

Analysis

Impact of Emotional Intelligence on Job Satisfaction at Globus India Ltd.

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Abstract

The Impact of the affective component of Emotional Intelligence on Job Satisfaction becomes very interesting especially when we are talking about the frontline employees who are the visible face of the organization. The frontline retail staff are the first point of contact for the customers. They can be considered to be doing emotional labor as they are dealing in and out with the whims and fancies of a continuous stream of customers. In this context it would be interesting to study whether a high Emotional Intelligence leads to job satisfaction for the employee or not? The person -Job fit has to be considered so that the frontline staff can convert the footfalls in the retail outlet to actual sales. No study has been conducted in this area so this research paper endeavors to find out this missing link.

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This is a causal study. The questionnaire consists of 26 items in the Likert Scale. A survey was conducted at the 7 Globus retail stores in Mumbai viz: Bandra, Kalaghoda, Thane, Ghatkopar, Vashi-City Centre, Vashi –Inorbit Mall and Dahisar. The entire population of employees in the level of Store Managers and Department Managers and sales executives were taken for the purpose of the study.

Keywords: Emotional Intelligence , person -Job fit , job satisfaction , organizational effectiveness, emotional labour.

Introduction

The Impact of the affective component of Emotional Intelligence on Job Satisfaction becomes very interesting especially when we are talking about the frontline employees who are the visible face of the organization. Their expressed behavior has a direct effect on organizational effectiveness and customer satisfaction. The frontline retail staff is the first point of contact for the customers. They can be considered to be doing emotional labor as they are dealing in and out with the whims and fancies of a continuous stream of customers. Being courteous and effective in all aspects exuding warmth, understanding the customer needs and nature are a very important part of their job profile. Their capability depends on expressing the right emotions at the right time in the right manner. Their personal targets as well as the organizational targets are met only if they are able to manage themselves and others properly. So these employees must have a high emotional intelligence to meet their job requirements. All this is possible only if the employees themselves are satisfied with their work life. Job Satisfaction is a priority if the organizational Goals have to be effectively met. The importance is all the more as the sales executives are usually very young and are mostly first time job holders. The high

stress- physical as well as emotional has led to a very high attrition rate amongst the frontline employees. In order to reduce turnover and increase retention the employees must perceive their jobs to be satisfying. The person -Job fit has to be considered and one of the most important components is the emotional intelligence of the person who has to convert the footfall in the retail outlet to actual sales. No study has been conducted in this area so this research paper endeavors to find out this missing link.

Emotional Intelligence

The concepts of emotion and intelligence have been debated throughout history. Every Individual possess both but the level of use differ from person to person. When Gardner in 1983 refers to social intelligence he gives a lot of importance to the affective component. Mayer and Salovey(1990) had come up with the ability model of Emotional Intelligence and more recently Daniel Goleman talks about a mixed model which includes the trait and the ability models . In 1990, Mayer and Salovey published two articles on emotional intelligence. The first article (Salovey & Mayer, 1990) reviewed literature through the disciplines of psychology and psychiatry, artificial intelligence, and other areas, and concluded that there might present a human ability fairly called emotional intelligence. The idea was that some people reasoned with emotions better than others, and also, that some peoples' reasoning was more enhanced by emotions than others. Since that time, Mayer, Salovey, and their colleagues refined their model of emotional intelligence (see Mayer & Salovey, 1997), and expended considerable efforts toward developing a high-quality ability measure in the area. The newly developed Mayer-Salovey-Caruso Emotional Intelligence Test (MSCEIT V2.0; Pronounced "Mes-keet";

Mayer, et al., 1999, 2000, 2002a, 2002b) is the result of this theoretical and empirical research.

The model introduced by Daniel Goleman focuses on EI as a wide array of competencies and skills that drive leadership performance. Goleman's model outlines four main EI constructs: Self-awareness, Self-management Social awareness Relationship management. Goleman included a set of emotional competencies within each construct of EI. Emotional competencies are not innate talents, but rather learned capabilities that must be worked on and can be developed to achieve outstanding performance Goleman posits that individuals are born with a general emotional intelligence that determines their potential for learning emotional competencies.

Prior to early 1990's, the concept of EI got very little attention and the main focus of researchers was on the significance of cognitive intelligence for obtaining workplace achievement (Carmeli, 2003). The sense of self-awareness, of being smart about what one feels, serves as a foundation to emotional intelligence, on which most other emotional skills depend. It is foundation because it allows one to implement some self-control. The idea is not to hold back the feelings but rather to do what Aristotle considered the hard work of the will; Anyone can become angry that is easy, but to be angry with the right person, to the right degree, at the right time, for the right purpose, and in the right way this is not easy [Aristotle, *The Nicomachean Ethics*.] (Quoted in Goleman, 1995: ix).The individuals having the same IQ level may not necessarily be having the same Success because they all possess different levels of EI (Brown and Brooks, 2002; Suliman & Al-shaikh, 2006). There is empirical evidence

which suggest that only the intelligence cannot explain our achievements at work or life; it is the emotion as well which plays a key role in organizational success (Goleman et al., 2002; Wong & Law,2002; Law et al., 2004; Suliman & Al-shaikh, 2006). Emotional intelligence is not just being pleasant, giving positive expressions and controlling feelings, nor is it about managing, using, or influencing people (Cooper & Sawaf, 1997; Cherniss 2000). It is the skill to precisely recognize and comprehend own emotional responses and of others (Cherniss, 2000). More formally defined, emotional intelligence refers to the skill of recognizing and expressing emotions, understanding emotions, incorporating emotions in thought, and controlling positive and negative emotions in self and others (Matthews et al., 2002). It is evident from the literature that individuals with higher EI have happier, more fruitful lives and seem to do well at work (Tischler et al., 2002). The EI based competencies predict the performance very well as compared to IQ by itself (Snarey and Vaillant, 1985; Feist and Barron, 1996; Cherniss, 2000). People who manage themselves on their own (Bandura, 1976) and are meticulous (Barrick and Mount, 1991) have a propensity to be more productive. According to some scholars (e.g. McGarvey, 1997 and Johnson and Indvik, 1999), the richer the organization in terms of emotions, the higher an employee's emotional intelligence is likely to be (Suliman and Al-shaikh, 2007). The work success is described as the improvement in one's work behavior (Tischler et al., 2002). Emotionally intelligent individuals experience permanent positive mood and feelings that generate satisfaction and well being as compared to those who take these feelings as anger, depression and disappointment (Carmeli, 2003). The employees not only get involved in the job for their self-interest; but they also do so because they involve their

emotions in it. Similarly, an emotionally intelligent individual would not hold the organization responsible in case of every frustration they encounter (Abraham, 1999). Employees are anticipated to identify, handle and utilize their emotions to eliminate the hindrances in the way of choosing and advancing their career prospect in a better way (Carmeli, 2003). A person with high emotional intelligence has the ability to better regulate the emotions therefore his/her withdrawal intentions may also be low. EI is positively related to job performance (Goleman, 1998, 2001). Business community is suggested to consider EI as a better way to evaluate individuals during the recruitment in order to predict success in the organization (Goleman, 1998; Dulewicz et al., 2003).

Job Satisfaction

Affective and normative commitments have been found to be predictors of positive organizational behavior, including increased work performance and satisfaction, tenure and attendance (Allen and Meyer, 1996). Locke and Latham give a comprehensive definition of job satisfaction as a pleasurable or positive emotional state resulting from the appraisal of one's job or job experience. Job satisfaction is a result of employee's perception of how well their job provides those things that are viewed as important. Luthans (1998) posited that there are three important dimensions to job satisfaction: (a) Job satisfaction is an emotional response to a job situation. As such it cannot be seen, it can only be inferred, (b) Job satisfaction is often determined by how well outcome meet or exceed expectations and (c) Job satisfaction represents several related attitudes such as work itself, pay, promotion opportunities, supervision and coworkers which are most important characteristics of a job about which people have

effective response. Job satisfaction is so important that its absence often leads to lethargy and reduced organizational commitment (Moser, 1997). A variety of antecedents and outcomes of commitments have been identified in the past thirty years (Angle and Perry, 1981) Job satisfaction is in regard to one's feelings or state-of-mind regarding the nature of their work. Job satisfaction can be influenced by a variety of factors, eg, the quality of one's relationship with their supervisor, the quality of the physical environment in which they work, degree of fulfillment in their work, etc. Job satisfaction is one of the most important attitudes in the field of organizational psychology that affects workplace behavior and productivity. Locke (1976) defines job satisfaction as a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences. Job satisfaction has been studied both as a consequence of many individual and work environment characteristics and as an antecedent to many outcomes. Employees who have higher job satisfaction are usually less absent, less likely to leave, more productive, more likely to display organizational commitment, and more likely to be satisfied with their lives (Lease, 1998). Job satisfaction is an attitude, which Porter, Steers, Mowday and Boulian (1974) state is a more "rapidly formed" and a "transitory" work attitude "largely associated with specific and tangible aspects of the work environment".

Indian Retail Industry

The Indian retail market, which is the fifth largest retail destination globally, has been ranked the second most attractive emerging market for investment after Vietnam in the retail sector by AT Kearney's seventh annual Global Retail Development Index (GRDI), in 2008. The share of retail trade in the country's gross domestic product (GDP) was between

8–10 per cent in 2007. It is currently around 12 per cent, and is likely to reach 22 per cent by 2010. A McKinsey report 'The rise of Indian Consumer Market', estimates that the Indian consumer market is likely to grow four times by 2025. Commercial real estate services company, CB Richard Ellis' findings state that India's retail market is currently valued at US\$ 511 billion. India continues to be among the most attractive countries for global retailers. At US\$ 511 billion in 2008, its retail market is larger than ever and drawing both global and local retailers. Foreign direct investment (FDI) inflows as on January 2009, in single-brand retail trading, stood at approx. US\$ 25.18 million, according to the Department of Industrial Policy and Promotion (DIPP).

India has emerged the third most attractive market destination for apparel retailers, according to a new study by global management consulting firm AT Kearney. It further says that in India, apparel is the second largest retail category, representing 10 per cent of the US\$ 37 billion retail market. It is expected to grow 12-15 per cent per year. Apparel, along with food and grocery, will lead the organized retailing in India. India has one of the largest numbers of retail outlets in the world. A report by Images Retail estimates the number of operational malls to grow more than two-fold, to cross 412, with 205 million square feet by 2010, and a further 715 malls to be added by 2015, with major retail developments even in tier-II and tier-III cities in India.

A vast majority of India's young population favors branded garments. With the influence of visual media, urban consumer trends have spread across the rural areas also. The shopping spree of the young Indians for clothing, favorable income demographics, increasing population of young people joining the workforce with considerably higher disposable income,

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has unleashed new possibilities for retail growth even in the rural areas. Thus, 85% of the retail boom which was focused only in the metros has started to infiltrate towards smaller cities and towns. Tier-II cities are already receiving focused attention of retailers and the other smaller towns and even villages are likely to join in the coming years. This is a positive trend, and the contribution of these tier-II cities to total organized retailing sales is expected to grow to 20-25%.

GLOBUS INDIA LTD

This paper attempts to look at the relationship between the emotional Intelligence and Job Satisfaction of the supervisory level employees as well as sales executive at Globus India Ltd. the apparel retail sector of the prestigious Raheja Group of Companies. This group has diversified interests in areas of Real Estate & Construction, Automotive Batteries, Cement, Ceramic Tiles as well as new age sectors like Media, Communication, Retailing, Software, Hospitality and Mutual Funds.

When branded clothes and garments have become the call of the young it is interesting to study a young fast emerging retail chain –Globus India Pvt. Ltd.- catering to the young Indian consumer who wants to look trendier and trendier by the day. Globus India Pvt. Ltd. a healthy apparel retail unit desires to be Strong, Competitive, Innovative, and Adaptive. Their Endeavour is ‘bringing to India, International Styles with an Indian Soul.’ Launched in January 1998, Globus is a part of the Rajan Raheja Group. The company opened its first store in 1999 at Indore followed by the launch of its second store at Chennai (T-Nagar). Soon it was followed by another at Adayar. The flagship store in Mumbai was opened on 1st November 2000. Currently at Mumbai they have 7 stores with

a stand alone store at Bandra. The sixth & seventh stores are in Bangalore in Koramangala & Richmond Road respectively. The Eighth store in Ghaziabad at Shipra Mall followed by the ninth, tenth and eleventh in Kalaghoda, Mumbai, Thane and Ghaziabad, twelfth store at Kanpur and thirteenth store in Ahmadabad & fourteenth store in Lucknow. As of May 2008, Globus has opened its 24th Store in Nagpur and the journey continues. Globus combines state of art international information technology, the highest quality human resources and sustained financial commitment to realize the long term vision. They are rapidly expanding and the target is to have an additional 100 fashion stores by the end of 2017.

GLOBUS Vision Statement:

‘Achieve customer delight by offering quality products and services through a process of continuous innovation and adaptation. Develop mutually beneficial relationships with our business partners. Employ cost-effective processes and thereby create a strong and competitive organization’

Objective of the Study

The main objective of this study is -

To understand the impact of Emotional Intelligence on Job Satisfaction

HYPOTHESIS

Ho: Emotional Intelligence of the employees has no impact upon their Job Satisfaction

H₁: Emotional Intelligence of the employees has an impact on their Job Satisfaction

Research Design

This study is Causal in nature as it analyses the impact of one or more variables on other variable(s), with reasonable level of certainty. Employee Emotional Intelligence is the independent variable in this study and its impact on Job Satisfaction (dependent variable) is inferred based on the regression Analysis equation.

Participants

A survey was conducted at the 7 Globus retail stores in Mumbai viz: Bandra, Kalaghoda, Thane, Ghatkopar, Vashi-City Centre, Vashi –Inorbit Mall and Dahisar. The entire population of employees in the level of Store Managers and Department Managers and sales executives were taken for the purpose of the study. Questionnaires were distributed to the 60 employees at Globus (Bandra, Kalaghoda, Thane, Ghatkopar, Vashi- City Centre, Vashi –Inorbit Mall and Dahisar) in the Supervisory and sales executive cadre were the subject of the study. All the 60 employees on the floor returned the completed questionnaire and hence the returns were cent percent. 25% of the employees belonged to the supervisory cadre while 75% were sales executive. In many cases the researcher had to verbally translate the Questions into vernacular language to get the proper response.

Instrument

The questionnaire consisted of 26 items in the Likert Scale with 17 items pertaining to Emotional Intelligence and 9 items for Job satisfaction. The 5 point Likert Scale were rated by the respondents from strongly disagree – disagree - neutral to agree and strongly agree. The sub variables for Emotional Intelligence were Understanding Emotions, Expressing Emotions and Balancing Emotions while Job satisfaction sub variables were nature of work, opportunities to use knowledge skills and abilities, Opportunity for growth, Superior

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subordinate and peer relationship, work life balance, compensation pay and benefits and desire to continue working in the organization.

The Cronbach's Alpha test was conducted to test the reliability and the reliability was high with .92 for Emotional Intelligence and .971 for Job Satisfaction.

Table I : Cronbach's Alpha for Emotional Intelligence

Reliability Statistics

Cronbach's Alpha	N of Items
.920	17

Table II : Cronbach's Alpha for Job Satisfaction

Reliability Statistics

Cronbach's Alpha	N of Items
.971	9

Table: II

Analytical Procedures

The Simple linear Regression analysis was used to determine how the independent variables of Emotional Intelligence impacted Job Satisfaction. The Pearson r technique was also used to see whether Correlation is significant at the 0.01 level (2-tailed).

Data Analysis & Findings

On the floor Training was on the basis of Freidman's training programme for sales staff which consisted of step by step selling process, Individual and store performance metrics, Store management techniques, aggressive goal setting techniques, striving for continuous improvement, Self track comprehensive product knowledge and loyalty building methodology. Role plays were enacted as a part of everyday morning meetings of the supervisory cadre staff and the sales staff. Conversion of footfalls into actual sales was one of the major areas of emphasis. The targets set were very aggressive with stars and rewards for weekly performances. Section wise and individual targets, Staff Rotation and shifts, on the floor training of newer sales staff, handling of store functions like Stocks and shrinkage, selecting the best sales staff and conducting regular daily meeting and discussions were the responsibility of these supervisory level employees.

The Regression analysis was computed (to study the impact) using the SPSS

Regression Analysis

The correlation coefficient 'r' is +0.886 as can be seen in the regression analysis output (Table III). Correlation is significant at the 0.01 level (2-tailed). This value of r suggests a strong positive linear correlation between: Emotional Intelligence (EI) and Job Satisfaction (JS) as the value is positive and close to +1. Since there is a strong positive linear relationship between Emotional Intelligence and Job Satisfaction the linear regression analysis is interpreted to understand the impact of Emotional Intelligence (EI) on Job Satisfaction (JS).

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.886 ^a	.785	.781	4.53485

a. Independent Variable: Emotional Intelligence

b. Dependent Variable: Job Satisfaction

Table: III

The computed 'r²' value is .785 therefore about 78.5% of the variance in job satisfaction is explained by emotional Intelligence. So it can be safely concluded that Job satisfaction is dependent upon the Emotional intelligence of the employees.

Table IV Coefficients^a (Regression Emotional Intelligence & Job Satisfaction)

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.241	.068		3.569	.000
	EI	.966	.019	.886	50.538	.000

a. Dependent Variable: Job Satisfaction

Table IV once again asserts that As Emotional Intelligence increases there is a positive increase in Job Satisfaction. This is clear from the positive values of the beta coefficients. The t values are also significant as the 'p' values of the

coefficients are .000 which is less than the assumed value of .05.

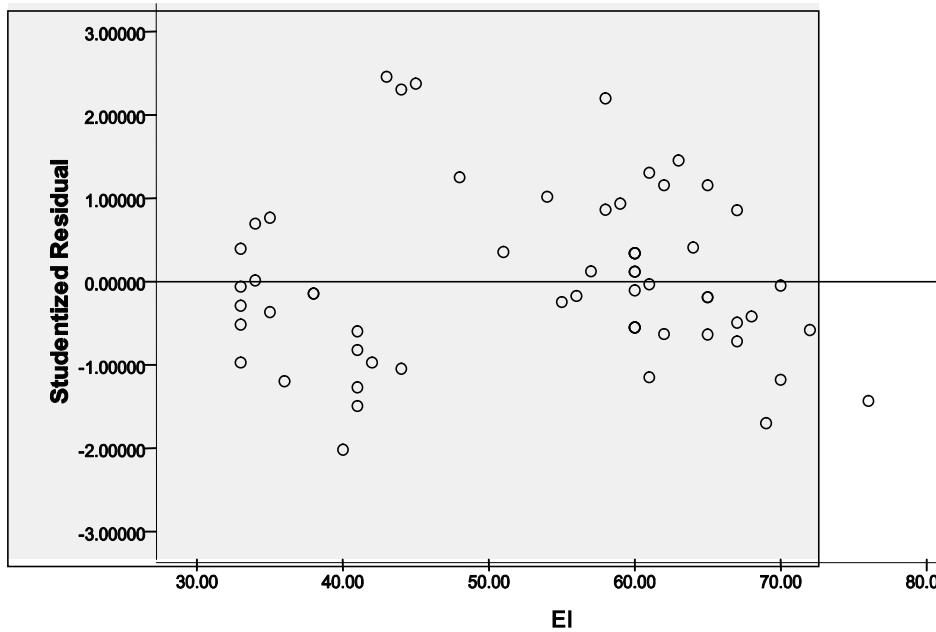
In order to understand the impact of Emotional Intelligence on Job Satisfaction the regression equation is derived from Table IV

$$\mathbf{JS = .241 + .966EI}$$

(where JS is Job Satisfaction and EI is Emotional Intelligence)

Further the studentized residual plot (Figure II) pictorially depicts the scatter of points. Figure II shows that all points are in the range of 3 and -3 i.e. there are no outliers. The studentized residual plot shows a random scatter of the points (independence) with a constant spread (constant variance) with no values beyond ± 3 standard deviation reference lines (no outliers).

studentized Residual Plot



Thus it can be inferred that Emotional Intelligence has an impact on Job Satisfaction. The impact level can be measured by the regression equation derived in the study.

Conclusion

One of the major problems that pervades the company is the high level of attrition. The problem is not one of availability

of front end staff but the costs incurred in training, recruiting and selecting them and then their exit which sets the cycle all over again. At the entry stage itself the person-job-fit can be considered by testing their Emotional Intelligence and making that an important criterion for selection. This will arrest attrition to a great extent as this study proves that people with high Emotional Intelligence have higher job satisfaction and hence their chances of leaving is lesser compared to those whose satisfaction levels are low. The loss of talented trained and experienced employees is always a loss. The exits are usually due to low levels of satisfaction with their present conditions.

Since achieving customer delight and forging a symbiotic relation with customers is the organizational vision of the company the performance metrics should be attuned to measuring not the number of customers serviced but how they were serviced. Rewards, promotions and benefits should be on the basis of how effectively and efficiently the servicing was done. Servicing can improve only if the emotional intelligence of the staff is high because the interaction between the customer and the front end staff is one which involves a lot of emotional dynamics. On one hand the emotions of the customer in relation to the product displayed, the price, the affordability and the experiential part of seeing the display touching the fabric appreciating the design , pattern the relevance of the brand all comes into play, while on the other hand the sales staff who service them have to gauge the customer needs ,entice them to recognize their needs and then align their needs to the products available on the floor . Many a times the staff have to bear the idiosyncrasies of the customers keeping their calm but at the same time be firm without being offensive. There is also the pressure to meet the

sales target, the pressure of long hours of standing and being affable and pleasant. In such work profiles these employees have to balance and manage the emotions of not only themselves but also of those around them. How when and where to express their emotions becomes a very important part of their work life. This is possible only if their emotional Intelligence is high.

Since Emotional Intelligence is trainable competency (Daniel Goleman) training can be provided to the staff. Emotional Intelligence is not about being 'non' or 'un' emotional but it is more about understanding one's emotions and emotional states and using it to enhance performance at workplace. The Freidman's training programme for sales staff which is followed consists of step by step selling. This is a fantastic method but is highly mechanical and standardized whereby the personal touch warmth and individualized treatment of the customer is lost to a great extent. If the existing training is supplemented with training in Emotional Intelligence then the vision of the company can be easily achieved. When the Emotional Intelligence is increases consequently the job satisfaction too increases because the way in which the front end staff approach their roles and responsibilities too changes This change results in an overall change in the work climate and hence arrests attrition, improves service and thus contributes to the Organizational vision of achieving customer delight.

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