

**THE ROLE OF EMOTIONAL INTELLIGENCE ON ORGANIZATIONAL
STRESS AND EMPLOYEE COMMITMENT:
A COMPARATIVE STUDY OF IT & HOSPITALITY SECTOR**

Synopsis of the Thesis submitted in fulfillment for the requirement for the Degree of

DOCTOR OF PHILOSOPHY

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By

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DECLARATION BY THE SCHOLAR

I hereby declare that the work reported in the Ph.D. thesis titled, “**The Role of Emotional Intelligence on Organizational Stress and Employee Commitment: A comparative study of the IT & Hospitality Sector**”, submitted at the **Jaypee Business School**, Jaypee Institute of Information Technology, Noida, India, is an authentic record of my work carried out under the supervision of **Dr. Vandana Ahuja, Dr. Y. Medury and Dr.Sombala N.** I have not submitted this work elsewhere for any other degree or diploma.

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SUPERVISOR'S CERTIFICATE

This is to certify that the work reported in the Ph.D. thesis titled “**The role of Emotional Intelligence on Organizational Stress and Employee Commitment: A comparative study of the IT & Hospitality Sector**”, submitted by **Shubhangini Rathore** at the **Jaypee Business School**, Jaypee Institute of Information Technology, Noida, India, is a bonafide record of her original work carried out under our supervision. This work has not been submitted elsewhere for any other degree or diploma.

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Chapter - I. Introduction

1.1 Background

The Indian services industry is one of the largest and fastest-growing sectors in the global market. Its contribution to the Indian economy is particularly significant, with regard to employment potential and role on national income. India's services sector contributes to about 60 per cent of the country's Gross Domestic Product (GDP), 35 per cent of employment, a quarter of the total trade, and over half of the foreign investment inflows. This sector covers a wide range of activities from IT to Hospitality and many more. The present research is based on two major sectors of the Indian services industry, which are the Hospitality and the IT industry. The Indian Hospitality industry is confronted with considerable challenges imposed by the turbulent and rapidly changing external environment that it operates in. The industry faces significant difficulties in dealing with issues like employee stress and employee retention (Chand, 2007). The IT sector is also characterized with high role stress and low commitment levels (Quan & Cha, 2010; Karad, 2010). The organizational culture is seen to be lacking in terms of assisting the employees on dealing with stress and its related problems. The life expectancy of products and programs declines each year, while the demands on employees increase due to the unique set of environmental pressures in IT functions such as continuous re-engineering, outsourcing, more demanding customers, and general information overload.

In both industries, it is also important to assess the intense use of emotional labor that the employees exert in dealing with external and internal clients, which may add to the inception of stress amongst the employees. The present study tries to explore if the development of emotional intelligence in the employees of both industries can be useful to them in dealing with issues of workplace stress. It also tries to analyze, if it would be beneficial for these organizations to develop emotional intelligence in order to increase employee commitment.

1.2 Need for the Study

Research highlights that the typical characteristics of jobs in the service industry comprise of moderate to high stress and low levels of employee commitment. High levels of stress are confirmed by studies that have explored various role stressors that arise in a service industry and low levels of commitment are confirmed in a rising trend of attrition amongst the employees. A review of literature shows that there are no studies that explore the role of Emotional Intelligence on Organizational Stress and Employee Commitment in the Indian service industry.

It is also seen that most studies on emotional intelligence have been carried out in the Western Context; the present research develops a framework of Emotional Intelligence that ingratiate Indian and Western perspectives on Emotional Intelligence that may be beneficial to the Indian Service Industry.

1.3 Aim of the Research

The current research aims at developing an Emotional Intelligence scale for the Indian IT and Hospitality industry based on Indian and Western perspectives on Emotional Intelligence. It also aims at analyzing the role of various Emotional Intelligence competencies on different types of role stressors; such that this knowledge can be useful to managers in dealing with issues of role stress amongst their employees. The research also analyzes the role of Emotional Intelligence on Affective, Normative and Continuance Commitment separately; in order to assess if developing emotional intelligence amongst employees would lead to increasing commitment levels.

1.4 Objectives of the Study

Based on the literature surrounding the importance of understanding the role of Emotional Intelligence on Organizational Stress and Employee Commitment in the Indian Hospitality and IT industry, the objectives of the present research have been enlisted as under:

1. To examine the levels of *Emotional Intelligence, Organizational Stress and Employee Commitment* amongst the employees of IT & Hospitality industry.
2. To analyze the *relationship* between *Emotional Intelligence, Organizational Stress and Employee Commitment* amongst the employees of IT & Hospitality industry.
3. To determine the *role* of *Emotional Intelligence* on *Organizational Stress*, amongst the employees of IT & Hospitality industry.
4. To determine the *role* of *Emotional Intelligence* on *Employee Commitment* amongst the employees of IT & Hospitality industry.
5. To analyze the influence of Demographic factors on *Organizational Stress, Emotional Intelligence and Employee Commitment* in the Hospitality & IT industry.

1.5 Significance of the Study

The study primarily develops a scale to measure Emotional Intelligence, which adapts both American and Indian perspectives on Emotional Intelligence. The outcomes of the present study will be useful to Human resources managers, as they would be able to understand the importance of imparting Emotional Intelligence development to the employees, which will help them in dealing with organizational stress. The outcome will further help in using Emotional Intelligence for developing Employee Commitment.

1.6 Scope of the study

The sample of the study covers the Managers and Executives working in the IT and the Hospitality industry, in the Delhi-NCR region of India. The comparative analysis of both service industries would bring forth the limitations of each industry in dealing with the issues of Organizational Stress and Employee Commitment. The findings of the study would be useful to understand and leverage the advantages of developing Emotional Intelligence amongst the employees for dealing with Organizational Stress and Employee Commitment.

1.7 Structure of the Thesis

Chapter 1

This Chapter introduces the basic concepts of Emotional Intelligence, Organizational Stress and Employee Commitment. It also explains how very prominent workplace characteristics such as; Organizational Stress and Employee commitment can be impacted by Emotional Intelligence. The chapter also provides a broad overview of the Hospitality and IT industry and explains the importance and application of the selected constructs across both the industries. It elaborates the detailed need of the study, outlines the research objectives, scope and limitations of the study. It also highlights the significance of the study and reasons out the perusal of research in the domains of Emotional Intelligence, Organizational Stress and Employee Commitment.

Chapter 2

This chapter deals with the literature review. It lays a detailed foundation to examine the various pertinent researches that contribute to the evolution and formulation of the theoretical framework of Emotional Intelligence, Organizational Stress and Employee Commitment. The literature review explains in detail the workplace related outcomes and advantages of developing

Emotional Intelligence and Employee Commitment among employees and also the disadvantages of Organizational Stress. It brings forth relevant evidence from literature that supports the development of Emotional Intelligence to deal with Organizational Stress and Employee Commitment. The step wise evolution, development and understanding of all the three constructs help the researcher in identifying the factors that are most relevant to the present study and hypothesis formation.

Chapter 3

This chapter elaborates the research objectives of the study along with the methodologies adapted to accomplish the objectives. It explains in detail the pilot study conducted for the development of the Emotional Intelligence Scale. It also explains the step wise rationale that has been applied for the selection of the other research tools to analyze Organizational Stress and Employee Commitment; such as the Organizational Role Stress scale (Pareekh 1981) and Organizational Commitment Scale (Allen, Meyer 1991). The chapter explains the various tools and techniques used for analyzing the data .These include Exploratory Factor Analysis (EFA) and Confirmatory Factor Analysis (CFA) ,Independent Sample t- tests ,Pearson's correlation , Linear Stepwise Regressions and Analysis of variance (ANOVA) using Post Hoc Duncan Analysis . This chapter describes in detail the various parameters and determinants which form the basis of the questions for the designed research on Emotional Intelligence.

Chapter 4

This chapter details out the entire analysis and result of the data collected from the three Research Instruments; Emotional Intelligence Scale, Organizational Role Stress scale (Pareekh 1983) and Organizational Commitment Scale (Allen & Meyer, 1991). It also presents the statistical analysis of each hypothesis of the study; the interpretation of which leads to the discussion and conclusion of the study.

Chapter 5

This chapter concludes the results and interpretations of the study by drawing relevant evidences from past researches; that support the result of the current study. The results also explain the managerial implication of inculcating the research findings into practice. Finally it discusses the limitations and scope for future work in the arena of Emotional Intelligence, Organizational Stress and Employee Commitment in the Indian Hospitality and IT industry.

Chapter -II Literature Review

The following section briefly explains the background, evolution and literature surrounding Emotional Intelligence, Organizational Stress and Employee Commitment.

2.1 From Social Intelligence to Emotional Intelligence

In the early nineteenth; researches confirmed the presence of a kind of intelligence in individuals, which helped them to, “*act wisely in human relations*” (Thorndike, 1920) and “*deal effectively*” (Wechsler, 1958) with situations. This form of intelligence was called, “Social Intelligence”. It was further explained, that this intelligence could be studied as, “*interpersonal intelligence and intrapersonal intelligence*”, and it was different from the typical intelligence measured by I.Q. tests (Gardner, 1983). On similar schools of thought, researchers like Salovey & Meyer (1990), were attempting to develop a way of scientifically measuring the difference between people’s ability in the area of being successful in understanding and regulating emotions. An understanding of this was conceptualized in the formulation of the concept of “Emotional Intelligence”. Daniel Goleman (1998) developed the construct further by highlighting the importance of emotional competencies in workplace success.

2.2 Emotional Intelligence

Emotional Intelligence has been explained as an ability that helps individuals manage their emotions and deal effectively with their environment. The first model of emotional intelligence was developed by Peter Salovey and John Meyer in 1990 that classified EI into four areas which include Emotional perception and Emotional assimilation, Emotional understanding and Emotion management. Bar-On’s model explained Emotional Intelligence in terms of, “intrapersonal, interpersonal, adaptability, stress management and general moods” (Bar-On, 2002). Goleman (1998) formulated a model of EI with personal” and “social competencies such as self-awareness, self regulation, and motivation, empathy and social skills”. Goleman’s model was revised with the help of statistical analyses, by Richard Boyatzis (Boyatzis, Goleman, & Rhee, 2000) with the final competencies of self-awareness, self Management, Social Awareness and Relationship Management. Indian Researcher Dalip Singh (2003) formulated his model of Emotional Intelligence with three psychological dimensions; Emotional Sensitivity, Emotional Maturity, and Emotional Competence. Thus these models form the basis of the understanding of the concept of Emotional Intelligence.

2.3 Organizational Stress

Selye (1936) defined stress as, “the nonspecific response of the body to any demand made on it” and, “a state manifested by a specific syndrome which consists of all the non-specifically induced changes within the biological system”. Hinkle explained that it is difficult to study stress, as the term, ‘*stress*’; has a different meaning for researchers in various disciplines. “In the biological literature, it is used in relation to single organisms, populations of organisms and ecosystems. Social scientists, for their part, are more concerned about people’s interaction with their environment and the resulting emotional disturbance that can sometimes accompany stress” (Hinkle 1973). In management literature, studies differentiate between the causes and symptoms of work related stress and personal stress.

2.4 Workplace Stress

Job stressors arise from role stressors, interpersonal stressors and physical stressors. Neelamegam & Asrafi (2010), Cox and Griffiths (1995); made a distinction between two types of psychological models of work stress; interactional and transactional models. Interactional models are those models that focus on the structural characteristics of the stress process, and Transactional Models are more cognitive and focus on the dynamic relationship between individuals and their environment in terms of mental and emotional processes. Pareek explains Role stress with the help of ten dimensions of stress namely, Inter-Role distance (IRD), Role stagnation (RS), Role expectation conflicts (REC), Role erosion (RE), Role overload (RO), Role isolation (RI), Personal inadequacy (PI), Self-Role distance (SRD), Role ambiguity (RA) , Resource inadequacy (RIN). The model has been widely referred by researchers to study types of stressors in Indian organizations.

2.5 Employee Commitment

When research on commitment started, one of the first models was given by Howard Becker (1960), who explained Organizational Commitment as, the relationship between the employee and organization that are based on the, “contract” of economic exchange behaviour and hidden investments called, “side-bets”. Porter et al. (1979), explained Organisational Commitment in terms of the employee’s identification and involvement with their organisation. Mowday et al. (1979) explained this further by referring to behavioural and attitudinal aspects of a committed employee. On similar thoughts; O’Reilly and Chatman (1986), focused on psychological attachment that depended on two important aspects, namely identification and internalization with the organization. Allen Meyer Model explains commitment in The Three Component model which explains the three types of commitment as Affective, Continuance, and Normative Commitment. The present research explores the various definitions and dimensions of employee

commitment that have been explained by researchers. As a result, three broad groups have been identified that explain employee commitment in similar dimensions. Group 1: Definitions focusing on, “Emotional Alliance, Identification with organizational values and loyalty towards the organization”. Group 2: Definitions focusing on, “feeling of duty and Obligation to continue employment “and Group 3: Definitions focusing on, “investments and costs associated with leaving the organization.

Chapter III -Research Methodology

The present study is both Exploratory and Descriptive in nature. The procedures in the exploratory research helped me to formulate the research problem and develop the objectives of the study. In the context of the present study, descriptive research was helpful in analyzing the inter relationships and the role of Emotional Intelligence in influencing the phenomenon of Organizational Stress and Employee Commitment.

The following framework was devised to carry out the present research.

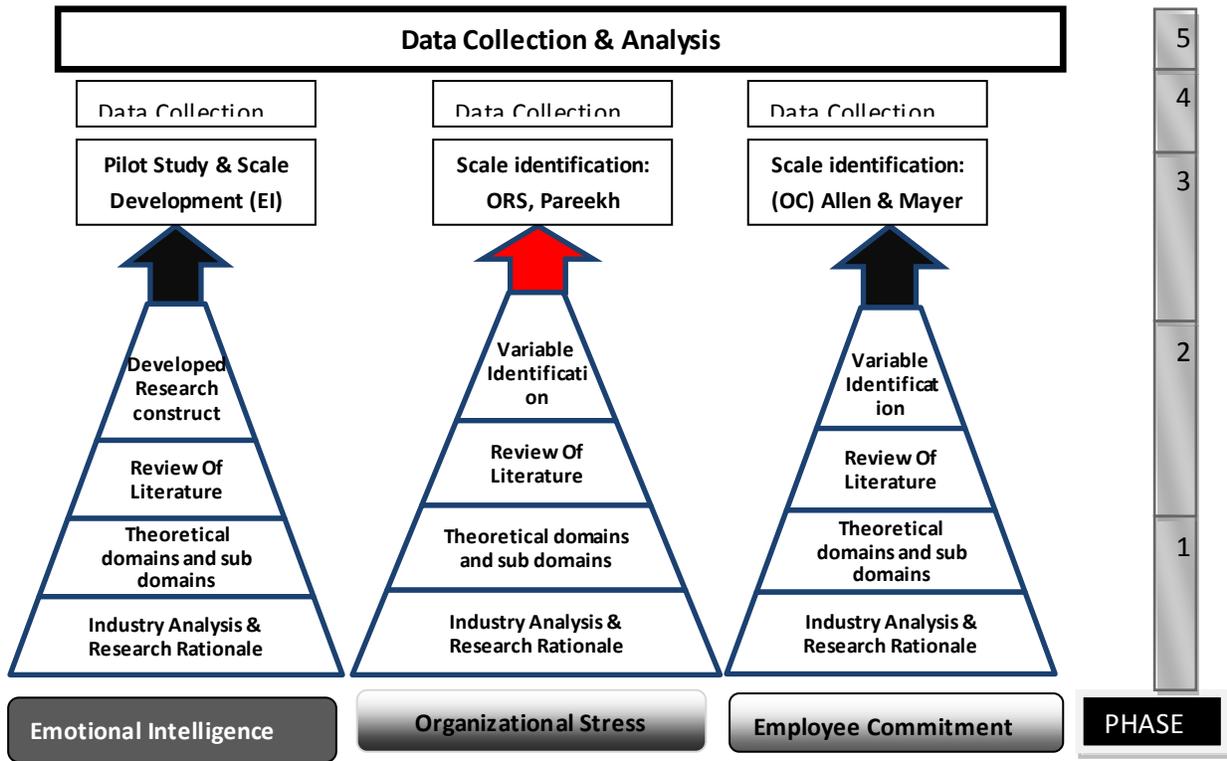


Figure 1. Research Frame work

3.1 Sampling

In India, software companies are generally classified as large-scale enterprises, medium and small-scale enterprises, and multinational companies (NASSCOM, 2000). For the IT industry, the sample for the study was selected from nine different large-scale enterprises in the NCR Region that are affiliated to the National Association of Software and Services Companies (NASSCOM). For the hospitality industry, the sample for the study was selected from ten

different five star hotels that were selected from a list provided by ministry of Tourism-Government of India.

3.2 Sampling Criteria

In order to have reasonable comparison parity, it was decided to establish certain criteria for selecting the samples from both industries. The three criteria that were mandatory for any employee from either industry, to be included in the sample of the present study, were:

- **Designation:** It was essential for the respondents to be designated as Managers or Executives.
- **Qualification:** It was essential for the respondents to be either Graduates or Post Graduates.
- **Work Experience:** It was essential for the respondents to have at least one year of work experience.

3.3 Sampling Technique

The sampling technique used in the present study was, “Stratified Purposive Sampling”. Parahoo (1997) describes it as, “a method of sampling where the researcher deliberately chooses whom to include in the study based on their ability to provide necessary data”. The process of data collection was initiated between ; March 2013 to April 2014.

3.4 Sample Profile

The sample size of the study comprised of 500 Employees, 250 from each industry. The details of the sample are as follows. Out of 550 questionnaires that were circulated, 500 were found to be usable for analysis after visiting the missing values and non respondents in critical items. Among the participants, 334 (67 percent) were Males and 166 (33 percent), Females. There were 230 (46 percent) Managers and 270 (54 percent) Executives. In terms of Qualification, there were 158 (32percent) Post Graduates and 342 (68 percent) Graduates. After collecting the data, the demographics were analyzed for Age. The sample was divided into four brackets of age, 20-26 yrs 97 (twenty percent) respondents ; 27-35,240 (48 percent) respondents ; 36-45, 141(28 percent) respondents and 45-58, 22 (4 percent).In the Work Experience category, the brackets were from 1-5 yrs, 160(32 percent) respondents,6-10 yrs, 130 (26 percent) respondents 11-20 yrs, 180 (36 percent) respondents and above 20 yrs, 30 (6 percent) respondents.

3.5 Tools of data collection

The final questionnaire of the study comprised of three parts. Part A, B & C. Part A consisted of 27 items based on Emotional intelligence developed by the researcher by integrating Indo – Western perspectives. Part B was the Organization Role Stress Scale by Dr.Udai Pareek that consisted of 50 items and part C was the Allen & Meyer organizational commitment scale that comprised of 18 items. The following section details out the construction of the Emotional Intelligence questionnaire and the step wise methodology adopted to adapt part B&C.

3.5.1 Questionnaire Part A

A scale has been constructed for Emotional Intelligence, by adapting to Goleman and Dalip Singh's research on Emotional Intelligence in the American and Indian context respectively. The scale was developed by using Factor analysis and Confirmatory factor analysis. The following steps were incorporated:

Step1: Variable Identification from Literature Review

Step2: Factor Analysis

Data of was collected from 150 professionals working in the Hospitality and IT industry in NCR Region. Factor analysis was used to test the validity and reliability of the construct of Emotional Intelligence. Hair et al. (2010) suggested that sample sizes should be 100 or greater. Results were gathered, by applying Principal component analysis using varimax rotation. (Pett,M.A. et al. 2003) states that the labeling of factors is a Subjective, theoretical, and inductive process.

The outcome of the Factor analysis is a framework of eight factors that that are relevant to measurement of Emotional Intelligence in the Hospitality and IT industry.

Step 3: Confirmatory Factor Analysis (CFA) on all the measuring items retained by Exploratory Factor Analysis

Data was collected from 200 professionals of the Hospitality and IT industry for testing of the theoretical model. Results of the fit indices; support the proposed model as normed chi-square (χ^2/df) value of 4.8976, which is within the maximum point of 5.0, the baseline fit indices like; CFI = 0.913, GFI = 0.896, and PNFI = 0.883, which indicates a good fit of the measurement model. Finally, RMSEA value of 0.073 is clearly below the cut-off value of 0.08, which also indicates a good fit of the measurement model.

Figure.1 shows the proposed Model for Emotional Intelligence which been tested using Confirmatory Factor Analysis.

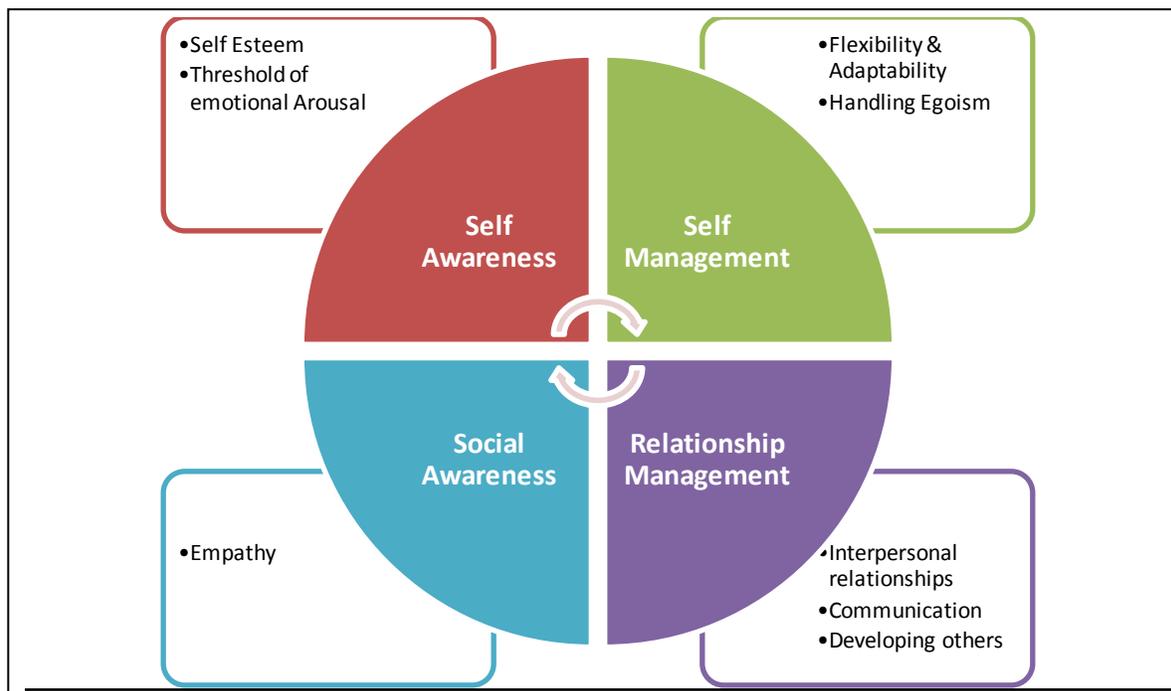


Figure: 2 Model of Emotional Intelligence

Rathore, S., Ningthoujam, S., Medury, Y,(2013).Understanding Emotional Intelligence: Integrating Indo - Western Perspectives”. *Metamorphosis, A journal of Management Research, IIM- Lucknow, 12(2), 35-53.*

Figure 2. Shows the Theoretical model of the Emotional Intelligence that comprises of eight factors on which items were developed in the present study for the analysis of the final results.

3.5.2 Questionnaire Part B&C

Step1: Variable Identification from Literature Review

Step2: Pretesting of the Organizational role Stress and Employee Commitment questionnaire:
 In order to test the reliability and validity Organizational Role Stress and Employee Commitment questionnaire; the same was administered to 150 respondents of the Hospitality & IT industry. The collected responses were tabulated. Reliability and validity tests were conducted on the data

to check the validity and usability of the instrument. Cronbach's alpha, KMO measure of adequacy and Bartlett's test of sphericity were conducted. For both questionnaires Cronbach's alpha values were seen to be >0.70 and the factor loadings were above $.5$. The results of the KMO measure of adequacy were between $.6$ to 1 , which confirmed the sampling adequacy. The results for and Bartlett's test of sphericity showed value of less than 0.05 of the significance level, that indicate that a factor analysis may be useful for the given data.

3.6 Tools for Data Analysis used in the Research

Various statistical techniques were used for analyses across all the three research instruments. Statistical Package for Social Sciences (SPSS) version 16.0 was used for statistical analyses of the collected and tabulated data. A brief detail of the techniques used to establish the related frameworks and relationships is as follows:

- I. Exploratory Factor Analysis (EFA) and Confirmatory Factor Analysis (CFA): For the Development of Emotional Intelligence Framework and instrument.
- II. Independent Sample t- tests: For establishing a Comparative analysis OF Emotional Intelligence, Organizational Stress and Employee Commitment between the employees of the Hospitality and IT industry.
- III. Pearson's correlation: For establishing the Relationship between Emotional Intelligence, Organizational Stress and Employee Commitment.
- IV. Stepwise Linear Regressions: To analyze the role of Emotional Intelligence factors on factors of Organizational Stress and Employee Commitment.
- V. Analysis of variance (ANOVA): To examine the influence of demographic variables in each industry
- VI. Post Hoc Duncan Analysis: To analyze the reasons for differences in the mean scores, where more than two variables are involved.

Chapter-IV Results and Discussion

A brief analysis and discussion of the results has been presented in this section. The section explains each null hypothesis of the study and the results of the same.

Analysis of significant differences in the levels of Emotional Intelligence Organizational Stress and Employee Commitment

4.1 Hypothesis 1

H₀₁: There is no significant difference in the levels of Emotional Intelligence Organizational Stress and Employee Commitment among the employees of the IT & Hospitality industry.

A series of *t- tests* were administered on the sample of 500 employees to find out the significant differences; in the Levels of *Emotional Intelligence, Organizational Stress and Employee Commitment*; among the employees of the Hospitality and IT Industry.

The results of the study showed that there is significant difference $p < 0.01$ in the employees of the IT and Hospitality industry on all factors of Emotional Intelligence. The analysis shows that the employees of the IT industry have higher levels of Emotional Intelligence than the employees of the Hospitality Industry. A broad analysis of the four dimensions of emotional intelligence shows that the employees of hospitality industry have the highest means for *Self Awareness*, which includes *Self Esteem* and *Threshold of Emotional Arousal*. The employees of the IT industry have the highest mean scores for *Social Awareness*; which includes *Empathy*. In both industries, it is seen that the employees have the minimum scores for *Self Management*, which includes *Flexibility & Adaptability* and *Handling Egoism*.

Organizational Stress was measured on the basis of ten Role Stress dimensions of the Organization Role Stress Scale.

Table 1. Showing a comparative of the Top 5 Stressors in the Hospitality and IT industry

Hospitality Industry		IT Industry	
Variables	Ranking	Variables	Ranking
Self Role Distance (SRD)	1	Role Erosion (RE)	1
Role Overload (RO)	2	Role Stagnation (RS)	2
Personal Inadequacy (PI)	3	Personal Inadequacy (PI)	3
Role Stagnation (RS)	4	Self Role Distance (SRD)	4
Inter Role Distance (IRD)	5	Role Isolation (RI)	5

Table 1 shows significant differences $P < 0.01$ on all the parameters of Role Stress. For the parameter of Role Erosion (RE), there is significant difference $p < 0.05$. The overall results indicate that the employees of the IT industry have lower levels of *Organizational Stress* than the employees of the hospitality industry.

Employee Commitment: The results show significant differences $p < 0.01$ between the two groups; for *Affective, Continuance and Normative commitment*. The overall results show that the employees of the IT industry have higher levels of *Employee Commitment* than employees of hospitality industry, as indicated by the mean scores.



Figure.3 Ranking Of Employee Commitment in both Industries

Figure. 3 shows that the employees have highest mean scores for Affective Commitment, followed by Normative Commitment and the least for Continuance commitment. Results indicate that the issue of low continuance commitment needs to be addressed for both industries. Since the overall levels of Employee Commitment are lower in the hospitality industry, all the three forms of commitment need to be addressed by effective policies for employees.

Relationship between emotional Intelligence, Organizational Stress and Employee Commitment

4.2 Hypothesis 2

H₀₂: Emotional Intelligence has no significant relationship with Organizational Stress and Employee Commitment among the employees of IT & Hospitality industry.

The results shows that there is a significant $p < 0.01$ & negative correlation between Emotional Intelligence and Organizational Stress in both industries. The nature of the relationship indicates that higher levels of Emotional Intelligence would lead to lower levels of Organizational Stress

and vice versa. The result of these findings is in line with earlier studies that reported Emotional intelligence is negatively correlated with stress (Rathore et al, 2013).

In the Hospitality industry, there is significant relationship $p < 0.01$ between Emotional Intelligence and Affective and Normative Commitment; however, there is no relation between factors of Emotional Intelligence and Continuance Commitment. The nature of relationship indicates that higher level of Emotional Intelligence would lead to higher levels of Affective and Normative Commitment. Similar results were shown in the study by Somers (2005) who suggested that research in commitment focuses on positive work outcomes that are associated with the affective–normative dominant profile which included lower turnover intentions and lower levels of stress. It is seen that in the IT industry, there is significant relationship $p < 0.01$ between all factors of Emotional Intelligence and Employee Commitment. The nature of relationship indicates that higher level of Emotional Intelligence would lead to higher levels of Employee Commitment. This is in line with previous researches (Rangriz, 2010).

Role of Emotional Intelligence on Organizational Stress

4.3 Hypothesis 3

H₀₃ Emotional Intelligence has no significant role on Organizational Stress and Employee Commitment among the employees of IT & Hospitality industry.

Step wise linear Regression has been used to analyze the role of Emotional Intelligence on Organizational Stress in both industries. All the ten factors of Role Stress were used as dependent variables, and were regressed by all the Eight Factors of Emotional Intelligence.

Table. 2 Showing predictors of Organizational Stress in the Hospitality Industry

Hospitality Industry	IT industry	Dimension of Organizational Stress
Predictors	Predictors	
Threshold_emo_arousal (TE)	Empathy (E)	Inter Role Distance (IRD)
Self_esteem (SE)	Threshold_emo_arousal (TE)	
Empathy (E)	Communication (C)	
Flexibility_Adaptability (FA)	Handling egoism (HE)	
Variance Explained=37.8	Variance Explained=59.4%	
Self_esteem (SE)	Empathy (E)	Role Stagnation (RS)
Flexibility_Adaptability (FA)	Handling_egoism (HE)	
Variance Explained=34.9%	Variance Explained=48.9%	
Self_esteem (SE)	Self_esteem (SE)	Role Expectation Conflict (REC)
Communication (C)	Communication (C)	
Threshold_emo_arousal (TA)	Threshold_emo_arousal (TE)	
Developing_others (DO)	Developing_others (DO)	

Variance Explained=43.2%	Variance Explained=43.2%	
Developing_others (DO)	Building_bonds (BB)	Role Erosion(RE)
Communication (C)		
Handling_egoism(HE)		
Flexibility_Adaptabilit(FA)		
Variance Explained=38.7%	Variance Explained=23.2%	
Self_esteem (SE)	Empathy (E)	Role Overload(RO)
Developing_others (DO)	Building_bonds (BB)	
Handling_egoism (HE)	Communication (C)	
Threshold_emo_arousa(TE)l		
Variance Explained=43.7%	Variance Explained=49.4%	
Self_esteem (SE)	Building_bonds (BB)	Role Isolation(RI)
Threshold_emo_arousal (TE)	Threshold_emo_arousl (TE)	
Developing_others (DO)	Flexibility_adaptability(FA)	
	Empathy (E)	
Variance Explained=38.0%	Variance Explained=53.4%	
Self_esteem (SE)	Building_bonds(BB)	Personal Inadequacy (PI)
Developing_others (DO)	Threshold_emo_arousl (TE)	
Handling_egoism (HE)	Communication(C)	
Building_bonds(BB)		
Variance Explained=38.9%	Variance Explained=40.6%	
Self_esteem (SE)	Empathy(E)	Self Role Distance (SRD)
Communication(C)	Communication (C)	
Handling_egoism(HE)		
Developing_others (DO)		
Variance Explained=39.3%	Variance Explained=53.5%	
Flexibility_Adaptability (FA)	Empathy (E)	Role Ambiguity (RA)
Threshold_emo_arousal(TE)	Communication (C)	
Developing_others(DO)		
Variance Explained=46.2%	Variance Explained=55.4%	
Self_esteem (SE)	Empathy (E)	Role Inadequacy(RIN)
Threshold_emo_arousal (TE)	Communication (C)	
Handling_egoism(HE)	Threshold_emo_arousl(TE)	
Flexibility_Adaptability(FA)	Building_bonds(BB)	
Variance Explained=44.5%	Variance Explained=52.8%	

Table 2 explains the significant role of Emotional Intelligence on Organizational Stress. For each factor of organizational stress, the significant predictors of emotional intelligence have been listed. The Total R Square values explain the percentage of variance that is caused in every dependent variable, by the independent variables. The individual contribution of each factor has also been shown in terms of percentages. For each factor of organizational stress, the predictors of emotional intelligence have been listed.

Role of Emotional Intelligence on Employee Commitment in Both Industries

For affective commitment; in the hospitality industry; the predictors that have evolved are Empathy (Beta=.343, $p < 0.05$) and Developing Others (Beta=.482, $p < 0.05$). The R² value = .179, which explained that 17.9 percent of the variance in the dependent variable is explained by four independent variables. In the IT industry, the predictors that have evolved are *Empathy and Communication*. The R² value = .222. For Normative Commitment the predictor that has evolved in the hospitality industry is Developing Others. The R² value = .159, which explained that 15.9 percent of the variance in the dependent variable is explained independent variables. For continuance commitment. In the IT industry, the predictors that have evolved are *handling egoism, Building bonds, and Empathy*. The R square value = .443.

For Continuance Commitment, the predictors that have evolved in the hospitality industry are Developing Others (Beta= .889, $p < 0.000$), Threshold of emotional arousal (Beta = -.650, $p < 0.05$) Building Bonds (Beta=.324, $p < 0.05$) and Flexibility & Adaptability (Beta=-.393, $p < 0.05$). The R² value = .127 which explained that 12.7 percent of the variance in the dependent variable is explained by four independent variables. In the IT industry, predictors that have evolved are *Handling egoism, Building bonds, Self esteem, Developing others, Flexibility & adaptability*. The R² value = .183, the overall ANOVA table is found to be significant $p < 0.000$. All the t-values of the predictors are found to be significant $p < 0.000$.

Influence of Demographic Factors on Emotional Intelligence, Organizational Stress and Employee Commitment in the IT and Hospitality Industry

4.4 Hypothesis 4

H₀₄: There is no significant influence of demographic factors on Emotional Intelligence, Organizational Stress and Employee Commitment in the Hospitality and IT industry.

The section below explains the influence of each demographic factor on Emotional Intelligence, Organizational Stress and Employee Commitment in the Hospitality and IT industry. The sample has been examined, with following demographic factors, in each industry:

1. **Designation:** Manager and Executive
2. **Gender:** Male and female
3. **Educational Levels:** Graduation and Post Graduation
4. **Age Group**
5. **No of years of Work Experience**

Designation: Managers & Executives

Emotional Intelligence: In the Hospitality industry; results indicate that there is significant difference $p < 0.01$; in the *Managers* and *Executives* on all parameters of Emotional Intelligence; except for *Handling Egoism* and *Developing Others*. In the IT industry, there is significant difference between Managers and executives only for the parameters of *Threshold of emotional arousal* with significance value $p < 0.05$, *Handling Egoism* and *Empathy* with significance value $p < 0.01$. In both industries, Executives show higher levels of Emotional Intelligence.

Organizational Stress: In the Hospitality industry; results indicate that there is no significant difference in the Managers and Non managers of the Hospitality industry, where as in the IT industry, there is significant difference $p < 0.05$ between the Managers and Executives; on the parameters of *Inter-Role Distance (IRD)*, *Role Overload (RO)*, *Personal Inadequacy (PI)* and *Self-Role Distance (SRD)*. The analysis shows that the Managers in the IT industry have higher levels of stress than the executives, as indicated by the mean scores. Similar results were found in a study by Slaski and Cartwright (2002).

Employee Commitment: For organizational Commitment, we see that for both industries there is significant difference $p < 0.05$ for the levels of Affective commitment. In the Hospitality industry, it is seen that the Executives have higher levels of affective commitment than the managers, whereas in the IT industry we see that the Managers have higher levels of Affective commitment than the executives.

Gender: Male Employees & Female Employees

Emotional Intelligence: In the Hospitality Industry the results show that there is *no significant difference* in the levels of *emotional intelligence* between the male and female respondents of the Hospitality industry except for the significant difference $p < 0.05$ for the parameter *Building Bonds*; on which female employees indicate higher mean scores. Singh and Singh (2008) concluded that there is no significant difference in levels of emotional intelligence and perceived Role stress between genders, but negative significant relationship exists between emotional intelligence and organizational Role stress for whole medical professionals and both the genders. In the IT industry, there is significant difference $p < 0.05$ for the parameters of *Self Esteem*, *Flexibility & Adaptability*, *Building Bonds* and *Building Bonds* significant at $p < 0.01$. The broad results show that male respondents have higher levels of emotional intelligence than female respondents as indicated by the mean scores.

Organizational Stress: The results indicate that there is significant difference $p < 0.01$ in Organizational Stress between the Male and Female respondents of the Hospitality sector in the parameters of *Role Stagnation (RS)* and *Resource Inadequacy*, and $p < 0.05$ *Role Overload (RO)*, *Self Role Distance (SRD)* and *Role Ambiguity (RA)*. On a broad view we see that the male respondents are seen to have higher levels of stress than the female respondents as indicated by

higher mean values than of the female respondents. This is also supported from the study of Bocchino, Carol C et al. (2003), Martin Loosemore and Tom Waters (2004) who reported similar results. In the IT industry, the results indicate that there is significant difference $p < 0.01$ between the Male and Female Respondents of the IT sector in terms of Organizational Stress, for the parameter, *Inter Role Distance (IRD)*, and *Resource Inadequacy (RIN)*, in which women score higher.

Organizational Commitment: In the Hospitality industry, we see that there is no significant difference between the males and females in Organizational Commitment. In the IT industry, we see that there is significant difference $p < 0.05$ between the Male and Female respondents in terms of Normative Commitment, with males showing greater normative commitment levels.

Qualification Levels: Graduate & Post Graduate: In both industries, the results indicate there is no significant difference in the levels Organizational Stress and emotional intelligence based on qualification levels of the employees. Similar results were seen in the study by Aziz (2004). In the Hospitality industry we see that there is significant difference $p < 0.05$ between the post graduate respondents and Graduate respondents in relation to affective commitment; with graduate respondents showing higher levels of Affective Commitment. There is no significant difference in Organizational Commitment based on qualification levels of the employees of the IT Industry.

Age Group of Employees

Post Hoc Comparisons Using Duncan Test analysis was used to study the statistical significance of between group differences (ANOVA) in terms of *Emotional Intelligence*, based on the *Age* of the respondents in Hospitality Industry.

Emotional intelligence: Post Hoc Comparisons indicated that for all the parameters, of EI, there is significant difference $p < 0.01$ brought about by the age groups (45 to 58 yrs), having the highest levels of EI in both industries and least for the group (36-45 yrs) in the Hospitality industry and (27-35 yrs) in the IT industry. Thus overall, we notice that the existing literature is supported by the fact that more emotional intelligence in individuals is developed with age. Also, in the hospitality industry, the age bracket (36-45) needs to be appraised on EI competencies, where as in the IT, employees need to be trained on EI competencies in the start of their careers.

Organizational Stress: In the Hospitality industry, results indicate that age group (46-58 yrs) group experiences the least levels of Stress among the other age groups of employees. Age group (36-45 yrs) shows higher levels of Role Stress, followed by the age group (27-35 yrs) and (20-26 yrs); as indicated by the mean scores. Being that there are slow advancement in career, due to limited managerial position and growth opportunities, within the same hotels; usually the employees are seen to feel stressed at this age bracket of (36-45 yrs). The employees could also be subjected to lots of personal responsibilities at this stage, in terms of family, children etc. As

indicated by the means, the top most stressor here is Role Overload (RO). This is also an age that can be characterized by other compulsions and family pressures. In the IT industry, there is no difference based on age on the parameters of Role Overload (RO), Role Isolation (RI) and Personal Inadequacy (PI). But for all the other factors, results indicate that the age group (46-58 yrs) experiences the least levels of Stress among the other age groups of employees. As far as the most stressed group is concerned; analysis shows that the age group (27-35 yrs) shows highest levels of Role stress on the parameters (IRD),(RS) and (REC) , where as the group (20-26) shows highest Role stress on the parameters (RE),(SRD),(RA) and (RIN). This also shows that in the IT industry, stress arises in the first five years of working itself, unlike the Hospitality industry.

Organizational Commitment: There exists significant difference in the levels of commitment among the employees of Hospitality industry. The highest Affective Commitment is seen for the group (27-35 yrs) and the lowest for (36-45 yrs). This indicated that the employees have a sense of loyalty in the five to first ten years of their careers and thus as tenure increases, it is seen that the levels of commitment are seen to reduce. In the IT industry, the highest levels of affective and continuance commitment is seen in the group (20- 26 yrs) and the lowest in group (27-35 yrs). The highest levels of normative commitment are seen in the group (45-58yrs) and the lowest in the group (27-35 yrs). This shows a sudden shift in the attitude of the employees in terms of affective commitment for their organizations. An analysis of the results show that having worked in the organization for approximately five years and above, there are reasons why the employees feel disoriented with their organizations. This study confirms the views of various previous studies. Meyer & Allen, 1993, .Researchers have found a positive relationship to between an employee's age and time with the organization and their level of commitment. The study by Kacmar et al. (1999) examined variables such as age, had a positive relationship between organizational commitment, and a negative relationship between turnover intentions.

Work Experience of employees

In terms of emotional Intelligence, there is significant difference between the employees in the levels of emotional intelligence in the Hospitality sector. The Duncan reports show that the lowest levels of EI as indicated by the mean scores for the group (6-10 yrs) and highest for the group (Above 20 yrs) in the Hospitality industry. There is significant difference between the employees in the levels of emotional intelligence in the IT sector also. The highest EI is seen for the group (Above 20) and the lowest for the group (6-10yrs) and (11-20yrs). In the Hospitality industry, there seems to be no significant difference in the levels of organizational stress in context of work experience, except on the parameter of Role Ambiguity (RA) with a significance level less than $p < 0.05$. The analysis shows that the highest Role Ambiguity is perceived by the group (11-20 yrs) and minimum by the group (1-5yrs). This also indicates a lack of clarity about the demands of the role. This shows that there could be a gap in the expectations and orientation,

training given to employees who fall in this group. The results show that there is significant difference $p < 0.05$ among the employees of the IT sector on all the parameter of Role stress, except for Self Role Distance. Highest and similar levels of stress is seen in the work group (6-10 yrs), and (11-20yrs) and the least in the group (above 20 yrs). In terms of Organizational Commitment, the group with the highest commitment is seen in the group (6-10yrs) and the least is (11-20yrs). In the IT industry, there is difference for affective commitment and Normative commitment which is highest for (above 20 yrs) and lowest for (6-10yrs).

Conclusion Model for the Service Industry

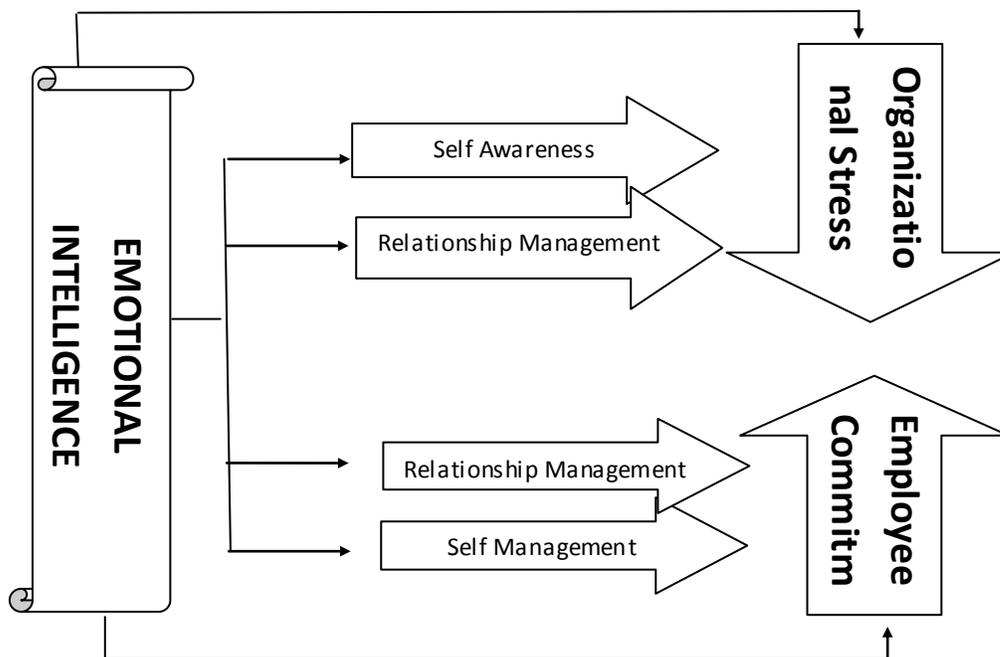


Figure 4. Concluding Model

After a detailed analysis of all the factors, the study concludes with an analysis of the impact of Emotional Intelligence on the Overall Organizational Stress and Overall Employee Commitment in both industries. The results show that aspects of Self Awareness and Relationship Management are most significant in helping reduce the levels of stress in the employees of both industries. Factors of Self Awareness such as increasing Self Esteem and knowing ones Threshold of Emotional Arousal would help an employee in dealing effectively with Role stress. Self Esteem as an optimistic belief in ones capabilities. Self confidence is an evaluation of one's competencies and establishment of one's self respect and worth. Threshold of emotional arousal is the ability to be aware and respond to stimulus of low intensity and to be aware of the relationship between feelings and actions. Tackling Emotional Upsets as the ability to tackle

complexes, frustrations, to avoid stress and burnout. Individuals having a positive self image and a conscious control over frustrations and instant reactions would be able to cope more effectively with Stress. To increase Overall Employee Commitment, a focus on Relationship management and Self Management would be most significant and essential. Relationship Management involves Building Bonds relationships, Communication and Developing others. Building Bonds is the ability of building and continuing close and good relationships with a variety of people at work. Communication involves communicating positive emotions from verbal and non - verbal communication. Developing others refers to the propensity and inclination to strengthen and support the abilities of others through feedback, persuasion and guidance. A sense of healthy relationships with people at work would help one in increasing the levels of Employee Commitment. Self Management involves Flexibility & Adaptability and Handling Egoism. Flexibility in adapting to changing situational demands with emotional stability and managing commitments can help one in increasing ones levels of employee commitment. Handling Egoism by discouraging overconfidence or superiority complex can strengthen ones commitment to the work environment and the colleagues. Both these factors can contribute to increased levels of Employee Commitment.

Chapter-V Conclusions

Since both the industries cater to customer service; it is imperative that Emotional Intelligence should be used in dealing with customers and team members. The study emphasizes on the relationship and role of Emotional Intelligence as a predictor of Organizational Stress and Employee Commitment. Management practitioners can use the detailed findings of the study to develop Emotional Intelligence through various means as this would help the employees in dealing effectively with organizational stress. The results support this finding in both industries. Since, Emotional Intelligence is most researched in the western countries; the model of Emotional Intelligence that the study proposes, can be used for further research; as it combines both Indian and Western perspectives on emotional Intelligence. Similarly, since both industries are characterized by low levels of employee commitment; the study finds that Emotional Intelligence has a significant role to play on emotional Intelligence. Managers would need to explore the other predictors that lead to low levels of commitment in both the industries.

5.1 Limitations and future scope of the study

There are very few studies that have been conducted on the comparison of the Indian IT and Hospitality sector, more so; on the relationship of all the three constructs of Emotional Intelligence, Organizational Stress and Employee Commitment. All the three scales are self

report measures. These tools can be subject to the biases of self report measures, in which the respondents have a tendency to mark themselves higher on questions that have a positive tone. The scope does not include Individual personality differences that can affect role stress, Emotional Intelligence or Commitment levels in individuals. The results of the study show the role of Emotional Intelligence as a significant predictor of Organizational Stress and Employee Commitment, yet there is a scope for understanding the unexplained remaining variance on the factors through other dimensions such as organizational culture and individual differences. Last but not the least; the research is limited to the investigation of HR managers/professionals among Delhi and other National Capital Regions of India. It is possible that sampling method may have limited the generalizability of the results. Researchers can use the theoretical framework of the research to explore the results in other service industries.

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