

INTERNATIONAL JOURNAL OF RESEARCH IN COMMERCE & MANAGEMENT

I
J
R
C
M



A Monthly Double-Blind Peer Reviewed (Refereed/Juried) Open Access International e-Journal - Included in the International Serial Directories

Indexed & Listed at:

Ulrich's Periodicals Directory ©, ProQuest, U.S.A., EBSCO Publishing, U.S.A., Cabell's Directories of Publishing Opportunities, U.S.A., Google Scholar,

Open J-Gate, India [link of the same is duly available at Infilbnet of University Grants Commission (U.G.C)],

The American Economic Association's electronic bibliography, EconLit, U.S.A.,

Index Copernicus Publishers Panel, Poland with IC Value of 5.09 & number of libraries all around the world.

Circulated all over the world & Google has verified that scholars of more than 5555 Cities in 190 countries/territories are visiting our journal on regular basis.

Ground Floor, Building No. 1041-C-1, Devi Bhawan Bazar, JAGADHRI – 135 003, Yamunanagar, Haryana, INDIA

<http://ijrcm.org.in/>

CONTENTS

Sr. No.	TITLE & NAME OF THE AUTHOR (S)	Page No.
1.	SERVICE QUALITY OF HOTEL FLATS – EXPERIENCE OF PHILIPINO TOURISTS <i>MAYA MADHAVAN & DR. A.P. GEORGE</i>	1
2.	CHALLENGES AND OPPORTUNITIES OF SELF HELP GROUPS IN MARKETING THEIR PRODUCTS <i>K. LAKSHMI & DR. S. RAMACHANDRAN</i>	6
3.	A STUDY OF COMMERCIAL BANKING SERVICE QUALITY AND CUSTOMER SATISFACTION <i>ABDUL KHALIQUE TALUKDER & DR. AMALESH BHOWAL</i>	10
4.	INFLUENCE OF 'GREEN ATMOSPHERICS' ON ECO – FRIENDLY CONSUMERS – A STUDY WITH REFERENCE TO TAMIL NADU <i>K. SHARIFA NIZARA & DR. I. MOHAMED SHAW ALEM</i>	14
5.	AN EMPIRICAL INVESTIGATION OF RELATIONSHIP BETWEEN EMOTIONAL INTELLIGENCE AND JOB PERFORMANCE IN INDIAN MANUFACTURING SECTOR <i>DR. DEVENDER SINGH MUCHHAL & DR. AJAY SOLKHE</i>	18
6.	A STUDY OF CUSTOMER PERCEPTIONS TOWARDS SELECT MALLS IN INDIA <i>GRISHMA PATEL & DR. RAJENDRA JAIN</i>	22
7.	TIME VALUE OF MONEY: ISSUES & CHALLENGES WITH REFERENCE TO E-PAYMENT SERVICES IN PRIVATE BANKING COMPANIES IN BANGALORE <i>DR. MAHESHA KEMPEGOWDA & SUJATHA.S.L</i>	28
8.	THE EFFECT OF REAL EXCHANGE RATE ON INDIA'S TRADE BALANCE <i>DR. AMAL SARKAR</i>	32
9.	TEAM-LEVEL ANALYSIS OF STUDENT TEAMS ON CRUCIAL CHARACTERISTIC FACTORS FOR CREATIVITY <i>YEH, YU-MEI, LI, FENG-CHIA & LIN, HUNG-YUAN</i>	38
10.	A COMPARATIVE STUDY OF PROFITABILITY OF PUBLIC AND PRIVATE SECTOR BANKS <i>POONAM & V.K. GUPTA</i>	41
11.	SURVIVAL OF EARTHEN DOLL PRODUCTS AND THE CONTEMPORARY TRADE - AN ARGUMENT ON POTENCY OF BENGAL POTTERY <i>KANDARPA KANTI HAZRA & DR. ARUP BARMAN</i>	45
12.	CELEBRITY ENDORSEMENT: A REVIEW AND RESEARCH AGENDA <i>AJIT KUMAR NANDA & PUSHPENDRA KHANDELWAL</i>	49
13.	BEHAVIOURAL ACCOUNTING PRACTICES IN STEEL AUTHORITY OF INDIA LIMITED <i>TAJINDER KAUR</i>	55
14.	IMPACT OF ORGANIZATIONAL COMMITMENT ON BURNOUT: A STUDY AMONG THE EMPLOYEES IN RETAIL SECTOR IN INDIA <i>DR. AMAN KHERA</i>	58
15.	TQM AND ECONOMIC PERFORMANCE AT WORKING IRON AND STEEL FIRMS OF HYDERABAD-KARNATAKA REGION <i>K C PRASHANTH</i>	63
16.	THE EMERGING ORGANIZED JEWELRY RETAILERS IN INDIA AND THEIR CHALLENGES: A QUALITATIVE STUDY APPROACH <i>DR. TANU NARANG</i>	69
17.	A STUDY ON THE SCOPE OF SUSTAINABLE ALTERNATIVE EMPLOYMENT GENERATION IN KADMAT ISLAND, LAKSHADWEEP <i>PAZHANISAMY.R</i>	72
18.	PRIORITY SECTOR LENDING BY COMMERCIAL BANKS IN RAJASTHAN <i>DR. POONAM NAGPAL, SHACHI GUPTA & PRACHI GUPTA</i>	78
19.	A STUDY OF IMPACT OF RAW MATERIAL PRICES ON SHARE PRICES WITH SPECIAL REFERENCE TO CRUDE OIL PRICE AND NIFTY ENERGY INDEX <i>SHALINI SAGAR & DR. RAKESH KUMAR</i>	82
20.	EMPIRICAL STUDY ON LABOUR WELFARE PRACTICES IN ORGANISED RETAIL TEXTILE SHOPS IN TIRUCHIRAPPALLI CORPORATION LIMIT <i>DR. A. JOHN PETER & D. ALLEN ROSE SHAMINI</i>	85
21.	IMPACT OF GST ON COMMON MAN <i>PARASURAMAN SUBRAMANI & DR. N. SATHIYA</i>	91
22.	LIQUIDITY & PROFITABILITY ANALYSIS OF THE PHARMACEUTICAL COMPANIES OF INDIA <i>MINTIBAHEN BIJENDRA SINHA & DR. DEEPIKA SINGHVI</i>	97
23.	A STUDY ON FOREIGN INVESTMENT & ITS IMPACT ON GROWTH OF FOOD & AGRICULTURE SECTOR IN INDIA <i>POOJA KUMARI & DR. P.SRI RAM</i>	100
24.	ENUMERATION OF SERVICES AND CATEGORIZATION OF CUSTOMER'S PROBLEM ON MOBILE BANKING: A REVIEW <i>P. SARAVANA GUPTA & DR. K. SUBRAMANIAM</i>	104
25.	CONSUMER PREFERENCE TOWARDS F M RADIO IN NORTH KARNATAKA <i>SHIVASHARANA G B & SURESH ACHARAYA</i>	106
26.	MOTIVATION AND ITS IMPACT ON INDIVIDUAL PERFORMANCE: A COMPARATIVE STUDY BASED ON MCCLELLAND'S THREE NEED MODEL <i>HANSIKA KHURANA & VAISHALI JOSHI</i>	110
27.	RELATIVE IMPORTANCE OF SERVQUAL DIMENSIONS – A STUDY ON RETAIL BANKING SERVICES OF INDIA POST <i>ANINDRA KUMAR HALDAR</i>	117
28.	MODELING THE CAUSES OF STAGNATION OF A MATURED CAPITALIST ECONOMY WITH OPEN ECONOMY <i>SAIKAT BHATTACHARYA</i>	122
29.	CORPORATE SOCIAL RESPONSIBILITY AND THEIR IMPACT ON IT COMPANIES <i>PAYOJ RAJ SINGH</i>	127
30.	A STUDY ON STRESS MANAGEMENT OF EMPLOYEES WITH SPECIAL REFERENCE TO STERLING HOLIDAYS, OOTY <i>K. SINDUJA & S. SUGANYA</i>	130
	REQUEST FOR FEEDBACK & DISCLAIMER	134

CHIEF PATRON**Prof. (Dr.) K. K. AGGARWAL**

Chairman, Malaviya National Institute of Technology, Jaipur
(An institute of National Importance & fully funded by Ministry of Human Resource Development, Government of India)
 Chancellor, K. R. Mangalam University, Gurgaon
 Chancellor, Lingaya's University, Faridabad
 Founder Vice-Chancellor (1998-2008), Guru Gobind Singh Indraprastha University, Delhi
 Ex. Pro Vice-Chancellor, Guru Jambheshwar University, Hisar

FOUNDER PATRON**Late Sh. RAM BHAJAN AGGARWAL**

Former State Minister for Home & Tourism, Government of Haryana
 Former Vice-President, Dadri Education Society, Charkhi Dadri
 Former President, Chinar Syntex Ltd. (Textile Mills), Bhiwani

FORMER CO-ORDINATOR**Dr. S. GARG**

Faculty, Shree Ram Institute of Business & Management, Urjani

ADVISOR**Prof. S. L. MAHANDRU**

Principal (Retd.), Maharaja Agrasen College, Jagadhri

EDITOR**Dr. R. K. SHARMA**

Professor & Dean, Bharti Vidyapeeth University Institute of Management & Research, New Delhi

CO-EDITOR**Dr. BHAVET**

Faculty, Shree Ram Institute of Engineering & Technology, Urjani

EDITORIAL ADVISORY BOARD**Dr. CHRISTIAN EHIOBUCHÉ**

Professor of Global Business/Management, Larry L Luig School of Business, Berkeley College, USA

Dr. JOSÉ G. VARGAS-HERNÁNDEZ

Research Professor, University Center for Economic & Managerial Sciences, University of Guadalajara, Guadalajara, Mexico

Dr. M. N. SHARMA

Chairman, M.B.A., Haryana College of Technology & Management, Kaithal

Dr. TEGUH WIDODO

Dean, Faculty of Applied Science, Telkom University, Bandung Technoplex, Jl. Telekomunikasi, Indonesia

Dr. M. S. SENAM RAJU

Professor, School of Management Studies, I.G.N.O.U., New Delhi

Dr. KAUP MOHAMED

Dean & Managing Director, London American City College/ICBEST, United Arab Emirates

Dr. ANIL K. SAINI

Professor, Guru Gobind Singh Indraprastha University, Delhi

Dr. ARAMIDE OLUFEMI KUNLE

Dean, Department of General Studies, The Polytechnic, Ibadan, Nigeria

Dr. SYED TABASSUM SULTANA

Principal, Matrusri Institute of Post Graduate Studies, Hyderabad

Dr. MIKE AMUHAYA IRAVO

Principal, Jomo Kenyatta University of Agriculture & Tech., Westlands Campus, Nairobi-Kenya

Dr. NEPOMUCENO TIU

Chief Librarian & Professor, Lyceum of the Philippines University, Laguna, Philippines

Dr. ANA ŠTAMBUK

Head of Department of Statistics, Faculty of Economics, University of Rijeka, Rijeka, Croatia

Dr. FERIT ÖLÇER

Professor & Head of Division of Management & Organization, Department of Business Administration, Faculty of Economics & Business Administration Sciences, Mustafa Kemal University, Turkey

Dr. SANJIV MITTAL

Professor & Dean, University School of Management Studies, GGS Indraprastha University, Delhi

Dr. SHIB SHANKAR ROY

Professor, Department of Marketing, University of Rajshahi, Rajshahi, Bangladesh

Dr. NAWAB ALI KHAN

Professor & Dean, Faculty of Commerce, Aligarh Muslim University, Aligarh, U.P.

Dr. SRINIVAS MADISHETTI

Professor, School of Business, Mzumbe University, Tanzania

Dr. ABHAY BANSAL

Head, Department of Information Technology, Amity School of Engg. & Tech., Amity University, Noida

Dr. KEVIN LOW LOCK TENG

Associate Professor, Deputy Dean, Universiti Tunku Abdul Rahman, Kampar, Perak, Malaysia

Dr. OKAN VELI ŞAFAKLI

Associate Professor, European University of Lefke, Lefke, Cyprus

Dr. V. SELVAM

Associate Professor, SSL, VIT University, Vellore

Dr. BORIS MILOVIC

Associate Professor, Faculty of Sport, Union Nikola Tesla University, Belgrade, Serbia

Dr. N. SUNDARAM

Associate Professor, VIT University, Vellore

Dr. IQBAL THONSE HAWALDAR

Associate Professor, College of Business Administration, Kingdom University, Bahrain

Dr. MOHENDER KUMAR GUPTA

Associate Professor, Government College, Hodal

Dr. ALEXANDER MOSESOV

Associate Professor, Kazakh-British Technical University (KBTU), Almaty, Kazakhstan

RODRECK CHIRAU

Associate Professor, Botho University, Francistown, Botswana

Dr. PARDEEP AHLAWAT

Associate Professor, Institute of Management Studies & Research, Maharshi Dayanand University, Rohtak

Dr. DEEPANJANA VARSHNEY

Associate Professor, Department of Business Administration, King Abdulaziz University, Saudi Arabia

Dr. BIEMBA MALITI

Associate Professor, School of Business, The Copperbelt University, Main Campus, Zambia

Dr. KIARASH JAHANPOUR

Research Adviser, Farabi Institute of Higher Education, Mehrshahr, Karaj, Alborz Province, Iran

Dr. SAMBHAVNA

Faculty, I.I.T.M., Delhi

YU-BING WANG

Faculty, department of Marketing, Feng Chia University, Taichung, Taiwan

Dr. MELAKE TEWOLDE TECLEGHIORGIS

Faculty, College of Business & Economics, Department of Economics, Asmara, Eritrea

Dr. SHIVAKUMAR DEENE

Faculty, Dept. of Commerce, School of Business Studies, Central University of Karnataka, Gulbarga

Dr. THAMPOE MANAGALESWARAN

Faculty, Vavuniya Campus, University of Jaffna, Sri Lanka

Dr. JASVEEN KAUR

Head of the Department/Chairperson, University Business School, Guru Nanak Dev University, Amritsar

SURAJ GAUDEL

BBA Program Coordinator, LA GRANDEE International College, Simalchaur - 8, Pokhara, Nepal

Dr. RAJESH MODI

Faculty, Yanbu Industrial College, Kingdom of Saudi Arabia

FORMER TECHNICAL ADVISOR

AMITA

FINANCIAL ADVISORS

DICKEN GOYAL

Advocate & Tax Adviser, Panchkula

NEENA

Investment Consultant, Chambaghat, Solan, Himachal Pradesh

LEGAL ADVISORS

JITENDER S. CHAHAL

Advocate, Punjab & Haryana High Court, Chandigarh U.T.

CHANDER BHUSHAN SHARMA

Advocate & Consultant, District Courts, Yamunanagar at Jagadhri

SUPERINTENDENT

SURENDER KUMAR POONIA

CALL FOR MANUSCRIPTS

We invite unpublished novel, original, empirical and high quality research work pertaining to the recent developments & practices in the areas of Computer Science & Applications; Commerce; Business; Finance; Marketing; Human Resource Management; General Management; Banking; Economics; Tourism Administration & Management; Education; Law; Library & Information Science; Defence & Strategic Studies; Electronic Science; Corporate Governance; Industrial Relations; and emerging paradigms in allied subjects like Accounting; Accounting Information Systems; Accounting Theory & Practice; Auditing; Behavioral Accounting; Behavioral Economics; Corporate Finance; Cost Accounting; Econometrics; Economic Development; Economic History; Financial Institutions & Markets; Financial Services; Fiscal Policy; Government & Non Profit Accounting; Industrial Organization; International Economics & Trade; International Finance; Macro Economics; Micro Economics; Rural Economics; Co-operation; Demography; Development Planning; Development Studies; Applied Economics; Development Economics; Business Economics; Monetary Policy; Public Policy Economics; Real Estate; Regional Economics; Political Science; Continuing Education; Labour Welfare; Philosophy; Psychology; Sociology; Tax Accounting; Advertising & Promotion Management; Management Information Systems (MIS); Business Law; Public Responsibility & Ethics; Communication; Direct Marketing; E-Commerce; Global Business; Health Care Administration; Labour Relations & Human Resource Management; Marketing Research; Marketing Theory & Applications; Non-Profit Organizations; Office Administration/Management; Operations Research/Statistics; Organizational Behavior & Theory; Organizational Development; Production/Operations; International Relations; Human Rights & Duties; Public Administration; Population Studies; Purchasing/Materials Management; Retailing; Sales/Selling; Services; Small Business Entrepreneurship; Strategic Management Policy; Technology/Innovation; Tourism & Hospitality; Transportation Distribution; Algorithms; Artificial Intelligence; Compilers & Translation; Computer Aided Design (CAD); Computer Aided Manufacturing; Computer Graphics; Computer Organization & Architecture; Database Structures & Systems; Discrete Structures; Internet; Management Information Systems; Modeling & Simulation; Neural Systems/Neural Networks; Numerical Analysis/Scientific Computing; Object Oriented Programming; Operating Systems; Programming Languages; Robotics; Symbolic & Formal Logic; Web Design and emerging paradigms in allied subjects.

Anybody can submit the **soft copy** of unpublished novel; original; empirical and high quality **research work/manuscript** **anytime** in **M.S. Word format** after preparing the same as per our **GUIDELINES FOR SUBMISSION**; at our email address i.e. infoijrcm@gmail.com or online by clicking the link **online submission** as given on our website ([FOR ONLINE SUBMISSION, CLICK HERE](#)).

GUIDELINES FOR SUBMISSION OF MANUSCRIPT

1. **COVERING LETTER FOR SUBMISSION:**

DATED: _____

THE EDITOR

IJRCM

Subject: SUBMISSION OF MANUSCRIPT IN THE AREA OF _____.

(e.g. Finance/Mkt./HRM/General Mgt./Engineering/Economics/Computer/IT/ Education/Psychology/Law/Math/other, please specify)

DEAR SIR/MADAM

Please find my submission of manuscript titled ' _____ ' for likely publication in one of your journals.

I hereby affirm that the contents of this manuscript are original. Furthermore, it has neither been published anywhere in any language fully or partly, nor it is under review for publication elsewhere.

I affirm that all the co-authors of this manuscript have seen the submitted version of the manuscript and have agreed to inclusion of their names as co-authors.

Also, if my/our manuscript is accepted, I agree to comply with the formalities as given on the website of the journal. The Journal has discretion to publish our contribution in any of its journals.

NAME OF CORRESPONDING AUTHOR

Designation/Post* :

Institution/College/University with full address & Pin Code :

Residential address with Pin Code :

Mobile Number (s) with country ISD code :

Is WhatsApp or Viber active on your above noted Mobile Number (Yes/No) :

Landline Number (s) with country ISD code :

E-mail Address :

Alternate E-mail Address :

Nationality :

* i.e. Alumnus (Male Alumni), Alumna (Female Alumni), Student, Research Scholar (M. Phil), Research Scholar (Ph. D.), JRF, Research Assistant, Assistant Lecturer, Lecturer, Senior Lecturer, Junior Assistant Professor, Assistant Professor, Senior Assistant Professor, Co-ordinator, Reader, Associate Professor, Professor, Head, Vice-Principal, Dy. Director, Principal, Director, Dean, President, Vice Chancellor, Industry Designation **etc.** The qualification of author is not acceptable for the purpose.

NOTES:

- a) The whole manuscript has to be in **ONE MS WORD FILE** only, which will start from the covering letter, inside the manuscript. **pdf. version is liable to be rejected without any consideration.**
 - b) The sender is required to mention the following in the **SUBJECT COLUMN of the mail:**
New Manuscript for Review in the area of (e.g. Finance/Marketing/HRM/General Mgt./Engineering/Economics/Computer/IT/ Education/Psychology/Law/Math/other, please specify)
 - c) There is no need to give any text in the body of the mail, except the cases where the author wishes to give any **specific message** w.r.t. to the manuscript.
 - d) The total size of the file containing the manuscript is expected to be below **1000 KB.**
 - e) Only the **Abstract will not be considered for review** and the author is required to submit the **complete manuscript** in the first instance.
 - f) **The journal gives acknowledgement w.r.t. the receipt of every email within twenty-four hours** and in case of non-receipt of acknowledgment from the journal, w.r.t. the submission of the manuscript, within two days of its submission, the corresponding author is required to demand for the same by sending a separate mail to the journal.
 - g) The author (s) name or details should not appear anywhere on the body of the manuscript, except on the covering letter and the cover page of the manuscript, in the manner as mentioned in the guidelines.
2. **MANUSCRIPT TITLE:** The title of the paper should be typed in **bold letters, centered and fully capitalised.**
 3. **AUTHOR NAME (S) & AFFILIATIONS:** Author (s) **name, designation, affiliation (s), address, mobile/landline number (s), and email/alternate email address** should be given underneath the title.
 4. **ACKNOWLEDGMENTS:** Acknowledgements can be given to reviewers, guides, funding institutions, etc., if any.
 5. **ABSTRACT:** Abstract should be in **fully italic printing**, ranging between **150 to 300 words**. The abstract must be informative and elucidating the background, aims, methods, results & conclusion in a **SINGLE PARA. Abbreviations must be mentioned in full.**
 6. **KEYWORDS:** Abstract must be followed by a list of keywords, subject to the maximum of **five**. These should be arranged in alphabetic order separated by commas and full stop at the end. All words of the keywords, including the first one should be in small letters, except special words e.g. name of the Countries, abbreviations etc.
 7. **JEL CODE:** Provide the appropriate Journal of Economic Literature Classification System code (s). JEL codes are available at www.aea-web.org/econlit/jelCodes.php. However, mentioning of JEL Code is not mandatory.
 8. **MANUSCRIPT:** Manuscript must be in **BRITISH ENGLISH** prepared on a standard A4 size **PORTRAIT SETTING PAPER. It should be free from any errors i.e. grammatical, spelling or punctuation. It must be thoroughly edited at your end.**
 9. **HEADINGS:** All the headings must be bold-faced, aligned left and fully capitalised. Leave a blank line before each heading.
 10. **SUB-HEADINGS:** All the sub-headings must be bold-faced, aligned left and fully capitalised.
 11. **MAIN TEXT:**

THE MAIN TEXT SHOULD FOLLOW THE FOLLOWING SEQUENCE:**INTRODUCTION****REVIEW OF LITERATURE****NEED/IMPORTANCE OF THE STUDY****STATEMENT OF THE PROBLEM****OBJECTIVES****HYPOTHESIS (ES)****RESEARCH METHODOLOGY****RESULTS & DISCUSSION****FINDINGS****RECOMMENDATIONS/SUGGESTIONS****CONCLUSIONS****LIMITATIONS****SCOPE FOR FURTHER RESEARCH****REFERENCES****APPENDIX/ANNEXURE****The manuscript should preferably be in 2000 to 5000 WORDS, But the limits can vary depending on the nature of the manuscript.**

12. **FIGURES & TABLES:** These should be simple, crystal **CLEAR, centered, separately numbered** & self-explained, and the **titles must be above the table/figure. Sources of data should be mentioned below the table/figure. It should be ensured that the tables/figures are referred to from the main text.**
13. **EQUATIONS/FORMULAE:** These should be consecutively numbered in parenthesis, left aligned with equation/formulae number placed at the right. The equation editor provided with standard versions of Microsoft Word may be utilised. If any other equation editor is utilised, author must confirm that these equations may be viewed and edited in versions of Microsoft Office that does not have the editor.
14. **ACRONYMS:** These should not be used in the abstract. The use of acronyms is elsewhere is acceptable. Acronyms should be defined on its first use in each section e.g. Reserve Bank of India (RBI). Acronyms should be redefined on first use in subsequent sections.
15. **REFERENCES:** The list of all references should be alphabetically arranged. **The author (s) should mention only the actually utilised references in the preparation of manuscript** and they may follow Harvard Style of Referencing. **Also check to ensure that everything that you are including in the reference section is duly cited in the paper.** The author (s) are supposed to follow the references as per the following:
- All works cited in the text (including sources for tables and figures) should be listed alphabetically.
 - Use (ed.) for one editor, and (ed.s) for multiple editors.
 - When listing two or more works by one author, use --- (20xx), such as after Kohl (1997), use --- (2001), etc., in chronologically ascending order.
 - Indicate (opening and closing) page numbers for articles in journals and for chapters in books.
 - The title of books and journals should be in italic printing. Double quotation marks are used for titles of journal articles, book chapters, dissertations, reports, working papers, unpublished material, etc.
 - For titles in a language other than English, provide an English translation in parenthesis.
 - **Headers, footers, endnotes and footnotes should not be used in the document.** However, **you can mention short notes to elucidate some specific point**, which may be placed in number orders before the references.

PLEASE USE THE FOLLOWING FOR STYLE AND PUNCTUATION IN REFERENCES:

BOOKS

- Bowersox, Donald J., Closs, David J., (1996), "Logistical Management." Tata McGraw, Hill, New Delhi.
- Hunker, H.L. and A.J. Wright (1963), "Factors of Industrial Location in Ohio" Ohio State University, Nigeria.

CONTRIBUTIONS TO BOOKS

- Sharma T., Kwatra, G. (2008) Effectiveness of Social Advertising: A Study of Selected Campaigns, Corporate Social Responsibility, Edited by David Crowther & Nicholas Capaldi, Ashgate Research Companion to Corporate Social Responsibility, Chapter 15, pp 287-303.

JOURNAL AND OTHER ARTICLES

- Schemenner, R.W., Huber, J.C. and Cook, R.L. (1987), "Geographic Differences and the Location of New Manufacturing Facilities," Journal of Urban Economics, Vol. 21, No. 1, pp. 83-104.

CONFERENCE PAPERS

- Garg, Sambhav (2011): "Business Ethics" Paper presented at the Annual International Conference for the All India Management Association, New Delhi, India, 19–23

UNPUBLISHED DISSERTATIONS

- Kumar S. (2011): "Customer Value: A Comparative Study of Rural and Urban Customers," Thesis, Kurukshetra University, Kurukshetra.

ONLINE RESOURCES

- Always indicate the date that the source was accessed, as online resources are frequently updated or removed.

WEBSITES

- Garg, Bhavet (2011): Towards a New Gas Policy, Political Weekly, Viewed on January 01, 2012 <http://epw.in/user/viewabstract.jsp>

AN EMPIRICAL INVESTIGATION OF RELATIONSHIP BETWEEN EMOTIONAL INTELLIGENCE AND JOB PERFORMANCE IN INDIAN MANUFACTURING SECTOR

DR. DEVENDER SINGH MUCHHAL
ASST. GENERAL MANAGER (HR)
JINDAL STEEL & POWER LIMITED
RAIPUR

DR. AJAY SOLKHE
SR. ASST. PROFESSOR
UNIVERSITY SCHOOL OF MANAGEMENT
KURUKSHETRA UNIVERSITY
KURUKSHETRA

ABSTRACT

The emotional intelligence is an important concept to fulfill majority of the organizational goals via better job performance of the employees working in the organization. The present study was designed to study the nature and pattern of relationship between Emotional Intelligence (Emotional Competence, Emotional Sensitivity, Emotional Maturity) and job performance of the employees in manufacturing sector. Questionnaires consisting of 15 items (Emotional Intelligence) and 14 items (Job performance) were used. The findings of the present study reveal that job performance in organization are correlated with Emotional Intelligence ((Emotional Competence, Emotional Sensitivity, and Emotional Maturity).

KEYWORDS

Indian manufacturing sector, emotional intelligence, job performance.

INTRODUCTION

The role of emotional intelligence in manufacturing sector is the key for success of the organization. Thorndike (1920) and Gardner (1983) paved the way for the current experts in the field of emotional intelligence. Each theoretical paradigm conceptualizes emotional intelligence from one of two perspectives: ability or mixed model. Ability models regard emotional intelligence as a pure form of mental ability and thus as a pure intelligence. In contrast, mixed models of emotional intelligence combine mental ability with personality characteristics such as optimism and well-being (Mayer, 1999). Daniel Goleman (1998) proposed a mixed model in terms of performance, integrating an individual's abilities and personality and applying their corresponding effects on performance in the workplace (Goleman, 2001). The original model developed by Goleman (1995), was reviewed by Goleman in 1998 based on 200 competency models, he identified 25 social and emotional competencies that most strongly predict superior performance in many occupations. He organized these competencies into the five dimensions of Emotional Intelligence Goleman (1995): self-awareness, self-regulation, self-motivation, social awareness, and social skills (Titimaea, 2006). Performance is a multi-dimensional concept. On the most basic level, Borman & Motowidlo, (1993) distinguish between task and contextual performance. Three basic assumptions are associated with the differentiation between task and contextual performance (Borman & Motowidlo, 1997). Organizations and work as a whole are undergoing dramatic changes (Cooper & Jackson, 1997; Howard, 1995) which have implications for conceptualizing and understanding performance (Ilgen & Pulakos, 1999). Major trends that have affected the performance include the importance of continuous learning, the relevance of proactivity, increase in teamwork, globalization and technology.

LITERATURE REVIEW

A brief review of literature to exhibit the relationship between performance and emotional intelligence has been summarized below: Stuart & Pauquet (2001) defined that emotionally intelligent leaders use emotions to improve their decision making & seems able to instil a sense of enthusiasm, trust and cooperation within and amongst employees. Goleman (2001), Kanfer & Kantrowitz (2002), Wong & Law (2002) stated that emotional intelligence is considered as being more important in influencing leaders job success and performance than traditional general mental intelligence. Emotional intelligence can contribute to developing those skills and abilities that are linked with this aspiration (Orme & Langhorn, 2003). Personal competencies play a very vital role in influencing the emotional intelligence of employees in organizations. Jaeger (2003) revealed a strong relationship between emotional intelligence and performance of employees leading to task success. Job performance is defined as the degree to which an individual executes his or her role with reference to certain specified standards set by the organizations (Nayyar, 1994). Employees with good performance can be related to specific business outcomes such as better financial performance, productive workforce, and better retention rates. Numerous studies on the relationship between emotional intelligence and individual work performance have been conducted (Carmeli, 2003; Jennings & Palmer, 2007; Sy, Tram, & O'Hara 2006). Locke, 2005 defined that emotional intelligence develops over a person's life span and individuals' ability to demonstrate emotionally competent behaviour which may be enhanced through training. Hence on the basis of above Literature review, the current study was designed to study the relationship between Emotional Intelligence & Job Performance in manufacturing sector.

OBJECTIVES

1. To study the various related aspects of emotional intelligence and job performance in context of Indian manufacturing sector.
2. To study the relationship between Emotional Intelligence (Emotional Competence, Emotional Sensitivity, Emotional Maturity) and job performance in context of Indian manufacturing sector

RESEARCH METHODOLOGY

To fulfill the above mentioned objectives, following research methodology was used:

SAMPLE

A sample of 382 respondents working in manufacturing sector of Madhya Pradesh was drawn by Convenient Sampling Method. The age of the respondents ranged between 25 to 60 years Majority of the respondents were graduates in different disciplines.

TOOLS

A. EMOTIONAL INTELLIGENCE

The questionnaire for Emotional Intelligence consisting of 15 items measuring three dimensions of emotional intelligence (emotional sensitivity, emotional maturity, emotional competency) & overall emotional intelligence by Chadha & Singh, 2003 was used.

Emotional Intelligence test was prepared by compiling 15 real life situations experienced by individuals in their day to day life. The situations were selected to avoid response bias such as faking good or social desirability tendency by the respondents. Each statement was followed by 4 alternatives and the score were given from 0 to 20. The total score of 8 statements constituted the total score of emotional competence, similarly the total score of 4 statements constituted the score of emotional sensitivity and the total score of 3 statements constituted the score of emotional maturity. Finally, the total score of emotional competence, emotional sensitivity and emotional maturity was added to form the overall EQ score. Norms for interpretations of the score are shown in table 1 as mentioned below:

TABLE 1: SHOWS NORMS OF MEAN SCORE FOR EMOTIONAL INTELLIGENCE

Mean Score Range	Level of Emotional Intelligence
285 and above	Extremely High
250 to 274	High
200 to 249	Moderate
150 to 199	Low
149 and below	Try some other day

STATISTICAL ANALYSIS

The obtained data were processed for the computation of Mean, Standard Deviation, Skewness, Kurtosis, Pearson's Correlation.

B. JOB PERFORMANCE

The job performance of the subjects was assessed through Singh & Pestonjees (1988) Performance Rating Scale. It is a Likert type scale consisting of 14 items with five response alternatives. The Self perceived job performance of the employees on the job areas included in the scale. The scale covered 14 areas of work performance viz. quality of work performance, amount of effort expended on the job, speed on job, quality of the work, capacity of work performance, care in handling company property, ability to work without supervision, ability to handle different jobs, dependability, ability to get along with others, attendance & punctuality, planning ability, initiative on the job and overall work performance. The reported Cronbach's coefficient alpha of the scale is 0.99, which indicate high level reliability of the scale. The index of homogeneity and internal validity of the items were tested by point biserial correlation. The correlation between actual performance and the scores on this scale was found to be 0.84 (N =200).

ADMINISTRATION OF THE TESTS

The tests used in the present study were administered individually to all the subjects. The selected subjects were contacted at their respective working place as well as residence and their willingness to participate in the study was sought. Since subjects were interested to participate in the testing only during their vacant time, they were tested individually whenever they were free from their duties. At the initial stage, tests of Human capital and performance administered. The tests were administered in accordance with the procedure described by the test authors. The self-rating by the respondents was obtained regarding job performance. The performance rating scale (PRS) provided scores on a five-point rating scale. Raters provided rating of performance by assigning a score from 1 to 5 as per one's real performance on each of the 14 areas.

STATISTICAL ANALYSIS

The obtained data were processed for the computation of Mean, S.D., Skewness, Kurtosis, Pearson's correlation.

RESULTS & ANALYSIS

In order to fulfill the main research objectives of the present study, the obtained, data were processed for the computation of means, Standard Deviations, Skewness, Kurtosis and Pearson's correlation.

DESCRIPTIVE STATISTICS

The collected data were analyzed with the help of descriptive statistics. Skewness and Kurtosis describe the pattern of score of distribution. The scores of employees on 18 variables including 4 of Emotional Intelligence (i.e. emotional sensitivity, emotional maturity, emotional competency & overall emotional intelligence) and 14 of job performance (i.e. quality of work performance, amount of effort expended on the job, speed on job, quality of the work, capacity of work performance, care in handling company property, ability to work without supervision, ability to handle different jobs, dependability, ability to get along with others, attendance & punctuality, planning ability, initiative on the job and overall work performance) have been shown in table 2. All the measures of Emotional Intelligence (i.e. emotional sensitivity, emotional maturity, emotional competence & overall emotional intelligence) and job performance (i.e. quality of work performance, amount of effort expended on the job, speed on job, quality of the work, capacity of work performance, care in handling company property, ability to work without supervision, ability to handle different jobs, dependability, ability to get along with others, attendance & punctuality, planning ability, initiative on the job and overall work performance) are negatively skewed. Careful inspection of job performance variables shows that employees working in manufacturing sector region of Madhya Pradesh are scoring above then average on all the variables, suggesting thereby that they are better on almost all the variables of job performance whereas mean of emotional intelligence tend to be in moderate level (M = 215).

INTER CORRELATIONS BETWEEN EMOTIONAL INTELLIGENCE AND JOB PERFORMANCE

The obtained correlations between the measures of emotional intelligence variables and job performance have been presented in the inter correlation matrix (table 3). Inspection of table reveals that out of 56 inter correlations between the variables of emotional intelligence and and job performance, 12 are significant at .01 level and 6 are significant at .05 level and 38 are non-significant. The inter correlations ranges between -.002 to .309.

Emotional Competence correlates .091 (p <.05) with speed on job, .138 (p <.01) with quality of the work, .182 (p <.01) with care in handling company property, .110 (p <.05) with ability to work without supervision, .114 (p <.01) with ability to handle others, .309 (p <.01) with ability to get along with others, .157 (p <.01) with attendance and punctuality, .087 (p <.05) with planning ability. Emotional Sensitivity correlates .113 (p <.05) with care in handling company property. Emotional Maturity correlates .124 (p <.01) with capacity of work performance, .199 (p <.01) with ability to get along with others, .116 (p <.01) with attendance and punctuality, .089 (p <.05) with overall work performance. Emotional Intelligence correlates .128 (p <.01) with quality of work, .101 (p <.05) with capacity of work performance, .175 (p <.01) with care in handling company properties, .248 (p <.01) with ability to get along with others, .116 (p <.01) with attendance and punctuality.

The significant inter correlations between four measures of Emotional Intelligence (i.e. emotional sensitivity, emotional maturity, emotional competence & overall emotional intelligence) and 14 of job performance viz. quality of work performance, amount of effort expended on the job, speed on job, quality of the work, capacity of work performance, care in handling company property, ability to work without supervision, ability to handle different jobs, dependability, ability to get along with others, attendance & punctuality, planning ability, initiative on the job and overall work performance reveals that these measures share lesser of their variances with fourteen measures of job performance.

FINDINGS

Emotional competence an emotional intelligence variable is found to be positively associated with speed on job, quality of the work, care in handling company property, ability to work without supervision, with ability to handle others, with ability to get along with others, attendance and punctuality planning ability. Emotional Sensitivity shows positive association with only one dimension out of fourteen dimensions of job performance i.e. care in handling company property. However, it does not share its variances with other thirteen dimensions of the job performance. Emotional Maturity express positive association with capacity of work performance, ability to get along with others, attendance and punctuality, overall work performance. Overall Emotional Intelligence have positive association with quality of work, capacity of work performance, care in handling company properties, ability to get along with others, attendance and punctuality.

DISCUSSIONS & CONCLUSIONS

The previous studies also support the current study that there occurs a significant positive relationship between emotional intelligence and job performance (Carmeli, 2003; Jennings & Palmer, 2007; Sy et al., 2006). The study of Yoke et al. (2015) that all the four dimensions (self-emotional appraisal, others' emotional appraisal, use of emotion, and regulation of emotion) were significantly correlated with job performance.

DESCRIPTIVE STATISTICS:

TABLE 2: MEANS, STANDARD DEVIATIONS, SKEWNESS & KURTOSIS (N= 382) ON MEASURES OF EMOTIONAL INTELLIGENCE AND JOB PERFORMANCE

Dimensions	Mean	Standard Deviation	Skewness	Kurtosis
Emotional Competence	120.1172	19.46913	-.538	-.082
Emotional Sensitivity	45.7031	13.54466	-.358	-.308
Emotional Maturity	49.2969	11.69967	-1.537	2.004
Emotional Intelligence	215.1172	33.07742	-.810	.511
Quality of the work Performance	3.8672	.80479	-.840	.581
Amount of Effort expanded on the job	4.0469	.76988	-1.217	3.030
Speed on Job	3.9844	.83920	-.928	1.414
Quality of the work	4.0391	.87050	-.862	.285
Capacity of work Performance	4.0938	.82464	-.764	.200
Care in Handling Company Property	4.1484	.87666	-.923	.562
Ability to work without Supervision	3.9922	.89789	-.571	-.175
Ability to handle different Jobs	3.8437	.88861	-.630	.107
Dependability	3.5000	1.06904	-.521	-.368
Ability to get along with others	4.1016	.83785	-.674	-.158
Attendance and Punctuality	4.2031	.85193	-.859	.015
Planning ability	4.0703	.80297	-.674	.584
Initiative on the Job	4.0234	.90629	-.680	-.028
Overall Work Performance	4.1094	.71039	-.818	1.264

TABLE 3: CORRELATIONS MATRIX OF EMOTIONAL INTELLIGENCE & JOB PERFORMANCE

Variables	Emotional Competence	Emotional Sensitivity	Emotional Maturity	Emotional Intelligence
Quality of work Performance	.058	.037	.061	.071
Amount of effort expanded on the job	.078	.031	-.048	.041
Speed on Job	.091*	-.030	.047	.058
Quality of the work	.138**	.041	.083	.128**
Capacity of work performance	.080	.026	.124**	.101*
Care in Handling company property	.182**	.113*	.060	.175**
Ability to work without supervision	.110*	.058	-.038	.076
Ability to handle different jobs	.114**	-.014	.035	.074
Dependability	.035	-.022	-.003	.011
Ability to get along with others	.309**	-.010	.199**	.248**
Attendance & Punctuality	.157**	-.043	.116**	.116**
Planning Ability	.087*	.060	.009	.079
Initiative on Job	.046	.046	-.002	.046
Overall Work Performance	.047	-.061	.089*	.034

**Correlation is significant at the 0.01 level (2 tailed).

*Correlation is significant at the 0.05 level (2 tailed).

REFERENCES

- Borman, W.C. & Motowidlo, S.J. (1993) Expanding the criterion domain to include elements of contextual performance. In Schmitt & W. Borman (Eds.), *Personnel selection in organizations* New York: Jossey- Bass, pp. 71 – 98.
- Borman, W.C. & Motowidlo, S.J. (1997) Task performance and contextual Performance: The meaning for Personnel Selection Research, *Human Performance*, Vol. 10, pp. 199 – 109.
- Carmeli, A. (2003). The relationship between emotional intelligence and work attitudes, behaviour and outcomes: An examination among senior managers. *Journal of Managerial Psychology*, 18(8), 788-813.
- Cooper, R.K. & Sawaf, A. (1997) *Executive EQ: Emotional Intelligence in Leadership and Organisations*, Grosset/Putnum, New York, NY.
- Gardner, H. (1983). *Frames of mind*. New York: Basic Books.
- Goleman, Daniel. 1995. *Emotional intelligence: Why it can matter more than IQ*, New York: Bantam.
- Goleman, Daniel. 1998a. *Working with emotional intelligence*. New York: Bantam.
- Goleman, Daniel. 2001. An EI-based theory of performance. In *Emotionally intelligent workplace*, ed. Cherniss, C., and Daniel Goleman, 27-44. California: Jossey-Bass.
- Howard, A. (1995) *The changing nature of work*. San Francisco, CA: Jossey-Bass
- Ilgen, D.R. & Pulakos, E.D. (1999) The changing nature of performance: Implications for staffing, motivation, and development. San Francisco: Jossey- Bass
- Jaeger, A.J. (2003). Job Competencies and the Curriculum: An Inquiry into Emotional Intelligence in Graduate Professional Education. *Research in Higher Education*, 44(6), 615-639
- Jennings, S., & Palmer, B. R. (2007). Enhancing sales performance through emotional intelligence development. *Organizations and People*, 14, 55-61.
- Kanfer, R. & Kantrowitz, T.M. (2002). Emotion regulation: Command and control of emotion in work life. In R.G. Lord, R.J. Klimoski, & R. Kanfer (Eds.), *Emotions in the workplace: Understanding the structure and role of emotions in organizational behaviour* (pp 429-472). New York: Jossey- Bass.
- Locke, E.A. (2005). Why emotional intelligence is an invalid concept. *Journal of Organizational Behavior*, 26, 425- 431.
- Mayer, J.D., Caruso, D.R., Salovey, P. (1999). Emotional intelligence meets traditional standards for an intelligence. *Intelligence*, 27, 267-298.
- Nayyar, M.R. (1994) Some Correlates of work performance perceived by first line supervisor: A study, *Management and Labour studies*, Vol. (19), 50 – 54
- Orme, G. & Langhorn, S. (2003). Lessons Learned from Implementing EI Program – The Cutting Edge of Emotional Intelligence Programs. *Competency and Emotional Intelligence Quarterly: The Journal of Performance through People*, Vol. 10, No. 2, Winter, pp. 32-39.3
- Singh, K. (2003). Strategic HR orientation and firm performance in India. *International Journal of Human Resource Management*, vol. 14(4), pp. 530-543.
- Singh, U.B. & Pestonjee, D.M. (1988). *Job Performance Scale*. Second Handbook of Psychology and Social Instruments, D.M. Pestonjee edition. New Delhi.

20. Stuart, A.D. & Pauquet, A. (2001). Emotional intelligence as a determinant of leadership potential. *Journal of Industrial Psychology*, 27(3), 30-34.
21. Sy, T., Tram, S., & O'Hara, L. A. (2006). Relation of employee and manager emotional intelligence to job satisfaction and performance. *Journal of Vocational Behavior*, 68, 461-473.
22. Thorndike, R.K. (1920). "Intelligence and Its Uses", *Harper's Magazine* 140, 227-335.
23. Titimaea, M.A. (2006). Emotional intelligence, management concept: a contributing for effective service delivery. PP. 32-34.
24. Wong, C. & Law, K.S. (2002). The effects of leader and follower emotional intelligence on performance and attitude. *The Leadership Quarterly*, 13(3), 243-274.
25. Yoke, L.B. & Panatik, S.A. (2015). Emotional Intelligence and Job Performance among School Teachers. *Asian Social Science*, 11 (13), 227-234

REQUEST FOR FEEDBACK

Dear Readers

At the very outset, International Journal of Research in Commerce & Management (IJRCM) acknowledges & appreciates your efforts in showing interest in our present issue under your kind perusal.

I would like to request you to supply your critical comments and suggestions about the material published in this issue, as well as on the journal as a whole, on our e-mail infoijrcm@gmail.com for further improvements in the interest of research.

If you have any queries, please feel free to contact us on our e-mail infoijrcm@gmail.com.

I am sure that your feedback and deliberations would make future issues better – a result of our joint effort.

Looking forward to an appropriate consideration.

With sincere regards

Thanking you profoundly

Academically yours

Sd/-

Co-ordinator

DISCLAIMER

The information and opinions presented in the Journal reflect the views of the authors and not of the Journal or its Editorial Board or the Publishers/Editors. Publication does not constitute endorsement by the journal. Neither the Journal nor its publishers/Editors/Editorial Board nor anyone else involved in creating, producing or delivering the journal or the materials contained therein, assumes any liability or responsibility for the accuracy, completeness, or usefulness of any information provided in the journal, nor shall they be liable for any direct, indirect, incidental, special, consequential or punitive damages arising out of the use of information/material contained in the journal. The journal, neither its publishers/Editors/ Editorial Board, nor any other party involved in the preparation of material contained in the journal represents or warrants that the information contained herein is in every respect accurate or complete, and they are not responsible for any errors or omissions or for the results obtained from the use of such material. Readers are encouraged to confirm the information contained herein with other sources. The responsibility of the contents and the opinions expressed in this journal are exclusively of the author (s) concerned.

ABOUT THE JOURNAL

In this age of Commerce, Economics, Computer, I.T. & Management and cut throat competition, a group of intellectuals felt the need to have some platform, where young and budding managers and academicians could express their views and discuss the problems among their peers. This journal was conceived with this noble intention in view. This journal has been introduced to give an opportunity for expressing refined and innovative ideas in this field. It is our humble endeavour to provide a springboard to the upcoming specialists and give a chance to know about the latest in the sphere of research and knowledge. We have taken a small step and we hope that with the active co-operation of like-minded scholars, we shall be able to serve the society with our humble efforts.

Our Other Journals

