

REVIEW ARTICLE

Studies on Assessment of Parameters Influencing Employee Performance: A Review

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Abstract

Employee performance has continued to be an intriguing topic as it encompasses varied parameters that directly or indirectly influence the effectiveness with which any organization operates. Numerous research contributions in this direction can be traced over past five decades. This paper attempts to compile some of the notable contributions in the area. Classification of research papers reveal that employee performance is directly influenced by Organizational Commitment, Organizational Role Stress experienced and Emotional Intelligence of the employees apart from personal factors. The extents to which the mentioned parameters influence the performance of an employee along with possible scope for future research are highlighted.

Keywords: *Emotional Intelligence, Employee Performance, Organizational Commitment, Organizational Role Stress, Scope for future research.*

Introduction

Human Resource Management (HRM), often recognized as the backbone of any successful organization has undergone radical changes since the world wars, from days of its inception as a simple personnel department, functionally limited to clerical activities including maintenance of employee records. Deviating from the productivity and organizational oriented approach during the early days, HR as a function evolved imbining more of employee welfare orientation, since the advent of Japanese management concepts during 1960's. During this period the HR functions were well defined rendering the role of organizations explicit. With growing emphasis on employee performance additional functions such as man power planning and employee performance appraisal were included in the gamut of HR activities, subsequently integrating the HR function itself with all the other functional areas of organizational management.

The last two decades of the previous millennium spilling over to the current one witnessed a significant paradigm shift in HRM approach globally. Business environmental factors that led to this shift can be shortlisted as market globalisation, liberalised manufacturing, and

increasing prominence of service sectors. Some of the fall outs of these factors realized by the organizations worldwide include decreased profit margins owing to cut throat competition, rapid shifts in customer preferences, increased operational costs combined with deregulation of markets resulting in fortitude becoming the major objective. The importance of strategic alignment of employee's individual strategies to that of the organization came to be well appreciated by the top management towards sustained growth, implicating radical changes in HR efforts. In this scenario, it is no wonder that personnel aspects of HR, namely organizational behaviour and organizational development received overwhelming attention of researchers, occupational psychologists and HR practitioners towards contributing to enhance performance efficiency. This paper attempts to compile notable contributions in the areas of employee work attitude, effective organizational interventions and minimization, if not mitigation, of work related stress in employees, all aimed towards improved employee performance. The major objective of this compilation is not only to identify possible gaps in the studies carried out, that could provide opportunities for furthering insights in

this area, but also to provide comprehensive reference for the present day HR practitioners.

Classification of Literature

Employee performance (EP) has been recognized to be the result of aggregation of key dimensions namely, Organizational Commitment (OC), Organizational Role Stress (ORS) and Emotional Intelligence (EI). Each of these dimensions, largely influenced by organizational change

culminates in reflecting the performance levels of a given organization. This review essentially focuses on compilation of studies undertaken in evaluating the effects of the above key dimensions, independently as well as in combination on employee performance. Studies undertaken in this direction internationally and indigenously are presented separately. A schema of compilation of literature presented in this paper is depicted in fig. 1.

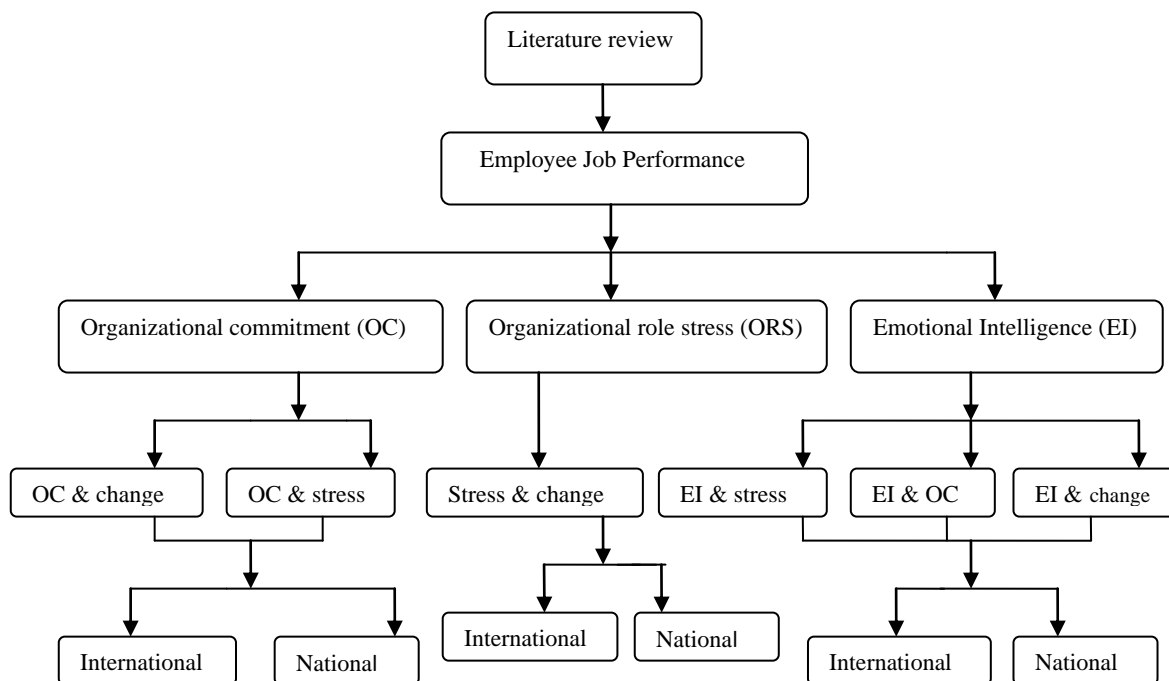


Fig.1: Classification of literature

Employee Job Performance

Job performance is a multi-dimensional construct which indicates how well employees perform their tasks, the initiative they take and the resourcefulness they demonstrate in resolving job related issues. It also indicates the degree of task completion, effective utilisation of available resources and time and energy invested to achieve the results [1]. Performance criteria are benchmark standards set by the organization to facilitate rating employees based on work outcome. Evaluation of job performance levels has been useful in establishing employee compensation, training, promotion, retention and termination [2]. Considerable research has been carried out in past to explore ways to improve employee performance [3-5].

In 1995, Training Resources and Data Exchange (TRADE) presented categorization of performance measures broadly into six groups. However, different organizations may employ any or all of the following groups in conformance to its mission.

Effectiveness: A process characteristic indicating the degree to which the process output (work product) conforms to requirements.

Efficiency: A process characteristic indicating the degree to which the process produces the required output at minimum resource cost.

Quality: The degree to which a product or service meets customer requirements and expectations.

Timeliness: Measures whether a unit of work was done correctly and on time. Criteria must be established to define what constitutes timeliness for a given unit of work. The criterion is usually based on customer requirements.

Productivity: The value added by the process divided by the value of the labour and capital consumed.

Safety: Measures the overall health of the organization and the working environment of its employees.

Strategies for managing performance exist to develop a high-performance culture and achieve increased organizational effectiveness, better

results for individuals and teams, and higher levels of skill, competence, commitment and motivation [7]. Performance management is strategic in the sense that it is concerned with the broader issues facing the business if it is to function effectively in its environment, and with the general direction in which it intends to go to achieve longer-term goals. It is integrated in four senses:

Vertical integration: linking or aligning business objectives with that of teams and individuals.

Functional integration: linking functional strategies in different parts of the business; (iii)

HR integration: linking different aspects of human resource management, especially organizational development, human resource development and reward, to achieve a coherent approach to the management and development of people.

The integration of individual needs with those of the organization, to the extent possible.

According to Bagchi [7] the common approaches used by organizations to define performance can be classified based on (i) *competencies / traits*, (ii) *behaviour*, (iii) *tasks* or (iv) *results / outcomes achieved*. Competencies or traits based approach emphasizes evaluating employees on relatively stable competencies or traits possessed by them usually rated by reporting officers or in some cases by subordinates and peers also as in 360 degree appraisal. Behaviour based approach carries out the assessment of individuals in terms of behaviours that are oriented towards organization's goals. Task based approach focuses on what tasks are required to be done and to what extent the same have been carried out to the degree of professionalism that is desired by the organization. Results or outcomes based approach emphasizes on the outcomes/ results that are produced. The focus is more on achieving goals rather than on behaviour or tasks. EP is the successful completion of tasks by a selected individual or individuals, as set and measured by a supervisor or organization, to pre-defined acceptable standards while efficiently and effectively utilising available resources within a changing environment [8].

Organizational Commitment

Organizational commitment (OC) has been extensively studied because of its linkages with performance [9]. Many researchers have

acknowledged that committed workforce performs better. Researchers have found positive correlation between OC and EP [10-14]. Jaramillo

et al. [15] conducted a meta-analysis based on results from fifty one empirical studies and found positive relationship between organizational commitment and job performance. Mathieu and Zajac [16] demonstrated that highly committed employees have higher tendency to perform well and lesser tendency to leave their jobs.

OC is defined as the relative strength of role identification and involvement of employees with the organization Porter et al. [17]. OC is the willingness to exert high levels of effort on behalf of the organization, a strong desire to stay with the organization and an acceptance of its major goals and values, arising out of, personality factors, job and career factors, management-employee relationship factors and work group factors manifesting as the employee's psychological attachment to the organization.

In 1979, Mowday, Porter, and Steers suggested that commitment can be expressed as three components namely: (i) *a strong belief in and acceptance of the organization's goals and values*; (ii) *a willingness to exert considerable effort on behalf of the organization*; and (iii) *a definite desire to maintain organizational membership*. Alternatively, OC can also be described as employee's holding conviction to organizational goals and values, having tendency toward significant efforts representing organization as well as high interest in maintaining one's membership in organization [18]. Allen and Meyer [19] explain OC to be a psychological state binding the individual to the organization. They propose a three-component model of commitment labelled as *affective, continuance, and normative commitment*, that are distinguishable from each other. Affective commitment refers to the employees' emotional attachment to, identification with, and involvement in the organization. Continuance commitment refers to awareness about the costs associated with leaving the organization. Normative commitment reflects a feeling of obligation to continue employment [20]. Research conducted to test the three-component model of commitment had demonstrated that commitment can be characterized by different mindsets namely, desire, obligation, and cost [20-21].

The following sections are dedicated to highlighting researches pertaining to factors influencing OC, measurement and its interrelationship with organizational performance. Mowday et al. had investigated OC

as an important attitudinal predictor of employee behaviour and intentions. High commitment can provide quality of services for organization [18]. Shore and Martin [22] examined the differential relationship of job satisfaction and OC to two important variables namely, turnover intentions and job performance among bank tellers and hospital professionals. The results showed that OC was related more strongly than job satisfaction with turnover in both samples. Many empirical studies had focused on the effects of demographic factors, such as job level, tenure, and job characteristics, including job scope, variety and challenge on employee commitment and involvement [23]. The findings by Dunham et al. [24] were consistent with the research of Steers [25] and Mottaz [26] identified that rewarding situations conducive to development of affective commitment is largely influenced by perceived job characteristics, organizational dependability, and perceived participatory management. Meyer and Allen's [27] study identified that job performance demonstrated a positive relationship with affective commitment, was negatively related to continuance commitment, indicating existence of relationship in general between the job performance and commitment, the direction will depend on the type of commitment. The study by Kacmar et al. [28] investigated demographic variables such as age, gender and marital status as possible antecedents of OC and job satisfaction, life satisfaction, turnover intentions and job involvement as possible consequences of OC. Authors report a positive relationship between age, job satisfaction, life satisfaction and job involvement with OC while, turnover intention is negatively related. High commitment of the employees has been identified to energize the factors such as sense of belonging to organization, safety, self-efficacy, career development, and intrinsic encouragement [29]. Chen, Tsui and Farh [30] in their study on enterprises in People's Republic of China observed that loyalty to supervisor has a better influence on employee in role and extra role performances when compared to OC. Camilleri E [31] established relationships for the three dimensions of OC with additional antecedents such as education level, tenure, personality and role states among employees from public sector enterprises resulting in recommendations of appropriate human resource management policies and practices enhancing levels of OC. Bashir and Ramay [32] studied the relationship between career opportunities, work life policies and job characteristics with OC among Information Technology (IT) professionals in Pakistan. The

results indicated that career opportunities and work life policies were significantly correlated

with OC, job characteristics was unsuccessful in determining OC. Adnan Iqbal [33] investigated the relationship between demographic factors (age, tenure and level of education) and OC among employees of knitwear organizations in Lahore and Faisalabad in Pakistan. The results suggest that while length of service was significantly associated with OC, education level was negatively correlated with age having no significant correlation. The study concludes that an improved OC could be achieved with better work ambience. Hassanreza Zeinabadi [34], in the study among teachers of Iran attempted to establish relationships between job satisfaction, OC and organizational citizenship behaviour (OCB) through structural equation modelling. Results revealed that, intrinsic job satisfaction significantly influences OCB directly and indirectly through partial mediating role of value commitment.

Kanchana and Panchanatham [35] studied the relationship between the demographic variables like gender, age, job position and psychological variables like role clarity, job satisfaction with OC among the employees of Tamil Nadu Newspapers Limited in India. The result of the analyses showed that there were significant relationship between demographic, psychological variables and its predictors.

From an organizational point of view, employees' commitment is a valuable asset and it has a strong correlation with job satisfaction, employee performance, role states, turnover etc.

OC and Change

Literature suggests that OC plays an important role in employee's acceptance of change [36, 37]. More specifically, Lau and Woodman [38] argued that a highly committed employee is more willing to accept organizational change if it is perceived to be advantageous and rewarding. On the contrary, other studies reported indicate a resistance to change in spite of aftermath to be individually rewarding. These findings suggested that there might be an influence of OC on attitudes to organizational change. Iverson [39] suggested OC as one of the most important determinants of attitudes toward organizational change. It was also indicated that OC is a better predictor of behavioural intentions than job satisfaction within a change context. Employees with high OC were more willing to put more effort in a change project and, therefore, it was more

likely to develop positive attitudes towards organizational change [39].

Herscovitch and Meyer [40] proposed a three component commitment to change scale as a modification to the three component OC model developed by Allen & Meyer. The newly developed commitment to change model was validated through studies with university students and nurses. The studies revealed that this model is superior in predicting the behavioural support for change in organizational process. Culverson [41] reported that an employee's tenure and work location influences commitment levels in his studies undertaken with a subpopulation of the newly restructured Parks Canada Agency. Brown Barbara [42] investigated the relationship between employees' perceptions of their immediate supervisors' leadership behaviours and different types of OC among employees of Virginia. Either of the two types of leadership behaviours namely relations-oriented and task-oriented, while had been able to explain to a greater extent variance in affective commitment and to a relatively lesser extent variance in normative commitment, had not been able to explain variance in case of continuance commitment. Biljana Dordevic [43] conducted a theoretical study of employees' OC during radical organizational changes. The results underline the fact that increased job insecurity, decreased morale & trust and increased stress due to the change process result in decreased OC. Rashid and Zhao [44] in his studies on employee perception towards OC observed that commitment to career supported organizational change particularly among IT professionals employed in South Asia. Peccei [45] studied the influence of OC on resistance to change (RTC) in an Italian public sector service provider company undergoing a radical changes through antecedents of RTC that includes employees' perceptions on benefits of change (PBC), involvement in the change process (IIC), and overall attitudes towards the change (ATC). Visagie and Steyn [46] observed in his study among service employees of Cape Peninsula, level of OC was relatively moderate and the change readiness was strongly correlated with both affective & normative commitment.

The appropriateness of the three-component model of commitment to change proposed by Herscovitch and Meyer in Indian context was studied by Soumyaja and Bhattacharya [47] from among employees working in different occupational sectors. The results demonstrated that affective and continuance commitment was clearly distinguishable.

OC and Stress

The term "stress" was first used in 1936 by Selye in the literature on life sciences, describing stress as "the force exerted upon a material object or person which resist these forces and attempt to maintain its original state." Stress is a dynamic condition in which an individual is confronted with an opportunity, constraint, or demand related to what he or she desires and for which the outcome is perceived to be both uncertain and important [48]. Different studies have classified occupational stress in terms of physical environment, role stressors, organizational structure, job characteristics, professional relationships, career development, and work versus family conflict [49]. Stress can also be defined as an adverse reaction that people experience when external demands exceed their internal capabilities [50].

Rees DW and Cooper [51] conducted a comparative study on stress among different occupational groups. The most important part of the study was that the health care professionals had got significantly higher levels of stress within their workplace comparing with non-health care employees. In addition, as burnout scores increased, OC scores were inversely correlated with occupational stress. Kobasa and Antosrovsky [52] observed that negative outcomes due to stress can be minimised through OC. Elangovan [53], investigated on causal pattern of relationships between stress, satisfaction, commitment, and turnover intentions by employing a structural equation analysis approach. The results indicated that a positive relationship between satisfaction and commitment while reciprocal relationship was exhibited between stress & satisfaction and commitment & turnover intentions. Ketchand and Strawser [54] identified that OC has significant relationships with job satisfaction, job involvement, stress, occupational commitment, and motivation particularly among accountants. Yousef [55] in his study among employees from different organizations in United Arab Emirates concluded that the job role conflict and the job role ambiguity negatively affects the different components of OC. Khatibi [56] studied the relationship between job stress and OC in National Olympic and Para-Olympic Academy (NOPA) employees in Iran. The results indicated a negative correlation between job stress & OC and were significantly related to components of OC particularly affective commitment and normative commitment. Examined employees' level of work stress, job satisfaction and OC and their relationship with one another. The study

was conducted in Kosovo within central public organizations that are in the process of privatization or corporatization. The research findings revealed high level of job satisfaction, OC and work stress. However, the findings did not find any interrelationship between job satisfaction, OC and work stress.

Biswas [57] examined the effects of six life style stressors, i.e. performance, threat, boredom, frustration, bereavement and physical, on OC among employees belonging to Vadodara in India. Findings suggested that performance, threat and frustration were significant predictors of OC. Yaghoubi [58] studied the relationship between OC and job stress among Indian managers employed in Health care industry. The results showed that OC is more in high work experience group and found no significant relationship between the level of commitment and gender. He also observed that there was no significant relationship between OC and job stress. Somers [59] showed that OC has a significant relationship with affective commitment and normative commitment but no significant relationship with job stress and continuance commitment among hospital nurses.

Organizational Role Stress

Role stress refers to the conflict and tension due to the roles being enacted by a person at any given point of time [60]. Enacted in the context of organizations, such role stresses are called organizational role stress (ORS). The stress induced due to roles performed by individuals as employees had been a potent organizational stressor [61-62], the outcomes of which have been found to be costly to the organization [63]. One of the pioneers of research on organizational role stress, Pareek [60] had reiterated that the performance of a role in an organization had built in potential for conflict due to which stress may start rearing its head. Such stress could contribute to various dysfunctional outcomes for the organization like job related tensions, job dissatisfaction, lower performance, etc.

Pareek [60] identified ten different types of organizational role stressors. They are described here briefly.

Inter-Role Distance (IRD): It is experienced when there is a conflict between organizational and non-organizational roles.

Role Stagnation (RS): This kind of stress is the result of the gap between the demand to outgrow a previous role and to occupy a new role effectively. It is the feeling of being stuck in the same role. Such a type of stress results in

perception that there is no opportunity for one's career progression.

Role Expectation Conflict (REC): This type of stress is generated by different expectations by different significant persons about the same' role; and the role occupant's ambivalence as to whom to please.

Role Erosion (RE): This kind of role stress is the function of the role occupant's feeling that some functions which should properly belong to his /her role are transferred to / or performed by some other role.

Role Overload (RO): When the role occupant feels that there are too many expectations from the significant roles in his/her role set, he/she experiences role overload.

Role Isolation (RI): This type of role stress refers to the psychological distance between the occupant's role and other roles in the same role set.

Personal Inadequacy (PI): This type of stress arises when the role occupant feels that he/she does not have the necessary skills and training for effectively performing the functions expected from his/her role.

Self-Role Distance (SRD): When the role a person occupies goes against his/her self-concept, then he/she feels self-role distance type of stress. This is essentially a conflict arising out of mismatch between the person and his/her job.

Role Ambiguity (RA): It refers to the lack of clarity about the expectations of the role which may arise out of lack of information or understanding.

Resource Inadequacy (Rin): This type of stress is evident when the role occupant feels that he/she is not provided with adequate resources for performing the functions expected from his/her role.

Several studies had been conducted on stress among general practitioners in UK [64-67]. In the study, Allibone et al. [68] reported excessive smoking and alcoholic consumption among high proportion of medical officers due to stress in Scotland. The suicide rates had been high among medical practitioners [69] as they experience appreciable stress. Ramirez et al. [70] conducted study on consultants in UK with, work overloads and influenced home life; poor administration and resources; administrative responsibilities and dealing with patients' pain being perceived as sources of stress. In the same study, radiologists reported the highest level of burnout in terms of

low personal accomplishment. Swanson & Power [71] conducted a comparative study between perceived stress, satisfaction and conflict among doctors in Scotland. The study concluded that the work of male doctors were prone to stress and lesser satisfaction than females. Dollard and Walsh [72] reported that private sector workers in Queensland, Australia, experienced higher stress than public sector workers. In 2000, a British Medical Association (BMA) report suggested that many senior doctors suffered high levels of stress as a result of their work which directly hampers their ability to provide high quality care to patients. Work stress was increasingly recognized as one of the most serious occupational health hazards reducing workers satisfaction and productivity, and increasing absenteeism and turnover [73]. Macklin et al. [74] in his survey among public and private sector employees in Australia to assess any significant difference in their stress levels, concluded that there was no significant difference between employees on the basis of sector, but there was a significant difference between genders. D'Aleo, Stebbins, Lowe, Lees, and Ham [75] assessed risk profiles of public and private sector employees in Australia and observed that public sector employees faced more stress than private sector employees. Yahaya et al. [76] had found out the causes of occupational stress and the implication on job satisfaction, intention to leave and absenteeism among employees in Malaysia. The findings showed that occupational stress did not have direct effect on intention to leave and absenteeism but had negative effect on job satisfaction. Malik [77] in his study among bank employees both in public as well as in private sectors of Quetta, Pakistan, found that public sector bank employees experienced relatively higher level of occupational stress. Abbas et al. [78], in his research investigated the contribution of various role stressors to stress and burnout in a public sector university of Pakistan. Results showed that role ambiguity was one of the organizational role stressors having the largest impact on stress and burnout among the employees. Demographic factors such as gender, marital status and experience had little or no impact on the results.

Notable among the Indian studies include, Ahmad, Bharadwaj, and Narula [79] who assessed stress levels among executives from both the public and private sector, using an ORS scale to measure ten dimensions of role stress. Their study revealed significant differences between public and private sector employees in three dimensions of role stress-role isolation, role

ambiguity, and self-role distance. Sharma [80] studied the role stress among the managers and supervisors of public and private pharmaceutical organizations. The findings indicated that employees of public sector organizations score lower role stress than from those of private sector organizations. However, public sector employees score significantly higher in terms of role stagnation. The authors also established the insignificant effect of several background factors, such as age, level of education, income, marital status, and work experience. Chaudhary [81] proved the relationship between role stress and job satisfaction among bank officers. The results indicated that role erosion and resource inadequacy acted as dominant stressors while role ambiguity and role expectation conflict were remote contributors to role stress in the sample population. Srivastava [82] surveyed among employees in insurance sector and reported a significant positive correlation between various dimensions of role stress and symptoms of mental ill health. Stress arising from role ambiguity and role stagnation correlated most intensively with anxiety. Chand and Sethi [83] examined the organizational factors as predictors of job related stress among managers in banking sector. The findings showed significant positive relationships between jobs related stress and role overload, role conflict and strenuous working conditions. Pestonjee [84] while analysing stress among special occupational groups reviewed role stress and job satisfaction among doctors. The result of the study revealed that job satisfaction correlated negatively with all the dimensions of role stress. Hussain [85] conducted study among doctors and the findings of the study indicated that the outcomes of stressful situations do not influence psychological well being. Hussain and Singh [86] examined the role stress among doctors, including gynaecologists, ophthalmologists, and surgeons, employed in private hospitals and nursing homes. In this study the gynaecologists and surgeons experienced higher stress compared to ophthalmologists. Lehal and Singh [87] studied ORS among college teachers in the state of Punjab. The study indicated that the level of ORS among teachers employed in public sector institutions was significantly lower than their private sector counterparts. Kang and Singh [88] identified frequently reported stress symptoms and assessed the magnitude of various organizational stressors that resulted in stress. The study was carried out in six organizations dealing with electronics equipment and services. Poor interpersonal relations, poor organizational

structure and climate were identified to be the major source of stress. Bhattacharya Sunetra and Basu Jayanti [89] studied ORS among IT Professionals. Results of the study revealed that younger women demonstrated relatively better ability to cope up with stress compared to others. According to Jennings [90] work stress while contributing to illness at individual employee level, might result in absenteeism and turnover at organizational level. In a study Hirak Dasgupta and Suresh Kumar [91] examined the stress level among male and female doctors in a government hospital located in northern part of India and found that stress levels experienced by the incumbents differed essentially in terms of Inter-role distance and Role inadequacy. Sharma, [92] recommends greater emphasis for learning, training and development along with providing platform for work place communication in an attempt to minimize role ambiguity thereby enabling prioritization of tasks towards better management of work among frontline employees working in public and private sector banks. Ratna [93] studied ORS among IT professionals from three organizations. It was observed that while role isolation was the major stressor in two organizations, personal inadequacy was predominant role stressor in the third. Baba [94] investigated ORS among doctors working in government hospitals and examined the levels of stress among male and female doctors. Findings of the study revealed that male doctors experience severe organizational role stress. Bano [95] examined influence of socio-demographic factors on stress levels among employees from public and private sector. The study revealed employees in general experienced moderate levels of stress, predominantly through role erosion the most and resource inadequacy to some extent.

Stress and Change

Organizational change is the process by which organizations move from their current state to some desired future state to increase their effectiveness. The goal of planned organizational change is to find new or improved ways of using resources and capabilities in order to increase an organization's ability to create value and improve returns to its stakeholders. Many forces in the environment have their impact on an organization and recognising the nature of these forces is one of a manager's important tasks. The change process in any organization can be categorized broadly in to two types namely, evolutionary and revolutionary. Evolutionary change is gradual, incremental and narrowly focused involving a

constant attempt to improve, adapt and adjust strategy and structure incrementally to accommodate to changes taking place in the environment. Revolutionary change is rapid, dramatic and broadly focused, which involves a bold attempt to quickly find new ways to be effective. It is likely to result in a radical shift in ways of doing things, new goals and a new structure. Research suggests that one of the main reasons for some organization's inability to change is organizational inertia, the tendency of an organization to maintain the status quo. Resistance to change lowers an organization's effectiveness and reduces its chances of survival. There are also several reasons why individuals within an organization may be inclined to resist change. First, people tend to resist change because they feel uncertain and insecure about what its outcome will be. Workers' resistance to the uncertainty and insecurity surrounding change can cause organizational inertia. Absenteeism and turnover may increase as change takes place, and workers may become uncooperative, attempt to delay or slow the change process, and otherwise passively resist the change in an attempt to quash it. Socio-technical systems theory was one of the initial theories that underlined the importance of changing role and task or technical relationships to increase organizational effectiveness. During change processes people experience many emotional states such as equilibrium, denial, anger, bargaining, chaos, depression, resignation, openness, readiness and re-emergence [96]. Increased occupational time during organizational change process often manifests as stress among employees [97]. Over the past few decades, considerable research had been carried out in the domain of change management [98-107]. Armenakis et al. [98] indicated that beliefs, perceptions and attitudes to be critical for successful change. Stress caused by organizational change can result in creating negative attitudes toward change, resulting in stress becoming an inhibitor to change. Grant [108] suggested that organizational change efforts could form very stressful experience for individuals. McHugh [109] examined linkages between organizational change and the psychological well being of employees within the Swedish social insurance organization. It was observed that employees have been experiencing high level of stress due to continuous organizational change. Armenakis and Bedeian [110] identified stress to be an obstacle to planning and implementation of change. Sikora et

al. [111] had examined the interactions and consequences of chronic and acute stressors in the workplace. They developed the Asynchronous Multiple Overlapping Change (AMOC) model, to account for the complexity of contemporary work settings. Shah [112] examined the relationship between occupational stress and attitude towards change along with demographic factors in a developing country. The findings of the study hold that demographic variables such as gender, age and marital status had no positive and significant relationships with employee readiness to change. The results revealed that employees with high occupational stress demonstrated decreased commitment and increased reluctance to accept organizational change interventions.

Emotional Intelligence

Emotional Intelligence refers (EI) to an individual's ability to perceive, control and evaluate emotions, enabling to manage relationships more effectively. The notion of EI can be traced to Thorndike's [113] concept of social intelligence, Wechsler's [114] proposition of non-intellective abilities as well as Gardner's [115] conceptualisation of personal intelligence. However, the term EI owes its origin to Salovey and Mayer [116] defined as a social intelligence that enables people to recognise their own, and other peoples' emotions. Moreover, EI enables people to differentiate emotions, and to make appropriate choices for thinking and action. The authors, proposed a model that identified four different components of EI namely, perception of emotion, ability to understand emotion, ability to reason using emotions, and ability to manage emotions. Goleman in 1995 presented five essential and typical dimensions for EI: (i) *evaluation of emotions*, (ii) *regulation of emotions*; (iii) *motivation and self controlling of emotions*; (iv) *understanding and recognizing the emotions*; (v) *communication and emotions*.

Several studies suggested that individuals with high EI are more capable of understanding and managing their emotions, which allows them to adjust to their surroundings and become more tolerant to challenging conditions, including stress [117-118]. Schutte et al., [119] defined EI as the ability to adaptively recognize emotion, express emotion, regulate emotion and harness emotions. A thirty three item self-report measure of emotional intelligence The Schutte Self Report Emotional Intelligence Test (SSEIT) developed by the authors measures Emotional Intelligence (EI), using four sub-scales namely, *emotion perception, utilizing emotions, managing self-relevant emotions and managing others' emotions*.

Goleman [120] reduced the dimensions from five to four as follows: (i) self awareness; (ii) self management; (iii) social awareness and (iv) management of social relations. Ashkanasy et al. [121] reported that the term EI has influence on performance and that training to improve EI could have a positive impact on overall team performance. Gominian [122] studied the relationship between EI and leadership style among Australian public sector executives. The results indicated that managers with high EI demonstrate higher probability of achieving expected goals of their business and considered to be an effective leader by subordinates and the board of directors. Mayer, Salovey et al., [123] proposed Mayer–Salovey–Caruso Emotional Intelligence Test (MSCEIT) which was able to achieve reasonable reliability in confirmatory factor analysis supporting theoretical models of EI. According to Rozell, Pettijohn, & Parker, [124] understanding and managing one's own and others' emotions were likely to influence job attitudes and behavioural choices in the work place. Bradberry and Greaves [125] observed that EI had a good relation on the job success. Kernbach and Schutte [126] examined the relationship between EI of service providers and customer satisfaction. It was found that the higher EI displayed by the service provider led to greater satisfaction. Petrides [127] investigated the relationships between EI and four job-related variables namely, perceived job control, job stress, job satisfaction, and OC along with demographical variables using structural equation modelling. Perceived job control and EI had a positive effect on satisfaction and a negative effect on stress. Satisfaction while demonstrating positive effect on commitment was negatively influenced by stress. Among the demographical variables, age negatively influenced perceived job control. The study of Dissanayaka [128] explored the four branches of EI namely emotional awareness, emotional management, social awareness and relationship management to identify the links with organizational learning in banking industry in Sri Lanka. .

Deepa and Krishnaveni [129] measured the level of EI among the employees of IT/ITES in South India. The study developed a tool specific to India, to measure the EI of individuals in the work environment. The results indicate high EI among IT/ITES work force and particularly influenced by gender and age. Gupta and Singh [130] developed a twenty item scale to measure ability-based EI in three different samples that demonstrated significant correlation with academic achievement and conflict avoidance behaviour.

EI and Stress

The job stress is a complex, dynamic process in which various factors (stressors) and modifying variables are interrelated [131]. It can be expected that subjects with high level of EI will perceive their work environment to be less stressful and they will experience less negative health consequences with increased commitment to the organization. Bulik [132] studied the relationship between EI and perceived stress in the workplace and health-related consequences among human service workers in Poland. The results confirmed an essential, but not very strong, role of EI in perceiving occupational stress and immunise employees of human services from negative health outcomes. The studies conducted by Oginska et al., [132]; Montes-Berges et al., [133]; Naidoo et al., [134] revealed that EI to be a helpful tool in dealing with stress and anxiety in workplace. Ayranci et al. [135] conducted a study on nurses working in private and governmental hospitals of Turkey, and identified a significant relationship between EI and stress. The study of Riaz and Khan [136] observed a weak negative relationship between EI and stress among faculty members of graduate teaching sector in Pakistan.

Rooprai [137] investigated the role of EI in managing stress and anxiety at workplace among management students in India. In his study, EI established negative relationship with stress and anxiety. The study of Purushothaman [138] on EI and stress among employees in banking sector in India showed that there exists a meaningful relationship between EI competencies and occupational stress.

EI and OC

Kets de Vries and Miller [139] illustrated that organizational success and failure can be determined by the emotional tone set by the executive or presumed leader of an enterprise. Hence, EI can be conceptualized as collateral for developing OC and EP within organizations. Daniel Goleman [117] established that EI leads to more effectiveness in leadership, organizational membership, job satisfaction, and social involvement. He described that emotionally intelligent individuals can be more motivated, self-aware, self-confident, satisfied and socially adept. He also claimed that an individual's EI could have a profound effect on the commitment level of the employees.

EI has a meaningful relationship with job outcomes such as job satisfaction and OC [119]. Abraham [140] pointed out that, employees who could not appraise and regulate their emotions

have less OC. Abraham [141] in her study among professionals from three industries identified high correlation between EI and individual's ability to cooperate with others higher EI levels may lead to high social relation within the organizations enhancing OC and loyalty of the staff. Nikolaou and Tsaousis [142] also established that individuals with high EI are more committed to their organizations and have high performance at work. Zainal Arifin and Yahaya Mohd [143] studied the effect of EI on OC and job satisfaction among employees in public and private sectors and established a high significant correlation between the EI and OC. Employees working in a non western country on relationship between EI and OC revealed that there is a meaningful relation between EI and OC. Cichy et al. [144] studied the relationship between EI and OC among private club members and volunteer leaders of the committees in American club association. The result of their research revealed that there were significant differences in OC levels between the individuals with low EI and high EI. Adeyemo [145] identified a significant relationship between a few components of EI and OC among workers in some selected organizations of Nigeria. Guleryuzeral et al. [146] in their research established that job satisfaction played a significant role in mediating between EI and OC. Rangriz and Mehrabi [147] investigated the relationship between EI, OC and EP in Iranian Red Crescent Societies (IRCS). The results indicated that EI plays an importance role in enhancing OC and EP. Chin, Anantharaman and Tong [148] studied the level of EI among executives in small and medium sized enterprises particularly from the manufacturing sector of Malaysia. The results of the study indicated that there is a significant relationship between the components of EI and OC. Sarboland [149] in his study observed a significant relationship between EI with its dimensions and OC among tax affairs offices in Iran. In a similar study, Mohamadkhani and Lalardi [150] identified significant relationship between EI and OC among staff in 5-Star hotels of Tehran, Iran. Mariam Nikkheslat et al. [151] investigated and examined the impacts of EI and its dimensions on job satisfaction and OC in Malaysia. This study showed job satisfaction to be a mediator between EI, and OC.

Neerpal and Renu [152] studied the relationship between EI and OC among the employees working in various organizations in India. A positive and significant correlation was observed between EI and OC. Velmurgan and Zafar [153] did their study to estimate the effect of EI on OC among hotel managers in South India with similar results.

EI and Change

Emotions and responses to change can be so intensive that the literature in organizational change equates it with human responses to traumatic changes such as death and grief [108,154,155]. EI is considered to be important in organizational change [156-157]. Jordan [158] explored the four branches of EI namely emotional awareness, emotional facilitation, emotional knowledge and emotional regulation to identify the links between organizational learning and EI that contribute to successful organizational change. Chrusciel [159] proposed EI to be a means to improve staff performance and productivity (emphasis on leadership), based on which, a more effective human resources strategy was propounded to deal with organizational change.

Comments on Literature

- Most literature on employee performance enhancements and management essentially revolves around the behavioural characteristics of the employees and studies on prevailing organizational climate including changes in the business process. Among the variety of behavioural characteristics focus had been on factors such as organizational commitment, emotional intelligence and occupational stress that directly influence employee job performance. Studies carried out in India as well as abroad and reported in the literature examine the influence of demographical parameters and occupational sectors on the efficiency and effectiveness of the employees.
- Among the studies relating to organizational commitment conducted in internationally and in India attempts to establish a relationship between organizational commitment and individual antecedents such as employee performance, job satisfaction, organizational citizenship behaviour, and demographical variables among employees of various sectors. While the international studies were concentrated on various public sectors, IT and educational sectors, Indian studies were on newspaper industry and knitwear industry.
- Both theoretical and empirical studies on OC and change have been reported from India as well as other countries. The studies establish a significant relationship between OC and

health, IT and service sectors. The Indian study was conducted among employees working in mixed occupational sectors.

- The literature on studies relating to OC and stress highlights significant relationship between OC and stress, turn over intention, job satisfaction & demographical characteristics. Structural equation modelling was reported in one of the studies to establish the relationship between these variables. The studies reported have been essentially carried out among employees in private sector, health sector, accounting area and Olympic academy.
- In depth, research on organizational role stress across a wide spectrum of occupational sectors has been reported over the past three decades that focuses on assessment of job stress in employees and its relationship with EI, attitude towards change, and demographical variables. International studies had been carried out among health care professionals and established that male doctors were more prone to stress. Several other studies including notable among the studies carried out in India, pertains to various private & public sectors, education, health, pharmaceutical and banking sectors. One of the studies was carried out among employees in IT sector.
- Over the past few decades, many studies have been reported on stress and change among employees in private and public sectors, internationally. The studies established that employees have been experiencing high level of stress due to continuous organizational change. One model developed in this direction is dedicated to evaluate the complexity of contemporary work settings. The results of the studies reveal that employees with high occupational stress demonstrated decreased commitment and increased reluctance to accept organizational change interventions.
- The extensive literature on influence of emotional intelligence in the workplace as well as on main theories of EI, based on empirical studies has been reported. The studies present development of models concerning EI and its relationship with employee performance, job satisfaction, stress, OC and demographical variables. One international study pertains to investigation of relationship of EI with other

employees attitude towards change. International studies were focused on employees working in various private & public sectors, variables using structural equation modelling. While international studies were concentrated on public, service and banking sectors, the

studies undertaken in India pertains to IT and education sectors.

- The studies on EI and stress demonstrate a meaningful relationship between EI competencies & occupational stress and promises to be a helpful tool in dealing with stress and anxiety in workplace. The international studies were concentrated on health, service and education sectors, whereas Indian studies focused on banking and education sectors.
- Literature has also brought out a strong relationship between EI and OC along with demographical variables among employees working across sectors. International studies have been essentially concentrated on employees working in private & public sectors, tax affair offices, star hotels, manufacturing sector, members from clubs and societies etc. Studies reported from India pertain to among employees from different organizations and hotels.
- The studies identified that by incorporating considerations of EI into organization's change management philosophy, not only does the individual employee have opportunity to improve, but they also provide significant contributions for organizational gains. However, most of these studies have been reported from countries other than India.
- While highlights of the contributions in the areas of OC, EI & occupational stress and influence of other idiosyncratic parameters across different occupational sectors, this survey of literature also reveals further scope for research towards formulation of organizational interventions for employee performance enhancements.
- It can be observed that most of the literature is confined to identify various parameters and the extent by which it affects OC and occupational stress. However, no comprehensive model, with established linkages between the causal parameters, which can also be used as a predictive tool for the desirable outcomes, needs to be developed.
- A few studies have adopted structural equation modelling technique to visualise typical organizational interaction between the

parameters. A more generalised model that can be used to inter relate the various parameters across the sectors would be highly useful in

providing a generic understanding of the interactions.

- The literature reported does not reveal usage of any other modelling technique apart from structural equation modelling technique. Thus the results of the studies need to be validated not only by comparing the results between different occupational sectors but also through modelling with other techniques.
- A comprehensive model incorporating the intricate interrelationship between the various parameters is also expected to be useful in estimating the effectiveness of any organizational intervention initiative for enhancement of employee performance.
- It is also observed from the literature that no attempts have been initiated among the studies undertaken particularly in India on modelling the explicit interrelationships that may exist among the various parameters influencing employee performance.
- India as one of the major destinations for IT and IT enabled services, particularly owing to its strategic location, enjoys immense potential for employment in this sector. Thus India offers plenty of study in the area of organizational commitment, emotional intelligence and organizational role stress which will have a direct bearing on the employee productivity.
- In addition, India is one country that is a confluence of diversified economical status and work culture. Study on intricate relationships between the demographic parameters and employee performance related parameters will aid a long way in design of robust organizational intervention systems that is imperative for sustained survival of any organization particularly in the modern business dynamics context [160-167].

Conclusions

Rapid shifts in the paradigms have resulted in radical changes in the business processes including the way how human resource of the organization is nurtured. While organizations have been endeavouring to derive the most effective performances from its employees through interventions referred to as employee engagement, the actual output of individuals are sure to depend on the perception of employees towards organizational environment. No wonder numerous studies have been devoted in estimating the influence of different parameters

on employee performance. This paper is an attempt to compile notable contributions from researchers, HR practitioners and occupational psychologists in this direction that could form a platform in understanding the boundaries of such studies which would be vital in the implementation of organizational development programmes that will ensure sustainment of

employee productivity. Additionally, this compilation also highlights some possible embellishments to the research findings, offering ample scope for further research. The studies in the area would be undoubtedly fascinating for the young researchers and vital for effective management of enterprises of the future

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