical for an individual to work out self-management, self-control and good interpersonal relationships that would contribute in obtaining the desired objectives and goals. Well-developed emotional intelligence additionally allows leaders as well as supervisors to implement effective leadership abilities on the subordinates of theirs to motivate them to provide their greatest performance.

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INTRODUCTION

Emotional Intelligence is more and more relevant to organizational development as the EI concepts present a brand new method to recognize as well as evaluate people's behaviours, management types, perceptions, interpersonal skills, as well as potential. Emotional Intelligence is actually a crucial thing to consider in human resources preparation, work profiling, recruitment selecting and selection, management development, consumer relations as well as customer support, and other things.

Building emotional intelligence at the office means acknowledging that emotions are usually present, and doing something smart with them will give groups a highly effective roadmap to success. Individuals differ tremendously in the ability with which they use their own emotions and respond to the emotions of others - and that tends to make the big difference between an excellent manager and a terrible one. It's not overly egalitarian to suggest that the majority of professionals, managers & executives are pretty sensible individuals (of course there could be glaring exceptions), but there might be a massive distinction in how healthy they handle folks. That's, the department supervisor might be a wizard in specialized, product or maybe service knowledge, and yet get fail marks in phrases of men and women skills. Actions of bad behaviour at the office are actually an all-too-common occurrence which will continue to produce high levels of concern for

organizations. Although a lot of research has centred on workplace aggression, a gap is present in the analysis focusing on the connection between emotional intelligence as well as workplace behaviour components. This particular study is actually an effort to learn the connection between emotional intelligence as well as workplace behaviour in the Indian context in a powerful service sector like banking which calls for an extremely high level of adaptability in phrases of customer stakeholder engagement within as well as beyond the group boundaries.

CONCEPTUAL DEVELOPMENT

For rather a time it had been thought that a person's performance in the workplace is actually determined by the previous academic performance of his assessed as intelligence quotient (or maybe IQ). It's now recognized, via different empirical investigations, which feelings as happiness, sadness, shame, anger, fear, love and passion also impact one's performance at workplace to the degree he's in a position to regulate as well as control these emotions for which a completely different intelligence type known as the emotional intelligence (EI) is actually required. The success of Bill Gates, a college dropout, creating a great IT empire worldwide is actually a good example in which EQ has possibly outplayed the IQ. You will find a lot of other examples where folks had not

been in a position to finish the formal training of theirs have been successful in life and business.

An individual enjoys cut-throat advantage much more due to EI than IQ. Whereas, IQ might be creating a supervisor though a leader comes from EQ. It's reported that a particular person loaded with IQ but lower in EQ has failed in each personal and professional lifestyle. IQ accounts for twenty % of an individual's success as well as the remaining eighty % are actually linked to the EQ of his, claims Goleman (1998). In the quickly changing job atmosphere of these days, it's one's individual qualities including his motivation, initiative, empathy, and awareness, etc. which are being gauged in a person for consideration for selection, promotion or retention over as well as above the academic achievements of his. EI has turned out to be the determining factor for one's employability.

The phrase EI may best be known by understanding 2 basic terms, intelligence, and emotion. Whereas, various psychologists have provided totally different explanations to the term 'emotion', they converge at one point saying 'emotion is actually an intricate status of human mind' which involves a broad range of physical alter ranging from breathing, pounding heart, flushed face, sweaty palms, high pulse rate as well as gland secretions on the mental and physiological side, along with a state of excitement or maybe perturbation hat is actually marked by a good feeling. Whereas thoughts are actually the end result of one's emotion, there's no unanimity as to precisely what indicates emotion, though a multitude of cross cultural research has suggested towards particular universally felt emotions as joy, fear, anger, and love.

EMOTIONAL INTELLIGENCE

Mayer and Salovey (1990), that are regarded as to have coined the phrase emotional intelligence, have defined emotional intelligence to 'include both interpersonal skills as well as intrapersonal abilities in 5 domains, viz.(a) realizing one's emotions, (b) handling one's emotions, (c) encouraging oneself, (d) recognizing the emotions in others, and (e) handling relationships'. Every one of the 5 domains is actually explained briefly below: 'Knowing one's emotions' will be the capability to identify a feeling when it happens. Personnel that has greater certainty regarding the feelings of theirs may better explore the lives of theirs.' Managing emotions' is actually the capability of a person to properly tackle thoughts like shaking off anxiety, gloom, irritations, upsets. This particular ability comes through one's self-awareness.

Once again, emotional self-awareness covers proficiency in 3 capabilities, like, improvement in recognizing as well as naming an individual's own emotions, able to comprehend one's feeling better and emotional self-consciousness. Likewise, managing emotions suggests having a much better

tolerance for anger and stress, less social anxiety as well as better stress control. Self-duty as well as self-discipline goal at reducing impulsive behavior and delaying gratification. Ability, as well as empathy power to read through emotions of others, refer to one's potential to take another person's perspective, i.e., having enhanced sensitivity to others' feelings. Finally, handling relationship quantities to coping with many elements of interaction with other people in a far more unified manner.

EVOLUTION OF EMOTIONAL INTELLIGENCE

The evolution of EI may be traced back to Alfred Binet's job of 1900 when he'd administered the 'intelligence' test on the French School kids. The term 'intelligence' got shifted to 'intelligence quotient (IQ)' in the season 1918 with IQ tests being carried on the applicants that were recruited for the US Army. An additional change was seen in the phrase with the growth of the 'social intelligence (SI)' in the job of Thorndike found in 1930. Within the season 1983, the phrase emotional quotient (EQ) was coined by Howard Gardner in the job of his the 'Frames of Mind'. And from EQ, it's currently EI, after the pioneering work of Howard Gardner (1993) entitled 'Multiple Intelligences: The Theory in Practice' supported by the job of Goleman (1995).

An outline of the evolution of EI has been provided in Fig.1

EI Models

In line with the evaluation of free literature on EI, the different versions of EI might be classified into 3 types like the 'potential model', the 'mixed ability model', and the 'personality model' as provided in Table 3.1. Each of those designs has been discussed in brief as under

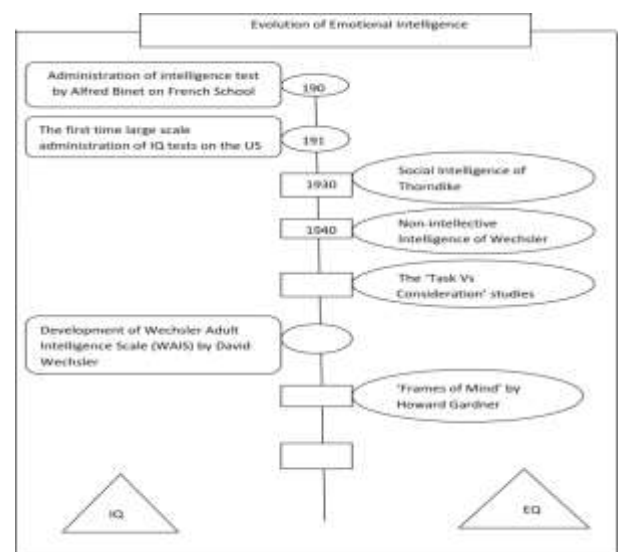


Fig.1: Evolution of Emotional Intelligence

- **Ability model**

The capability design is actually traced to the pioneering work of Salovey(1990 and Mayer). Based on Salovey and Mayer, EI is actually the capability to perceive emotions, integrate emotions to facilitate thought, understand emotions, and control emotions. EI depending on the ability design is actually calculated by a scale known as MSCEIT' or maybe the Mayer, Salovey, Caruso Emotional Intelligence Test (MSCEIT). This design has 4 characteristics thus, i.e., perceiving emotions, utilizing emotions to facilitate thinking, controlling emotions and understanding emotions.

- **Mixed capacity model**

The diverse ability type of EI is bought in the works of Bar On (1997) and Higgs and Dulewicz (2000). Bar-On in the job of his emotional also socially skilled action as well as characteristics of individual' has defined EI as an array of non-cognitive features, competencies, and abilities which affect one's potential to be successful in coping with environmental requirements & pressures. Based on Bar-On, it's the emotional, social, personal, and survival dimensions of intelligence' which are essential for the daily performance of a person as opposed to the conventional cognitive factors of intelligence.

The diverse ability design has 5 characteristics in it for measuring an individual's EQ (emotional quotient). These are intrapersonal EQ, general mood, stress management, adaptability, and interpersonal EQ, and it is calculated by the Self-report (EQ I)' scale.

Whereas, intrapersonal EQ includes variables such as self-actualization, assertiveness, and emotional self-awareness; interpersonal EQ includes relationship skills as well as empathy; adaptability refers to versatility as well as problem-solving; anxiety management includes anxiety tolerance as well as impulse control; and widespread mood contains optimism, happiness, etc.

- **Personality model**

The character design has the genesis of it is in the job of Goleman (1998). EI is taken as composed of a selection of emotional dispositions as well as competencies beginning from specific traits and motives to a multitude of learned abilities including adeptness, empathy, self-regulation, motivation, and self-awareness of relationships. Emotional competence, according to Goleman, is actually mastered capability based on emotional intelligence those outcomes in an excellent performance at work'. Adeptness, empathy, self-motivation, self-regulation, and self-awareness are hence the characteristics of EI as per the character version.

Additionally, EI underneath the character design is actually calculated by the Self-report' scale.

Model	Suggested by/ Developed by	Major attributes
Ability model	Salovey and Mayer (1990)	1. Perceiving emotions 2. Using emotions to facilitate thinking 3. Understanding emotions Managing emotions
Mixed ability model	Bar-On (1997)	1. Intrapersonal EQ 2. Interpersonal EQ 3. Adaptability EQ 4. Stress management EQ 5. General Mood EQ
Personality model	Goleman (1998)	1. Self awareness 2. Self-regulation 3. Self-motivation 4. Empathy 5. Adeptness

Source: Compiled from available literature

EI AND THE AFFECTIVE EVENTS THEORY (AET)

AET proposes that job satisfaction is actually an evaluative judgment that primarily describes cognitive based behavior, while moods, as well as emotions, better predict effective based behavior. A report according to data from 2091 call center representatives operating in eighty-five call centers in the UK, has discovered that certain functions of work such as 'autonomy' have immediate effect on the arousal of moods plus feelings at your workplace which, co-determine work satisfaction of workers. AET continues to be a fruitful framework for detailing how and why distinct management techniques utilized for developing job functions influence necessary organizational perceptions as well as wellbeing of employees.

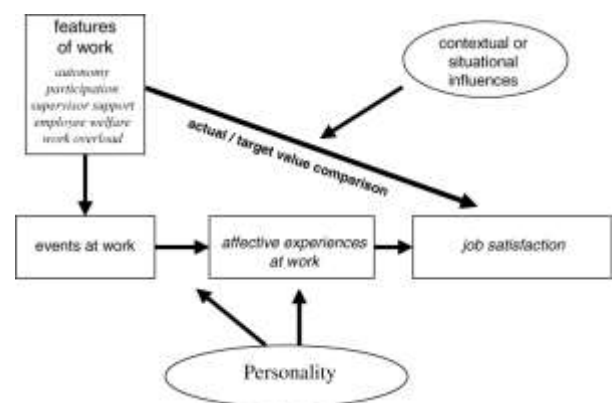


FIG.3.2: Interlink Between Job Features and EI

VARIOUS OTHER MODELS OF EMOTIONAL INTELLIGENCE

Various theories attempt to detailing and understanding the abilities, traits, and capabilities associated with emotional intelligence. While some may argue that the aim of investigation must be identifying as well as define a singular theoretical framework to be labeled as the —correct model of emotional intelligence, an additional strategy will be acknowledging that having several theories can serve to elucidate extra facets of complicated

mental constructs. Every one of the theories as well as models in the conceptualization of EI is actually under the umbrella of 3 major lines of thought including trait strategy, diverse approach and capability approach these are the designs suggested by Salovey and Mayer, Goleman and Bar on. Each of their theoretical frameworks conceptualizes emotional intelligence from one of 2 perspectives: for a kind of clean intelligence comprising of psychological ability just, or perhaps as a diverse intelligence consisting of both psychological capacity as well as personality characteristics as optimism, well-being and adaptability.

Till today, the sole ability type of emotional intelligence is the fact that recommended by Salovey as well as Mayer, they considered EI as a kind of clean intelligence comprising of cognitive ability just. The 2 diverse airers distinguish from each other; the differences in that are linked to the different beliefs of what constitutes emotional intelligence. Reuven Bar-On conceptualized a unit with character dimensions, emphasizing the co-dependence of the ability elements of emotional intelligence with character traits as well as the application of theirs to well-being. On the flip side, Daniel Goleman proposed a diverse style in phrases of performance by merging an individual' personality and s skills implementing the corresponding consequences of theirs in the workplace

LITERATURE REVIEW

Ciarrochi and Akgun (2003) hypothesized that extremely ingenious pupils will be better compared to others at defending themselves out of the negative effects of academic strain, and never permitting that anxiety to impact the grades of theirs. A sample of 141 first year undergraduate pupils completed measures of academic strain and mastered resourcefulness. Their first year Grade Point Average (GPAs) was received from faculty captures. Analysis revealed that higher academic anxiety negatively impacted the levels of lower ingenious pupils but had no impact on higher ingenious students.

Salovey, Caruso, & Sitarenios (2003) actions general EI as well as 4 branches (perceiving emotions, utilizing emotions, understanding emotions, and controlling emotions) A remarkable 1,197 employee survey responses have been refunded. The correlation results showed considerable associations between supervisor scores for just 2 of the EI branches: perceiving emotions and utilizing emotions. Thus, subordinates didn't rate the superiors of theirs as better in case they'd greater self-rated scores for understanding & controlling emotions. These benefits might offer proof that supervisors are likely to exaggerate these places or perhaps that subordinates just don't think that these qualities make the leaders of theirs more potent.

Nikolaou, Tsaousis, and Vakola (2003) premeditated business shift in 137 professionals from different public as well as private organizations located in Athens, Greece. Vakola assumed that positive attitudes toward organizational change will be correlated with 4 of the Big 5 personality traits (openness, agreeableness, neuroticism as well as conscientiousness). Generally, there was no prediction made for extraversion since it wasn't associated with organizational change. Additionally, they believed that the feelings the professionals had for organizational change will be related to total EI, and especially to control of use and emotions of feelings for problem solving. They assumed that EI will enlighten discrepancies outside of the influences of character.

Mayer et al. (2002) discussed about emotional intelligence as well as the value of its in good leadership. Emotional intelligence could be misunderstood as well as misrepresented. Though the bottom line would be that the supervisor who could think about emotions clearly and accurately might come to be better capable to anticipate, handle, and efficiently handle change. Leaders lead not via rational, rational decision making by yourself, but by merging thinking with thoughts. This's exactly where EI abilities play a pivotal role. The manager, who could believe clearly and accurately related to emotions, might come to be in a much better place to anticipate, handle, and efficiently handle change.

Hyde, Dhar and Pethe (2002) include: self-awareness, empathy, self-motivation, mental stability, managing relations, integrity, self-development, worth orientation, commitment as well as altruistic behaviors' which are extremely germane to achievement and job satisfaction. In fact, interpersonal and intrapersonal skills, ability to regulate ones perception and resolve problems are actually essential to attaining being successful and satisfaction for an area of work.

Lisa Gardner and Con Stough (2002) studied whether emotional intelligence assessed by the Swinburne Faculty Emotional Intelligence Test predicted laissez-faire, transactional, and transformational leadership types assessed by the multifactor leadership questionnaire on a sample of 110 senior managers. The study exhibited presence of a good correlation between all parts as well as emotional intelligence of transformational leadership.

Maureen Simunek et al. (2002) in a study entitled Characteristic emotional intelligence as well as mental well-being investigated the connection in between emotional intelligence and mood, and between emotional intelligence as well as self-esteem for 2 studies. The outcomes of the studies suggested that higher emotional intelligence was connected with characteristically good mood as well as greater self-esteem.

Higher emotional intelligence was related to a greater good mood condition as well as greater condition self-esteem. People with higher emotional intelligence showed much less of a drop in mood that is positive as well as self-esteem following a bad status induction through the Velten technique, as well as showed much more of a growth in mood that is positive, however, not in self-esteem, after a good status induction.

Jacobs Maree and Liesel Ebersohn (2002) conducted a study entitled as Emotional intelligence as well as achievements: Redefining giftedness- This study suggests that emotional intelligence has a huge effect not simply on the qualitative degree of intelligence actualization, but additionally on the quantitative degree of scholastic achievement and intelligence measurement.

Len Tischler, Jerry Biberman and Robert McKeage(2002) studied named Linking workplace performance, spirituality, and emotional intelligence : Definitions, strategies and models for research' to look at the interrelationship between emotional intelligence, religious quotient (SQ) as well as workplace efficiency. The study found presence of good connection between emotional intelligence as well as workplace performance and therefore also between spirituality as well as workplace general performance.

Elfenbein et al., (2002) Reviewed that emotional intelligence, as mirrored in the procedure of judging info coming from the facial skin, isn't a worldwide construct. And also instructs that it's a multidimensional ability - not an isolated or maybe easy power - surrounding a range of constructs with relationships that are advanced to one another. A focus on emotional intelligence has caused groups to think about rewarding, training, and hiring people for high levels of ability. Such a focus might, sadly, be counterproductive in a range of circumstances in which the abilities needed tend to be more nuanced, and contextually defined, changing along with shifting contexts. It's crucial for the different constructs inside emotional intelligence. Even though this could complicate the analysis procedure, psychologists can't manage to ignore the other ingredients of emotional intelligence. Certainly this will make to learn about the recognition of emotion in the facial skin, infinitely a lot more fascinating as well as applicable to the manner in which in which we live the lives of ours.

Brigette Ann Rapisarada (2002) in a study The effect of emotional intelligence on labor staff cohesiveness and efficiency. It's argued at the study that the amount of mental competence evidenced by members of a staff will decide if member interactions develop high end as well as cohesiveness. The study examined the connection between the typical score of staff on 13 emotional intelligence (EI) competencies, and scores of staff cohesiveness as

well as performance for eighteen teams in an Executive MBA program. Results showed that EI competencies of influence, empathy, and achievement orientation had been positively correlated to pupil and faculty scores of staff cohesiveness. Empathy was discovered positively correlated to pupil and faculty scores of staff performance, and achievement orientation was favorably associated with pupil scores of team efficiency.

Shough and Gardner (2002) proved that no relationship existed between transactional leadership and EI, despite the good correlation between contingent incentives. They observed that there's a bad connection between laissez faire leadership as well as EI, hinting that an absence of leadership skill may be connected with a deficit in EI.

Laura Thi Lam and Susan L. Kirby (2002) have noted presence of a major positive correlation between EI score and also the normal intelligence in the analysis of theirs Is emotional intelligence an edge? An exploration of the effect of general and emotional intelligence on specific performance' which they'd carried out to take a look at whether emotional intelligence accounts for just about any rise in the people cognitive based functionality over as well as above the amount attributable to conventional basic intelligence of the stated people. The multifactor psychological intelligence scale (MEIS) was utilized to calculate the emotional intelligence whereas the Shipley Institute of Living IQ scale was used to measure the normal intelligence of the study.

Hypothesis Wise Findings and Their Implications

The findings, hypothesis wise, with their relative implications may be outlined as in Table 6.1:

Table 1: Hypotheses tested along with the corresponding findings

Hypo.	Broad description of the hypothesis	Status of the Hypo. upon testing (Accepted/ Rejected)	Implications
H ₀₁	'There is no significant relationship between EI and workplace performance of corporate executives in India'.	Rejected	EI and workplace performance are positively correlated. Higher the EI, higher is the workplace performance. Therefore, organizations need to improve the EI of the employees to enhance

			productivity. This can be done through enhanced training and improved awareness about one's EI level.
H ₀₂	'Emotional competency, emotional maturity and emotional sensitivity have no relevance in explaining the EI of executives'.	Rejected	EI components, namely, emotional competency (EC), emotional maturity (EM) and emotional sensitivity (ES), have significant bearing on the EI of executives in India. Organizations therefore need to work towards improving the employee's EC, ES and EM through skill enhancement programmes.
H ₀₃	'Emotional competency, emotional maturity and emotional sensitivity have equal significance in explaining the workplace performance of executives'.	Rejected	Workplace performance gets significantly influenced by the 'emotional competence' of the executives, than by the other two EI components- 'emotional maturity' and 'emotional sensitivity'. It is therefore essential that organizations should try for improving the emotional competencies in the employees first, followed by improving upon their emotional maturity and emotional sensitivity.
H ₀₄	'There is no association between EI and the demographic profiles of the executives such as age,	(a) Accepted for 'Age'. (b) Rejected for 'Experience', 'Academic	1. Age of the executives does not have bearing on their EI. 2. Experience

	experience, academic qualifications and gender'.	qualifications' and 'Gender'	of the executives have significant effect on their EI, with higher the experience, higher is the EI. 3. Executives with higher academic degrees have higher EI. 4. Female executives have higher EI than male executives. Findings listed under 1, 2, 3, and 4 above have significant implications for the organizations with regard to their recruitment and selection process.
H ₀₅	EI of executives working in the private sector does not significantly vary from the EI of the executives working in the public sector.	Accepted	There is no significant difference between the mean EI score of executives working in the private sector and the public sector. This implies that the performance of the employees should be a function of their cognitive abilities rather than the organizational associations.

CONCLUSION

Emotional intelligence (EI) consists of the capabilities in order to perceive emotions effectively, to evaluate as well as produce emotions to help thought, to understand emotions as well as emotional awareness, as well as to regulate emotions successfully to enhance intellectual and emotional development. For certain, it covered a talk on the data source,

the technique of collection of data, definitions of the variables used, and the process of measurement of emotional intelligence as well as workplace performance as well as identification of the key elements leading to workplace performance. Classifications of the respondents on various demographic profiles and also the organizations included in the study have been described in this case.

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