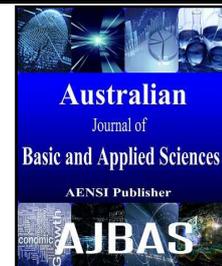




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### A Detailed Review of Emotional Intelligence among Employees

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#### ABSTRACT

This paper deals with a comprehensive review of theory and practices followed by organizations at national and international levels and other related aspects of emotional intelligence discusses different believes, practices, performances, behaviour and implications of emotional intelligence on dimensions of emotional intelligence like self management, social skills, self awareness, self motivation, empathy, relationship management, emotional competency and job involvement of the employees in various organizations. Keeping over 60 literatures reviewed on emotional intelligence among employees in organizations, the researchers conceptualize a new framework for further investigation.

#### INTRODUCTION

Emotions defined mental feelings of an individual or group. It is defined as mental thoughts and changes of people, and how they can manage and control in important or critical situations. There were so many misconceptions about emotions. Many scientists have given different explanations to human emotions. Emotions are subjected into cognitive, psychological and behavioral components, there some independent functioning between these three components. There were positive and negative emotions. If we fail to control our emotions it will leads to social and organizational conflicts, uncontrollable stress, injustice and so on. First it halts up the functions of communication with others. Emotional Intelligence (EI) is very important in analyzing a person's emotions; it reduces all the misconceptions, pitfalls and also controlling stress in people as well as employees in organizations.

##### Emotional Intelligence:

EI was initially derived by Salovey and Mayer, (1990), and popularized by Daniel Goleman, (1995), as a concept of Social Intelligence introduced by Thorndike in 1920. Three major classification of EI theories like Ability Model derived by Salovey and Mayers in 1990, Personality Model Derived by Daniel Goleman and Cherniss in 1998 and Mixed Models given by Rueven Bar on in 1997. Now-a-days EI becomes a frequently searched psychological topic of daily life and industrial life. There were several implications of EI is practicing by several organizations. EI controls the negative emotions of employees in organizations and helps them to manage and control emotions. It also helps in developing customer satisfaction, employees' behaviour, goodwill to companies, reduces retention rates and stress level of employees, helps in organizational change and in positive outcome and productivity of organizations. The authors of this paper discusses about the review of literature on EI of employees especially from top and middle management organizations at national and

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international level. Goleman, (1998), suggested that EI plays a crucial role in top management organization. There is a difference between top performers and average performers in top management. Performance level of top performers having higher EI than average performers in organizations.

#### ***Literature Review:***

##### ***Studies Related to EI of Employees in Organizations:***

Nidhi Yadav, (2011), in her study discussed that EI is defined as the influence, inspiration and understanding one's emotion and other's. Controlling one's own action tends to remove the difference in workplace performance. Any individual in society should deal with friends, co-workers, his or her boss and so on. By using the emotions one can strengthen themselves while taking effective and immediate decisions. The researcher also discussed the dimensions of performance of 100 life insurance professionals in sales department from five insurance companies.

Srinivasan J., and Umadevi K., (2010), in their brief study described about the EI of marketing employees. They analyzed the difference between 103 marketing managers of Fast-Moving Consumer Goods (FMCG) companies located in Karnataka and TamilNadu. The result revealed that there is a statistical relationship between capability and development of Marketing employees and Trait EI. At the same time there is no significance between the gender of employees and Trait EI. The research helps in developing conformity between the working capability of employees and their Trait Emotional Intelligence Questionnaire (TEIQ).

Suman Pathak, (2010), in this exploratory research about the EI of Insurance sectors in India, that India shows rapid employment opportunities and growth in those sectors. Those companies are based on human values and resources. They show interest on enriching manpower. Some modulations in sales turnover can be fluctuated to low entry and reassignment in sales force turnover. Among a survey of 350 respondents in Insurance companies were taken for analysis with various factors like satisfaction, decision, personal work style, security, safety and he concludes that stress, working environment and less advancement in career leads to the employees leaving their companies

##### ***Studies Related to EI and Behavioral Aspects:***

Mohammad Karim Bahadori, (2012), in his study discussed that there is no difference between female and male workers' entrepreneurship. Also there is less significant among a manager's educational qualification. Finally he reveals that practical and theoretical implications of higher officials in organizations and entrepreneurship correlates with EI dimensions.

##### ***Studies Related on the dimensions of EI:***

Meenakshi Gandhi, (2013), in her research explained the sustaining factors of employees in Indian banks. By using survey method 234 workers were taken for the study including foreign and Indian banks. There is a big competition going on to extend the base of customer in every bank. According to them it is very tough to retain the current customers than attracting a new one. The result shows the goodwill, responsiveness of workers and their reliability level shows positive significance

Jyothi B.S., and Ravindran, P.T., (2012), in their study of satisfaction level in five ITES (Information Technology Enabled Services) and seven software organizations in Bangalore. 264 employees from various departments were chosen as samples. Both the sectors and their sub sectors show a moderate level of satisfaction in their workplace. Hence both of them are said to be strengthening the level of motivation and satisfaction to fulfil their employees' need and welfare.

Ravichandran K., and et.al, (2011), updated that EI plays a major role in alleviating the employee behaviour engagement by building a knowledge repository by extending the EI's research in organizations. Here 9 point scale was used to measure the components like dedication, vigor and absorption of 119 employees from ITES and IT in Chennai, that workforce engagement is clearly handled by applying EI theoretically and in managerial aspects.

Kavitha Singh, (2010), in her research explaining that the employees in majority of the organizations involved in different emotions and roles which are the important determinants of employees' physical, mental and cognitive abilities which are the important particulars of organizations. Personal and emotional competencies should be developed by predicting the employees' performance to involve employees in various roles in different departments. By practicing this employees can realize their EI level, because EI is positively significant and also related with competencies of workers personally helps in developing organizational and personal success in society.

##### ***Foreign Studies Related to EI of Employees:***

##### ***Studies Related to EI of Employees in Organizations:***

Ho Nhut Quang, et.al, (2015), in their study described that, the EI is very essential content in leadership in Vietnam companies. There were 400 top management employees from Hoa Binh Corporation situated in Ho Chi

Minh City, Vietnam. The result empirically indicates that dimensions of EI like self motivation, emotional literacy, self management, self esteem and employee' inter personal relation have a positive relationship with employee's workplace engagement and managers' resilience change negatively related to workplace engagement. The result strongly implying that EI influencing the leadership in development and retaining workplace engagement. Financial rewards alone won't help to improve the employees EI, so this study guides the managers to enrich their emotion to develop the workplace engagement in organizations.

Apostolos Efkarpidis, et.al, (2012), in their investigation among the group of workers serving in district hospital. From the study there is a difference between the workers in their characteristics and their EI. EI affects their characteristics qualitatively in hospitals and their service to the patients.

Dennis Dah and Frans Cillers, (2012), in their study predicted the negative thinking of employees changing their careers. Managing emotions and handling the negative thoughts affects the employees before the decision making and after their career. Managing the emotions leads to handle the negative thoughts in their career. Hence those type of organizations are in need to give emotional counselling to develop their behaviour, to train them and to increase their own emotions in organizations.

Kamal Ghalandari, et.al, (2012), in their research investigated that the exhaustion of emotions effects the working condition of labors. The development of competitive economic situations among the management and service sectors should identify the emotions of labors and also train them to manage their feeling which will leads to excellent services and high quality outcome in organizations. It also promoting the team spirit, competitive advantage, job effectiveness with themselves and reducing their level of stress too.

Shahram Alam, et.al, (2012), in their research revealed the relationship between the sports burnout and EI in Iranian soccer league. The referees in the football games have higher average of EI and low average of burnouts in sports. There is a negative correlation between sports burnout. The sports burnout of referees were emotionally assessed and reported that higher EI of referees having less burnout. Hence training programmes will help the sports people to develop their EI and lessen their burnout

Antom F. Schlecter and Jacoba J. Stratuss, (2011), in their research of EI and leadership behaviour in 6 machineries conducted in a group of twenty five teams. A model set up with a context of team leadership in EI and transformational leadership in individuals and their teams and it was tested with the help of Structural Evaluation Modeling (SEM). There is a positive significance and it is the first integrated model tested for leadership and EI. Both EI and leadership having a positive relationship between a group's trust and working commitments resulting the importance of group dynamics and team behaviour.

Carla woyciekoski and Claudio Simon Hutz, (2011), examined in their research that EI is one of a recent psychological aspect deals with the inter-relationship between intelligence and emotions. Current EI theories and models are used in examining the emotions. Current psychometric tools are also used to predict the individual behaviour and EI. According to them, still there are some problems related with emotions, characteristics of employees, pitfalls, their qualities, etc., which are predicted only by EI assessment tools and scales.

Hassan Jofri, et.al, (2011), conducted their study on EI on HRM (Human Resource Management). The stress level of employees and managers in organization are worldwide important components in workplaces. It affects the communication effectiveness positively as well as negatively and also it relates with job satisfaction. Communication is an important factor in job satisfaction and stress management. Finally they said that EI is positively correlated with stress management and communication is an important factor in job satisfaction.

Andrew M. Lane, et.al, (2010), investigated about the relationship between pre competitive emotional memories and self report measures before dysfunctional performance in athletes. Athletes and participants have undergone a self report of EI namely emotions analyzed before dysfunctional performance and optimal performance. Most of the individuals reported to be disagreeable before dysfunctional performance and positive performance in athletes and participants.

Hahn Rada Florina, et.al, (2010), highlighted in their article about professional excellence by cultivating EI in teams and individuals in organization. It not only shows a positive outcome for the organization, employee behaviour, functions and process of organization but also, it generates new ideas in organizational change and very benefited for the employees and their families.

Lane B.Mills, (2009), in his research discussed about the transformative leadership linked with EI. There is a positive relationship between leadership and EI which implied the leadership in educational institutions and EI incorporates the educational leadership programs currently.

#### ***Studies Related to EI and Behavioral and Relationship aspects:***

Jennifer Redmon knight, et.al, (2015), in this study analyzed about the relationship between trustworthiness of public health related with EI and stress management of a public health department in Kentucky located in USA. The research is about revealing the trust of employees of the department and EI of supervisors working in it. With the help of Pearson correlation and other analysis it is observed that there is a significant correlation between the stress level of employees & supervisors and trust level of employees & loyalty of supervisors.

Afzaal H. Seyal Taha Afzaal, (2013), used 7 dimensions of EI to predict the job satisfaction level and Organizational Commitment among the employees in academic institutions. 90 staffs from Brunei were selected for the study. The result shows that EI and OC were recognized as positive factors to understanding and perceiving and shows high performance.

Janis Maria Antony, (2013), explained that EI is a significant factor of every organizations. EI's influence on Organizational Citizenship Behaviour (OCB) and OC. There were 115 employees of FCI OEN Connectors Limited of cochin was chosen to perform the EI Inventory, OCB Scale and OC Questionnaires. The results show that there is a positive relationship between OC, OCB and EI leads in higher organizational involvement.

Anantharaman R.N., et.al, (2011), in his research analyzed the OCB and EI level of employees in middle-management in a Malaysian manufacturing company. 536 members were observed that some of them have low EI and OCB. Some of their family members were also working in the same company results in misconceptions. So the organizations should analyses the need of employees to develop their EI.

Fred C. Lunenburg, (2011), in his study explained that the EI and multiple intelligence connects with leadership capability. The EI characteristics predict the leadership capability. According to him intelligence is not fixed by birth of an individual, it can be developed through multiple intelligence and perceiving emotions.

### ***Studies Related to Dimensions of EI:***

Joshua J. Mischung, et.al, (2015), examined that EI helps in developing the challenges of construction engineering students. EI helps in strengthening the performance of the students, particularly in working teams. Here EI not only helps the performance of individuals but also to the working teams. Also reduces the teams' stress and outburst of emotions in academic environment. By giving EI training to the students, they can tackle and overcome other industries' resistance to their company in future.

Ainize Pena Sarrionandi, et.al, (2015), described in their study about the Emotional Regulation (ER), which influencing the individuals to experience and express their emotions. The tradition of EI focuses on the differences in individuals in ER. Hence the individuals should shape their EI and dispose their negative emotional progression to achieve greater integration in organizations.

Fonthip Sarinnapakorn and Usaporn Sucaromana, (2013), explained about the level of EI among the employees of consultancy employees of Bangkok. They compared the independent variables like sex of employees and their experience in years. The results show that there is no difference between the EI and independent variables. EI level of employees in the industry was high.

Javad Sofiyabadi, et.al, (2012), discussed about the EI dimensions and behaviour of employees in tourism. The research shows the positive role of employees in tourism, new job opportunities in tourism and their economic status. Dimensions of EI like motivation, self management, self awareness, empathy and motivation directly connected with employees' communication in organization which results in long term relationship with the tourist and the department. It helps to attract the tourist by boosting the factors of EI in those services.

Saeed Behjat, (2012), discussed about the interrelationship of diversity, EI and self efficacy of college students in abroad. 89 Post Graduate students examined with the help of Diversity Receptive Scale (DRS), Self-efficacy scale (SES), Survey data on demographics and the Emotional Intelligence Scale (EIS) by simple random sampling. There is a significant relationship between diversity, self efficacy and EI by analyzing that emotions of the students make intelligent and accurate decision. Also they will be connected emotionally by min and control their feelings over any type of situations.

Zare Zardeini Hosein and Ahmad yousefi, (2012), examined about the correlation between agility and EI of the organization to find out how EI indicators facilitates the individual agility level. Here employees, supervisors and managers of a food company were chosen by simple random sampling method and analyzed with the help of hierarchical regression. The result reveals that EI indicators have a positive impact on organization agility and linked with interpersonal competencies shows higher effect on organization agility than the social competencies. The result may helpful in training the employees to develop the organization and helps to develop the change management.

Ashkan Khalili, (2011), reportedly said that relationship management and self awareness are likely to be committed with a firms' growth. If both of them are not significant in organization, the firm should provide emergent training to their employees. Hence there is a big need for exploring employees' EI especially working in private firms.

Perng-Fei Huang and Chia-Wen Dai, (2010), said that there is a connection within emotional labour, negative and positive mood of client and employees. There were three hundred and fifteen clients met the employees by surveying with the questionnaires. The results prove that the mood of clients effects employee's mood too, their performance and service. If a client is in positive mood, emotional labour of employees negatively related to their performance but if the employee is in negative mood, there is only a moderate relationship between their service and emotions. Managers should provide suggestions to improve their employees every now and then.

Alina Maria Andries, (2009), explained in her study that managing emotions in organizations helps employees administering their emotions which adapt the organizational functions and it is necessary for it. Purpose of study is to optimize and to know about the emotional conditions of employees. Managers in organizations interested in monitoring the emotions, aware of employees' emotions and re-evaluating the positive factors of the social and organizational life of employees. It results in increasing a positive change in emotion between managers and employees and also between client and employees.

Andrew M., et.al., (2009), examined about the EI of sports personnel. Here he used a self rated EI scale with a validity of 33 items and divide into two contents namely regulation and awareness, sub divided into six factors called optimism, appraisal, social skills, appraising, regulating and utilizing their emotions. All the factors are positively related with EI of athletes.

Saras Ramesar, et.al., (2009), in their quantitative study to find out the relationship between EI of manager team and their stress level. They used the Emotional Quotient Inventory (EQI) and Occupational Personality Questionnaire (OPQ). The result said that managing stress is one of the component of EI, hence the managers should monitor their emotional input to control their outflow of emotions on themselves and others.

Shahram Vahedi, et.al., (2009), in his brief study about EI skills of 250 nursing under graduate students in Iran with the help of Student's Demographic Questionnaire and Emotional Skills and Competence Questionnaire Scale (ESCQ). The study resulted that significance factors like monitoring, managing and appraising the emotions of others and understanding and specifying their own emotions were positively supporting their service and academics.

#### ***Other Relevant Studies on EI:***

Gulbeniz Akduman, et.al, (2015), explained in their research that, EI is involved in assimilating, perceiving, identifying, managing and regulating emotions. In organizations EI used to manage employees emotions, hence they need to develop their EI through academic training as well as industrial studies. EI differs from one generation to other, so managers are in a need to fill the gap of the difference by developing their managerial status, industrial background, organizational culture and so on. With this Generation gap in organizations and managers should overcome the generation gap in organizational EI and challenges in organizations. EI is unconnected with different generations' and framing of their feeling. This study reported that there is no significance between EI of different generations in organizations.

Kambiz Heidarzadeh Hanzaeaa and Majid Mirvaisib, (2013), investigated in his study about the effect of EI of employees, OCB on their performance and job satisfaction. Nearly 225 members who were highly interacted with their clients in hotel industry were chosen for the survey. The result shows that there is a positive impact of EI on job satisfaction, OCB and performance of employees

Aristea Psilopanagioti, et.al, (2012), conducted their research on satisfaction in job and EI of employees in Greece. Here emotional labour and EI plays a vital role in the productivity and outcome of various firms in Greece. EI and labour's emotions both are very important to influences the job satisfaction of employees. The study also reveals that EI develops the relations of labours direct or indirectly through job satisfaction and EI in healthcare centers

Sasanpour M., et.al. (2012), in his study stated a positive relationship with EI of students, their mental health and happiness. Positive EI reduces the stress level of students psychologically and developed their mental health good and well and make them happy in academic and social environment

Thomas L. Lenz, et.al, (2012), explained Human Resource Quality of Life (HRQOL) make changes in life style of individual and daily care activities of a medication center. In this research the workers participated and answered the self report rating which positively develops their social life rating. There was a change in their previous year self rating with some pitfalls, but present rating shows a positivity in their mental and physical health. Hence HRQOL positively improves worker's mental and physical health leads to the financial growth of the center.

Valentin Stanciu, (2012), in his survey delivered the importance of banking sectors. There banks are very important to provide financial needs of company and firms and also to individual entrepreneurs. The questionnaires like potential leadership questionnaire and the Belbin self-knowledge questionnaire used to analyses the motivational factors of employees and leadership factors of managers. He concludes that employees in Rome banks are developed with a higher level of motivation and strong working ethic mentally.

Zeynep Kalyoncu, et.al, (2012), discussed that in modern life style of individuals EI acts as an important factor to reduce their stress and manage themselves, because stress level of a person automatically limited their relationship with others, it reduces their mental wellbeing and decreases their working ability in job. Nurses from government and private hospitals of Ankara, capital of Turkey were chosen to prove this.

Abdulazim Ghoniem, et.al, (2011), conducted his research on the impact of EI and job satisfaction of male & female employees of Government employees in Egypt. The result shows that the employees with higher EI have a positive satisfaction in their job & with their inmates than the employees with low EI level. In

government organizations there is a complexity in accessing critical success in performing their work to increase their success & productivity in the country.

Evren Ayranci, (2011), in his exploratory study reveals that the top managers in organizations of Turkey and Istanbul are highly appreciated with higher EI level. Integrated Spiritual Intelligence Scale (ISIS), Emotional Quotient Inventory Scale (EIQS) are used to measure their EI. Managers' spiritual and emotional intelligences prove their efficiency, but they failed to prove the effect on economic performance of organizations.

Fakhrul Zaman Abdullah and Farah Liyana Bustamam, (2011), stated that EI Being part of the 'people oriented' industry, hotel organizations are to abide by the fact that their performances are measured through customers' satisfaction. Due to this, human capital has been identified to be one of the key factors in determining the success or failure of a business. Hence, it is crucial for hotel organizations to select the right people with the right personality to represent the organizations. This study sought to investigate the personality profile of hotels' Food and Beverage employees in Malaysia.

Fauzilah Salleh, et.al, (2011), in his study explained about the job performance associated with variables that predicts the training and experience of 150 state government employees through their administration in their job from different departments. After the analysis it is revealed that there is no association of both experience and training of the employees with their performance. Only the situation alone develops their skill level.

Gabriela Dumbrava, (2011), examined EI having instruments like psychology and anthropology. EI plays an important position in the success of professionals, their work place effectiveness and successful communication in society. EI is a good source of competencies like initiativeness, influencing factors and their achievement. EI teaches them how to react and manage in critical situations results in proactive job performance.

Luke A. Downey, et.al, (2011), assessed the job performance of staffs in Swinburne University. Swinburne University Emotional Intelligence Test (SUEIT) under workplace culture designed to analyses EI of team leaders. There is a positive significance correlation between OC, EI and job satisfaction. SUEIT is a useful tool in analyzing EI of individuals.

Zainab Naseer, et.al, (2011), conducted a research with fifteen groups of people in Pakistan educational institutes to assess their EI using Wong and Law Emotional Intelligence Scale (WLEIS). Each group contains 10 to 15 members. They investigated the relationship between the groups and EI had a positive impact on group performance. Also said that uncontrollable emotions should be handled with care with proper emotional training.

Ernest H. et.al., (2010), estimated the relationship between job performance and EI with the help of meta analytical study among cognitive ability and personal variables with three stream approach in EI namely self or peer report based on four branch EI model, mixed model of EI competency and ability model. There is a difference in correlation of all three streams with conscientiousness, openness, cognitive ability, extraversion & neuroticism and overall EI is valid.

Ecaterina Necşulescu and Gabriela Mironoy, (2010), in their research developed some operations and mechanism for functions of human mental behaviour to find a versatile and flexible intelligence. EI is different from IQ. EI determines the organizational success, it replaces and substitutes the skills in decision making, it gives unconventional and innovative ideas to the leaders. EI also helps in strengthening the professional and individual life factors for their growth.

Javad Mehrabi, (2010), conducted their research on Iranian Red Crescent Societies (IRCS) related with EI, workplace performance and OC. With the help of Mann Whitney experiment, Kruskal – Wallis, spearman and binominal test, it was clear that EI doesn't affects workplace performance and OC. Also there were no difference between employees' gender and OC. There is no significance between employees' and managers' EI in IRCS.

Saddam Hussain Rahim, (2010), in his research about the social factors of bank employees in Pakistan. High level of EI results in employees' performance positively. Female employee's EI is high than the men employees'. Age and education of both men and women in banks are inverse with EI. Employees in top positions having better EI than others.

Rohana Ngah, et.al, (2009), examined that the role of individuals in companies perform best in skills, knowledge and in experience. EI is always critical in controlling, communicating, persuading, motivating and leading the team and individuals in companies. Expressing emotions and appraising in workplace influencing positive workplace attitude which is positively related with performance and satisfaction in their job.

Based on the previous literature works pertaining to emotional and its related factors on EI practices in organizations are consolidated and described below in Table No.1.

### **Conceptual Framework:**

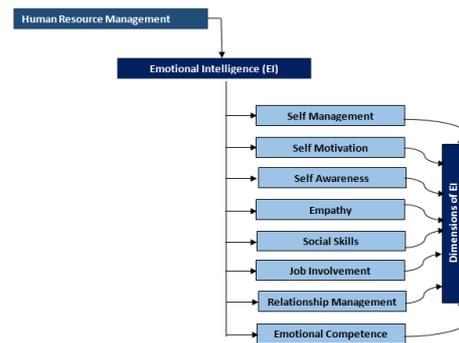
After the consolidated review of previous literature works the authors developed a new framework for a better understanding of EI among employees in organizations. The conceptual Framework contains eight

important dimension of EI. Based on the five component model of Daniel Goleman, (1995), the authors have incorporated three more dimensions like job involvement, relationship management and emotional competence in their conceptual framework on EI and presented in a diagrammatical form shown below.

**Table 1:** Emotional Factors and related factors that are observed from previous research works included in Indian and Foreign studies of EI.

Name of the Researchers	Identified Factors from various Literatures of EI	
	Emotional Factors	Related Factors
Ho Nhut Quang, et.al., (2015)	Emotional literacy, self motivation, self esteem and self management	Leadership management, inter personal relationship and workplace engagement
Ainize Pena Sarrionandi, et.al., (2015)	Emotional Regulations	Organizational Integrations
Jennifer Redmon knight, et.al., (2015)	Emotional public health and stress management	Employee management
Name of the Researchers	Identified Factors from various Literatures of EI	
Joshua J. Mischung, et.al., (2015)	Stress Management and EI training	Academic Performance
Meenakshi Gandhi, (2013)	Positive emotions	Customer relationship management
Afzaal H. Seyal Taha Afzaal, (2013)	EI dimension and positive emotions	Job satisfaction and organizational commitment
Janis Maria Antony, (2013)	Positive emotional relations	Organizational Citizenship Behaviour (OCB) and Organizational Change
Fonthip Sarinnapakorn and Usaporn Sucaromana, (2013)	EL level in genders	Human Resource Management
Kambiz Heidarzadeh Hanzaea and Majid Mirvaisib, (2013)	EI of employees and positive emotions	Job satisfaction, OCB and Hotel Management
Jyothi B.S., and Ravindran, P.T., (2012)	self motivation	Job satisfaction, need and welfare
Apostolos Efkarpidis, et.al., (2012)	EI characteristics	Qualitative analysis and customer services
Dennis Dah and Frans Cillers, (2012)	Emotional counselling and Managing and handling emotions	Decision making and Behaviour development
Kamal Ghalandari, et.al., (2012)	Emotional exhaustion positive emotional outcome	Competitive advantage, team spirit and job effectiveness
Shahram Alam, et.al., (2012)	EI development	Relationship management
Javad Sofiyabadi, et.al., (2012)	EI dimension and behaviour	Relationship Management and Job opportunities
Saeed Behjat, (2012)	Self efficacy	Decision making
Zare Zardeini Hosein and Ahmad yousefi, (2012)	Emotional agility and EI levels	Social competencies and change management
Aristea Psilopanioti, et.al., (2012)	Emotional labour	Job satisfaction, productivity and organizational outcome
Sasanpour M., et.al., (2012)	Positive EI relations and enhancing mental health	Educational involvement
Valentin Stanciu, (2012)	Self motivation and analysis	Financial growth of entrepreneurs
Zeynep Kalyoncu, et.al., (2012)	Individual's EI and stress management	Mental wellbeing and Hospital Management
Name of the Researchers	Identified Factors from various Literatures of EI	
Thomas L. Lenz, et.al., (2012)	Social life rating	Human Resource Quality of Life and financial growth
Nidhi Yadav, (2011)	Dimensions of EI	Decision making and Sales management
Ravichandran K., and et.al., (2011)	Dimensions of EI	Workforce engagement
Antom F. Schlecter and Jacoba J. Stratuss, (2011)	Emotional leadership management	Team behaviour, transformational leadership and group dynamics
Carla woyciekoski and Claudio Simon Hutz, (2011)	Emotional inter-relationship and psychometric analysis	Employee behaviour
Hassan Jofri, et.al., (2011)	Emotional Stress Management	Human Resource Management and Job satisfaction
Anantharaman R.N., et.al., (2011)	EI level	OCB and Organizational middle management
Fred C. Lunenburg, (2011)	Multiple Emotional Intelligence and perceiving emotions	Leadership Management
Ashkan Khalili, (2011)	EI training and self awareness	Relationship management
Abdulazim Ghoniem, et.al., (2011),	Impact of EI	Job satisfaction and performance management
Evren Ayrançi, (2011)	EI levels, Integrated spiritual intelligence and Emotional Quotient Inventory	Organizational economic performance
Fakhrul Zaman Abdullah and Farah Liyana Bustamam, (2011)	Self analysis	People oriented organizations & industries and customer satisfaction
Fauzilah Salleh, et.al., (2011)	EI skill levels	Job performance and organizational training
Gabriela Dumbrava, (2011)	Emotional competencies, Psychology and anthropology	Job performance and communications
Luke A. Downey, et.al., (2011)	EI analysis	Job satisfaction and Organizational commitment
Zainab Naseer, et.al., (2011)	Controllable & uncontrollable emotions, EI analysis and EI training	Group performance and relationship management
Srinivasan J., and Umadevi K.,(2010)	EI traits	Marketing development
Name of the Researchers	Identified Factors from various Literatures of EI	
Suman Pathak, (2010)	Stress management and job involvement	HRM, job satisfaction and Decision making
Kavitha Singh, (2010)	Physical, mental and cognitive abilities of employees and emotional competencies	Workplace performance
Andrew M. Lane, et.al., (2010)	Pre competitive emotional memories and self analysis	Individual performance
Hahn Rada Florina, et.al., (2010)	Individual and team EI	Organizational process, Organizational change and employee behaviour
Peng-Fei Huang and Chia-Wen Dai, (2010)	Emotional labour, positive & negative emotions	Organizational performance and services
Ernest H. et.al., (2010)	Conscientiousness, openness, Meta analytical and cognitive abilities	Relationship management and Job performance
Ecaterina Neculescu and Gabriela Mironoy, (2010)	Human Mental Behaviour, versatile and flexible intelligence	Decision making and leadership
Javad Mehrabi, (2010)	EI analysis and EI scales	Workplace performance and Organizational commitment
Saddam Hussain Rahim, (2010)	EI levels and analysis	Employees' performance
Lane B.Mills, (2009)	Emotional leadership	Transformative and educational leadership
Alina Maria Andries, (2009)	Emotional management, monitoring emotions and positive emotions	Organizational process and functions
Andrew M., et.al., (2009)	Self analysis, EI regulations, social skills, appraising emotions, regulating and utilizing emotions	Personnel management
Saras Ramesar, et.al, (2009)	Stress management, Occupational Personality and Emotional Quotient	Employee relationship management
Shahram Vahedi, et.al., (2009)	Monitoring & managing emotions, EI skills and competencies	Educational & academic involvement and analysis
Rohana Ngah, et.al, (2009)	Motivating, persuading & controlling emotions, positive workplace attitudes	Job satisfaction and performance management

Source: Conceptual Framework by Authors



Sunindita Pan, (2015), explained that self motivation in organization helps employees in the organization to show more interest in their roles, ready to face any challenges in the organization, strong commitment, energize and passion in every difficult work. They can increase their innovativeness, expectation and success and initiative in work. Motivated employees facing tough situations more effectively than others. It also boosts up their satisfaction and involvement level in their respective jobs. Self awareness is described as understanding and recognizing our emotions and building ourselves to control them in any situation of our life. By developing our self awareness we can forbid negative emotions or unwanted emotions ruling us.

Alan Zimmerman, (2015), described in his article that, anyone can easily get angry to others in workplace, but it is not very easy to show his or her anger to a right person at a right place in a right situation. Self awareness will helps us to respond thoughtfully everywhere and at every place.

Seung chan lim, (2015), in his book explained that, empathy is described as perceiving others emotions and knowing themselves too. It is an art of paying attention to others emotion, caring and listening to them. It definitely provoking us in all the time. It develops courage in our mind to expose the honesty and sincerity in our job. It guarantees us with a confident and art of recognizing others. It separate ourselves from other employees.

Tariq Iqbal Khan and et.al., (2011), job involvement leads to job satisfaction, employees' performance and commitment. It is a big content under Organizational Behaviour (OB). It is a measurement of an employee that how she or he took part in their organizational success. It also helps in decision making and successful outcomes. It foster positive behavior in employees and strengthening their attitudes in job which helps in profitability and growth of the organizations.

Patrick S. Y. Lau and Florence K. Y. Wu, (2011), explained that emotional competence means releasing one own emotions or expressing own ability to interpret, recognize and responding other's emotions and also themselves. It helps to develop set of emotional skills in organizations, emotionally competed individuals eliciting their emotions as their skills; they contribute more to their organizations and focus on organizational growth by providing their potential skills, positive internal attitudes and empathetic involvement.

Malikeh Beheshtifar and Taebe Norozy, (2013), explained in their study that Social Skills is a very old concept used to interact and communicate their emotions and informations with other employees and people in the society with the help of gestures, verbal-non verbal communication, physical appearance and so on It helps us to be aware in our communication at any places and improvise ourselves more effectively and efficiently. Social skills benefits the employees to build inter and intra organizational relationship, effective communication, happiness in society and in job and finally strengthening the interpersonal skills.

Management Study Guide, (2013), in their website explained that Relationship Management (RM) managing and supporting the relationship between the organizations and their employees'. Relationship can be classified between employer and their employees and also between employees of different level in the organizations. It helps in transparency in organizational communication, encouraging team activities, assigning challengeable job to the work group, their motivation and also avoiding dominance in group performance and other conflicts.

### Conclusion:

The researchers comes to a conclusion about EI that it promote the employees a good life, education, personal growth, decision making and globalization to the companies, it also developed in Human Resources, financial services, team engagement, citizenship behaviour, emotional monitoring, better physical and mental health, stronger inter personal relationship, developed optimism and problem solving skills, employability skills, entrepreneurship, etc., It is recommended that employees of top managements like managers and executives should provide EI training and programmes to the employees of their organizations. There is a big need to focus on employees' EI. Both the government and private sector should provide EI training and keep an eye on the dimensions of EI like Self management, social skills, self awareness, self motivation, empathy, relationship

management, emotional competency and job involvement to make a fruitful decision and outcome to their organizations. It is also recommended for the future practitioners and researchers that there were more studies based on EI available in foreign countries, but there were only few on India, so they should develop and update the factors of EI frequently through their detailed research and practices. Not only the organization, but also the IT, ITES, academic institutions too encourage their followers to develop EI related projects in future to discover innovations and excellence in their organizations.

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