Introduction

Since a long time researchers and behaviorists are trying to identify the factors that are important for success in life. Even a decade before the concept of traditional intelligence which is measured through intelligence quotient (IQ) was responsible for success in life but researchers revealed that factors like adaptability, leadership, self-confidence and interpersonal skills are some of the most important factors that distinguish the top performers from the poor performers or average ones and observed that they have no direct relationship with the so called traditional intelligence (IQ) and they are related to the effective and intelligent management of emotions. Mayer (2006), states that the concept of EI has its roots in psychology but now it has become an important topic to be studied in social psychology, education, human resources, psychiatry and many other fields. Individuals usually mention the term Emotional intelligence as oxymoron because intelligence implies rational thinking which is devoid of emotions (Caruso et al., 2001). However, the concept of EI conveys a quite different meaning. In understanding the relation between cognition and emotion, the distinct contribution of EI is to see thought and emotion adaptively, intelligently and as intertwined. The concept of EI proposes that intelligence may understand emotion and that emotion may facilitate intelligence (Mayer and Caroche, 2006). Human bodies besides the five senses that receive external stimuli also respond internally by receiving and understanding information through emotions and feelings. Assessment of internal reactions and combining them with intellect makes one more engaged and authentic and people become more confident to take effective decisions without relying solely on judgment, intellectual ability or memory. (Fuimano, 2004) Today’s business scenario is complex and dynamic in nature. Business success largely depends upon the high quality services. Service quality is the ability to provide professionally required and customer expected applications of business (Wikipedia, 2008). Expansion of the service sector, globalization and greater strategic emphasis on technological innovation and ‘entrepreneurship’ are among some of the business trends that have given rise to the major changes in the nature of work, workplace and workforce. The current business environment is ‘hyper turbulent’, and resource constrained. Changes are an ongoing challenges faced by organizations to go ahead of the competitors, and simultaneously to ensure that companies gain competitive advantages. It is common for the companies to face both internal and external changes as well as to adapt to these changes. Organizations need to improve
their competitive advantages as well as maximize the achievement to cope with their competitors. Employees in organizations should pay attention to changes, and should seriously consider the changes taking place during the transformation process (Pritchett, 2004). Reaching optimum productivity is the other most considerable aim of each organization and for that efficient, proficient and skillful human force is one of the most important elements that help organizations to achieve their goals. Human beings are the most valuable assets of any organizations without which the survival of the organization is difficult. Human effort has a lot to do when we talk about the service quality. Undoubtedly, there are always a number of factors behind the quality generating human effort. All the business risks, challenges and changes can be effectively handled by the organization if it consists of efficient and trained workforce. In order to gain and maintain competitive advantage and to minimize the uncertainties employees should be able to adapt well to both external and internal changing business environment The basic function of Human resource management is to attract, retain, and motivate employees and always keep them involve in strategic and operational decision making by using their talent and intelligence (Aligning with the mission, 2004). Organizations face the problem of hiring, training and retaining the skillful employees in the organizations. Effective HR policies have become mandatory for the success of an organization and to overcome these challenges management of the organization needs to find new avenues of implementing effective and dynamics HR policies. In this regard, new dimensions of organizational behavior such as understanding the emotional intelligence, emotional commitment and employee satisfaction from job and workplace environment have gained rapid prominence on the strategic roadmap of the organization. Nature has blessed Mankind with a number of capabilities. Emotional intelligence is one of them. Emotional intelligence is about the management of emotions. Emotions may be managed for any situation for the desired results. Employees who can regulate their emotions can response wisely on different situations and their decision-making, problem solving and creativity abilities are stronger and well organized (Scott-ladd, 2004) Emotional intelligence (EI) is the capability to identify own and others feelings and utilize this awareness to facilitate own-self and others (Berman, 2008). Emotionally intelligent individuals can handle and perform efficiently in problems and emergencies. Scotland (2004) argued that emotional intelligence (EI) in employees is self-awareness and an ability to deal with any exceptional uncertainty. Creativity, resilience, constructive discontent, rational and stretched thinking are the other characteristics which are
present in an emotionally intelligent person. Harvard Business School investigated that people who have strong self-awareness are neither overly critical nor plainly hopeful they are honest with themselves and with other people who have a high degree of self awareness know how their feeling affect them other people and their job performance. The metamorphosis of the business organization from rational machine to dynamic and increasingly unpredictable organism has confronted the managers of the organization to transform the traditional and hierarchical structure of the organization into modern, flattened and flexible structure with interactive independent and creative processes and also be ready to face unpredictable and challenging issues, changes and dilemmas in various areas such as environmental sustainability, accountability and transparency. Rapid environmental changes are causing fundamental transformations that have a dramatic impact on organizations and creates new challenges for human resources management in general and leadership in particular. The transformations also represent a shift from traditional intelligence to new paradigm of emotional intelligence. The system of life and organizations – is fluid, dynamic, and potentially self-renewing where employees are learning to “go with the flow” to accept the inevitable changes and also to recognize such changes as a potential source of energy. These profound changes cannot meet without addressing the deepest thoughts and feelings of Indian executives. This requires the executive to open up the heart and deal with the emotions, welcoming them into the workplace to ensure success in this ever-changing industrial environment. Traditionally, intelligence has been kept separate from emotions and emotions were considered as counterproductive and had no significance in the organizational context. 3 Relevance was only given to academic qualification, job-related skills and intellectual abilities of the employees during the process of their recruitment, selection as well as their assessment and appraisal. It was John Mayer and peter Salovey who coined the term called “emotional intelligence”. The term emotional intelligence appeared by Daniel Goleman, a science writer for the New York Times and a Harvard trained psychologist in the beginning of twenty century and became famous during the 1990’s Daniel Goleman developed the term of emotional intelligence in his book in 1995’s . The book was under the title: Why It Can Matter More Than IQ for Character, Health and Lifelong Achievement. Daniel Goleman popularized this term in respect to the organization context in 1998. Firstly the concept attracted the attention of corporate America and later on EI is being used as a new yardstick for recruiting, developing and appraising the employees in many
organizations especially in western countries. This yardstick focuses on emotion-related skills of the employees and predicts the difference between a star performer and the average performer in the organization. EI has positive impact on various walks of an individual’s life like home, school, and work as well as in the organization. Successful managers and policy makers not only attracts, retain and motivate employees but also keep them involved in strategic and operational decision making by using their talent and intelligence aligning with the organization mission. Over the decades, the term Emotional Intelligence (EI) has emerged globally among the gurus of organizational behavior and industrial psychologists and is given due recognition by the industry. It has become one of the popular topics of discussion for the researchers, scholars, academicians and corporate executives. The concept of Emotional Intelligence is unique and is based on the emotional functioning of an individual. Although, the concept of EI may have some elements of other psychological concepts, it still retains its originality, uniqueness and creativity and act as important tool for assessing and understanding human behavior. Human Resource Managers assess the employee performance not only in terms of outputs delivered (‘what’ performance), and also how effectively they deal with colleagues and staff (the ‘how’ of performance). It may be common for managers to have ‘what’ but not ‘how’ skills. Job performance is the most important dependent variable in industrial/organizational psychology. At workplace, emotions like anger and jealousy keep aside logic and rationality. Managers use fear, pride and other emotions to both treat and motivate their subordinates (Kreitner and Kinicki, 2004, the benefits of having emotionally intelligent employees in two ways. The managers will have a workforce willing to work with passion and employees will have managers very receptive and open to their needs (Johnson and Indvik, 1999). Research reveals that 36% of variance in individual success in organizational setting is explained through emotional intelligence (Dulewicz & Higgs, 2000). Emotional Intelligence predicts one's success in life at both professional and personal fronts. Emotional Intelligence is considered as a competency that plays a significant role in helping the managers and employees to cope with the dynamic changes that takes place in the business surroundings. It improves managerial practices as well as helps in leadership development in global arena.

**Employee effectiveness**
Employee is a most valuable resource (asset) of the organization. The success or failure of the organization depends on employees’ performance. Effective employees are the required in every organization nowadays to face the challenges of the competitive business scenario. Organizations are investing huge amount of money and resources on employee development to increase their overall work effectiveness. Company’s nowadays are working in knowledge – based environment where there is huge competition as well as customer – gaining responsibilities and therefore compete on the basis of creative and responsible human resources (Turban, 2004). Satisfied and energetic personnel are required in every organization for effective performance (Abolalaei, 2005). Effective utilization of human resources brings out a positive employee outcome which has direct implication for organizational effectiveness. When employees would be developed they will be more satisfied with the job, more committed towards the job and the organization and will be motivated to perform well and it will lead to overall effectiveness of the employees as well as the organizational effectiveness. Hence employee effectiveness is the outcome of the combination of these job related factors like job satisfaction, job performance, organization commitment and motivation as all these factors positively correlate in determining employee effectiveness. (Sharma, J. (2005)

**Employee job performance**

In economic development and global competition companies who are successfully performing states employee performance as the main reason of survival and success. The word “performance” is used frequently in companies, among human resource personnel and In industrial psychology and management. Performance comprises an event in which one group of people (performer or performers) behaves in certain manner for another group of people (Ilham, 2009). Performance is the act of doing something by using certain knowledge posses by an individual. Researchers mention that performance is the total expectation of organization from separate behavior pattern of each person during specific period of time (Motowidlo, 2003)