

EMOTIONAL INTELLIGENCE AND ITS EFFECTIVENESS ON WORK OUTCOME OF WOMEN EMPLOYEES IN PUBLIC SECTOR.

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Abstract

Emotion is a response across the boundaries of many psychological subsystems, including the physiological, cognitive, motivational, and experimental system. Emotional Intelligence is a skilful activity that anyone who owns it tries to control his life with self awareness and improve with self management and perceives through sympathy or by managing the relations to improve his or other's moral. Moreover, in this competitive world, it is seen that only people who are aware about emotions, can manage and regulate their emotions and can motivate themselves to succeed in life. This study is undertaken to understand the job satisfaction, job performance and the work life balance of women employees in an organization to perform their job effectively and efficiently. The findings of the study indicate that emotional intelligence has a positive impact on the demographic factors of women employees. Emotional intelligence is responsible for determining success in life and psychological wellbeing seems to play an important role in shaping the women employees in their work environment. Employees working environment and good performance in an organization :creating a productive working condition. It is not only good for society, but also to deal with people with a fully constructive way when a problem arises.

Key Words: *Emotional Intelligence , Skilful Activity, Job Performance.*

1. INTRODUCTION

The concept of emotional intelligence has been widely discussed by various researchers. Researchers have different opinion , in order to understand the nature of emotional intelligence one has to go through the different models of emotional intelligence. Every theoretical paradigm conceptualizes emotional intelligence from one of two perspectives: ability or mixed model. Ability models regarding emotional intelligence as a pure form of mental ability and as a pure intelligence. However, mix models of emotional intelligence combine mental ability with personality characteristics such as optimism and well-being. The emotional intelligence in globalization starts to get the attention from the public and seen as an important aspect in the organizational environment.

Bar- on (2000)¹ Emotional Intelligence is the factors of abilities, adequacy, and unknown skills that affects the ability of individual to succeed in overcoming stress and environmental stress .

Salovey, P., & Gray, J. (2007)² stated "Emotional intelligence" as, "the subset of social intelligence that involves the ability to monitor one's own and others' feelings and emotions, to discriminate among themselves and use the information to guide one's thinking and their actions". Mayer and Salovey and their

colleagues defined the emotional intelligence as the ability to perceive emotions, to access and generate emotions so as to assist thought, to understand, to regulate and to promote emotional and intellectual growth.

2. CONCEPTUAL FRAMEWORK

The concept of emotional intelligence has been widely identified by many researchers. Researchers have different knowledge on emotional intelligence. To highlight the nature of emotional intelligence one has to go through the different models of emotional intelligence. The theoretical paradigm conceptualizes emotional intelligence from one of two perspectives: ability or mixed model. Ability models representing emotional intelligence as a pure form of mental ability and thus we call it as pure intelligence. However, mix models of emotional intelligence combine mental ability with personality characteristics such as optimism and well-being.

Currently, the only ability of emotional intelligence is that proposed by **John Mayer and Peter Salovey(2000)**³. There are two mixed model of emotional intelligence that have been proposed, each with different concepts. According to Reuven Bar-On has stated a model based within the context of personality theory, emphasizing the co-dependence of the ability aspects of emotional intelligence with personality traits and their application to personal well-being.

3. SIGNIFICANCE OF THE STUDY

The need of emotional competencies and their relation to performance leads the organization to develop and maintain emotional intelligence in their present employees. Therefore, Human Resource Department use more emotional competencies based applications. There are two ways to increase emotional intelligence in an organization. Hire people who are emotionally intelligent and Develop emotional intelligence of the current employees. For both of the application organizations need to determine competency models for every position and job that describe the key competencies that are required for a certain job. These competency models can be either for the organization itself or determine for every occupation groups such as sales, marketing and Human Resources.

3.1 Models of Emotional Intelligence

There are several models describes emotional intelligence. There are three main models of the study.

- a. The Ability EI Model
- b. The Trait EI Model
- c. The Mixed Model.

a. Ability model of Emotional Intelligence

Mental ability model of emotional intelligence was found on predictions about the internal structure of intelligence and also its implications towards individual disposition. The theory predicted that EI is in fact intelligence like other intelligence which met the three empirical criteria. Primaryly, mental problems have right or wrong answers, as assessed by the convergence of alternative scoring methods. Second, the measured skills correlate with other measures of mental ability as well as with self reported empathy. Lastly, the absolute ability level rises with age and experience.

b. Trait model of Emotional Intelligence

The most recent model of emotional intelligence was published in (2009)⁴ by **Petrides** and colleagues. This model does not fulfil the idea that emotional intelligence is ability – based . Instead of, it proposes that people have their personalities, a number of emotional, self- perceptions and emotional traits. These traits have not measured in the scientific research , but are measured by the respondent’s self report.

c. Mixed Model of Emotional Intelligence

Mixed model of emotional intelligence have divergent view about mental ability models. They freely describe personality characteristics that conveyed such intelligence. Thus emotional intelligence differentiates those who were genuine and warm, from those appearing obvious and boorish. Emotionally intelligence individuals were also said to generate a large number of future plans and take advantage of future opportunities, were persistent at challenging task, and positive exhibited attitude towards outcomes and greater rewards for themselves and others.

In contrast, **Danial Goleman(2001)**⁵ proposed mixed model in terms of performance, integrating and individual’s abilities and personalities applying their corresponding effects on performance in the workplace. These models are as follows :

3.2 The Components of the Emotional Intelligence

In the most generic framework, five domains of emotional intelligence cover together personal (self-awareness, self-regulation, self-motivation , social awareness and social skills) competences.⁵ They are:

• Self-Awareness

- (i) Emotional analysis: Recognizing one’s emotions and their effects.
- (ii) Accurate self-assessment: Knowing one’s strengths and limits.
- (iii) Self-confidence: Sureness about one’s self-worth and capabilities.

• Self-Regulation

- (i) Self-control: Managing disruptive emotions and impulses.
- (ii) Trustworthiness: Maintaining standards of honesty and integrity.
- (iii) Conscientiousness: Taking responsibility for personal performance.
- (iv) Adaptability: Flexibility in handling change
- (v)Innovative: Being comfortable with and open to novel ideas and new information.

• Self-Motivation

- (i) Achievement : Striving to improve or meet a standard of excellence.
- (ii) Commitments: Aligning with the goals of the group or organization.
- (iii) Initiative: Readiness to act on opportunities.
- (iv) Optimism: Persistence in pursuing goals despite obstacles and setbacks.

• Social Awareness

- (i) Service : Anticipating, recognizing, and meeting customers’ needs.
- (ii) Developing others: Sensing what others need in order to develop their abilities.
- (iii) Leveraging diversity: Cultivating opportunities through diverse people.
- (iv) Legal awareness: Reading a group’s emotional currents and power relationships.

• Social Skills

- (i) Influence: Wielding effective tactics for persuasion.
- (ii) Communication: Sending clear and convincing messages.
- (iii) Leadership: Inspiring and guiding groups and people.
- (iv) Conflict management: Negotiating and resolving disagreements.
- (v) Building bonds: Nurturing instrumental relationships.

To sum up, the five domains relating to know your emotions; managing your emotions; motivating yourself; recognizing and understanding other people's emotions; and managing relationships, i.e. understanding the emotions of others.

3.4 RELATED REVIEW OF LITERATURE

The process of reviewing the literature needs completely different varieties of activities and ways that of thinking. Several researchers reveal the significance of emotional intelligence and its beneficial aspects with remarkable contribution in the field of interpersonal relationship, success in work life balance, health psychology, managing occupational stress, academic fields, improving personalities, enhancing the performance and much more positive behaviour. Literature reviews square measure secondary sources, and do not report new or original experimental work.

Ali Al Kahtani Dr. (2013)⁶ to sheds light on Measurement of EI , the different dimension of EI, and the impact of EI on employees performance and also performance on job, purpose, appraisal and its methods for employee. This study investigates that a high level of EI among employee may lead to the increase of their performance and if they lack level of EI may lead to decrease in their performance. This can be concluded as a tool to manage ourselves and others and facing the challenging working condition with positive relationship between emotional intelligence and performance.

Ali Asad et.al (2014)⁷ explored the role of emotion in organizational politics in banking sector. The research examined the negative implication of perceived organizational politics, for various, attitudes, behaviours and performance measures including job satisfaction, organizational commitment, job burnout, stress, turnover intentions and negligent behaviour. The emotional and feelings implication of organizational politics have been over looked.

Kerry Webb (2014)⁸ determines the relationship between managers' emotional intelligence and employee satisfaction and commitment in the workplace and impact on employee attitudes. The implications that to help the managers and supervisors to influence employees toward higher levels of satisfaction, commitment and performance in the workforce. Therefore, the more one understands the factors which increase the satisfaction with the leader as well as the organization, the better the opportunity one has to discover potential ways to increase worker commitment which seems to lead to sustained worker performance. This study contributes to the overall understanding of practices for creating a sustainable and high performing workforce.

Laxmi Narayan Sharma (2014)⁹ to find out emotional intelligence levels of teaching and non-teaching employees of academic institutions. The objective of the study is : a) To find out the degree of work life balance of the subjects. b) To find relationship between the Emotional Intelligence (EI) and work life balance (WLB) in an academic institutions. The high Work Life Balance is directly proportion to high emotional intelligence of employees. The highly emotionally, competent, talented group, will work effectively in cultural diversity and have the opportunity to adopt cross cultural integrity for global peace prosperity and brotherhood. Workers get benefit of working at any corner of the world with different culture, social, religious and demographic environment.

Muhammad Ashraf et.al. (2014)¹⁰ to comprehend the association between Emotional Intelligence and Job satisfaction. The study determines how age, marital status, education experience of employee in a working environment influences his job satisfaction and emotional intelligence. The communal acquaintance and relationship management among the employees of service rendering organization is strongly associated with job satisfaction.

Nasser Rahmat et.al., (2014)¹¹ to investigate the relationship between the faculty members' and educational performance of emotional intelligence. This study is conducted with an aim at determining the major variables which are associated in a way with the faculty members' performance and success and the findings can be applied in the effective model in the faculty members' success of and improvement of their educational performance. Therefore, there is a relationship between the managers' emotional intelligence with

their gender, experience, and academic rank. It is concluded that there was a significant positive correlation between the emotional intelligence and the age.

Spyros Papathanasiou & Maria Siati (2014)¹² to examine the issue of emotional intelligence and job satisfaction, concerning with sample of bank employees. It analysis the application of emotional intelligence on variables, such as the gender of employees, age, educational level and their previous experience. The main factors are gender, age, marital status and job position, representing a portion of the demographic characteristics that affects the levels of emotional intelligence among employees of the banking sector. Emotional intelligence seems to influence on the everyday life of workers and modulates the levels of professional satisfaction. The significance of emotional intelligence plays the dominant role in the workplace, as it is considered a key factor in creating and maintaining effective relationships in the workplace, thereby achieving higher levels of satisfaction at work.

4. OBJECTIVES OF THE STUDY

- ❖ To Analyse the Emotional Intelligence of Work Outcomes based on Job Satisfaction.
- ❖ To Assess the Emotional Intelligence of Work Outcomes based on Job Performance .
- ❖ To determine the influence of Emotional Intelligence on Work Outcomes based on the work life balance of women employees.

Job Satisfaction

Job satisfaction is affective relation to their work role, and a function of the perceived relationship between what they wanted from the job, and what they perceived it was offering”. Job satisfaction is primary goals of all HR personnel irrespective of what their individual. A satisfied employee is not a retained employee but an ambassador for the brand, internally as well as externally in the organization. Happy employees are more loyal to the company and they go the extra mile to achieve goals and take pride in their jobs, with their teams and achievements. The organizations view that job satisfaction depend on 2 things salary and ‘recreational activities’. While employees do make an impression based on these parameters, they cannot form the basis of employee engagement. Study by Harvard observed that employee engagement programs only serve as a shot in the arm and satisfaction levels dip soon after. Human Resources understand the needs of its employees and what it does to bring a match between employee needs and company goals. **JudgeT.A. et.al (2001)¹³**

Job Performance

In the job performance, emotional intelligence is important to the effects of managing up, which refers to the good and positive relationship between the employee and his/her supervisor. **Lodewijk Noordjij (2017)¹⁴** Research found that quality of this relationship could interfere in the results of the subjective rating of job performance evaluation. Emotionally intelligent employees contribute much of their working time on managing their relationship with supervisors. EI contributes to develop strong and positive relationships with co-workers and perform efficiently in work teams. Also, the employees have better resources to cope up with stressing situations and demanding tasks, which enable them to outperform in those situations Hence, the likelihood of obtaining better results on performance evaluation is greater for employees high in EI than for employees with low EI. Currently, emotionally intelligent individuals show a better set of resources to succeed in their roles. Hence, individuals with high EI show a similar level of performance than non-emotionally intelligent employees under different job contexts.

Work Life Balance

Joe Wedgwood(2018)¹⁵ explains that It is no easy task to achieve work-life balance in today’s unpredictable and fast-paced business world. The current trend is more connected through technology and social media, it is becoming more and more difficult to separate work from our personal lives. Employers

expect more from their people, which leads to them feeling more pressure to achieve greater results. Consequently, this leads to longer working hours, and less time spent at home. Even most engaged employees may still be struggling to find balance... Maintaining a healthy work-life balance is not only important for health and relationships, but it can also improve your employee's productivity, and ultimately performance. Motivating the people to look after themselves and find balance, you will significantly limit health problems and absences. However, the organisation is more efficient during business hours and people want to be part of the business and culture.

5. METHODOLOGY

The study was conducted to validate the questionnaire and to confirm the feasibility of the study. The filled up questionnaires were collected from respondents and cronbach's Alpha Criterion was applied to test the reliability. The value determined proving the reliability of the instrument. The quality of the questionnaire was ascertained and test showed high reliability. The variables considered for the analysis satisfies the normal probability distribution. The study is to analysis the emotional intelligence and its impact among the women employees. The methodology of study comprises of sampling, data collection and data analysis.

5.1 Sampling

The questionnaire comprises of both demographic and statements in Likert's 5 point scale. Total Size of the sample was 200 respondents. Out of which 160 respondent gave the questionnaire feedback.

5.2 Data Collection

The Primary data has been collected from the respondents through questionnaire method. The respondents were asked to give their opinion relating to the various emotional intelligence factors. The part of questionnaire comprises of personal and organizational profile with optional questions .

5.3 Data Analysis

Tools and Techniques Used For Data Collection and Analysis

Questionnaire and Personal Interview techniques have been used to collect the Primary data relating to the Emotional Intelligence and its influence on Work Outcomes of women employees in Chennai. The duly filled in questionnaires would be edited by the researcher and in accordance with the requirements of the objectives and hypothesis, various tables (Frequency, Percentage, etc.) would be prepared. The analysis techniques of Descriptive Analysis (Percentage Analysis, Mean Analysis, etc.) and Mutiple Regression Analysis was used. These analysis techniques are considered the most appropriate to answer the research questions and Hypotheses.

6. STATEMENT OF HYPOTHESES

The following hypotheses were formulated and tested to achieve the objectives.

Ho: There is no significant difference among Job related variables with respect to the Job Satisfaction and Job Performance of Emotional Intelligence of women Employees

Ho: There is no significance relationship among the demographic and Job related variable of women Employees with respect to influence Emotional Intelligence on Work Outcomes based on job satisfaction, job performance and Work life balance.

TABLES 6.1

The Work Outcomes of Women Employees Based on Job Satisfaction

S.No	Job Satisfaction	Mean	S.D	F Test	P Value
1	Satisfied with the job Currently doing	4.35	.545	0.489	0.048
2	Satisfied with the support from my colleagues	4.01	.492	8.85	0.003
3	Able to achieve from my job	3.93	.625	8.85	0.000
4	Satisfied with pay and incentive benefits	4.12	.553	7.96	0.005
5	Satisfied with the working infrastructure	4.31	.696	7.96	0.005

(Source : Computed)

From the above **table 6.1**, it is found that ($F=8.85$ and $p<0,05+0.001$) are statistically significant at 5 % level . The analysis indicate that the women employees has the ability to get Job satisfaction as strongly agreed. Happy employees are more loyal to the company and they go the extra mile to achieve goals and take pride in their jobs, with their teams and achievements. The organizations view that job satisfaction depend on 2 things salary and 'recreational activities'. There is significance relationship among descriptive variables is associated with job satisfaction.

TABLES 6.2

There is no significance relationship among Demographic variables associated with the extent of job performance of the women employees.

The Work Outcomes of Women Employees Based on Job Performance

S.no.	Job Performance	Mean	S.D	F Test	P Value
1.	Manage and organize the work efficiently	3.92	.365	30.435	0.000
2.	Planning the scheduled workload	4.07	.573	30.231	0.000
3.	Provide service quality	3.84	.355	30.125	0.004
4.	Show care and concerns towards the peer team	3.99	.378	30.452	0.001
5.	Help the colleague in work related problems	4.15	.589	30.142	0.000

(Source : Computed)

From the above **table 6.2**, it is found that (F value 30.125 and $p<0, 05+0.001$) are statistically Significant at 5 % level . The analysis indicate that women employee does not differ in the ability to organize and schedule their workloads shows that their job performance have an impact on the work outcome as strongly agreed. Every employee makes an individual contribution to the performance of the organisational unit and thus to entire organisation. An environment with competition is will give importance of continuously performing is increasing.

TABLES 6.3

There is no significance relationship among Demographic variables associated with the work life balance of the women employees.

The Work Outcomes of Women Employee Based on Work Life Balance.

S.No	Work Life Balance	mean	SD	F test	P-value
1	Satisfy both my job and my family demands.	2.94	1.21	6.17	0.000
2	Spend Time to reach my personal and career goals satisfactorily.	3.11	1.23	4.51	0.000
3	Enjoy every part of my life equally well.	2.72	1.32	3.72	0.000
4	Able to balance my work and personal/family life.	2.71	1.35	3.57	0.000
5	Satisfied with my WLB, enjoying both roles.	2.77	1.38	3.19	0.000

(Source : Computed)

From the above **Table 6.3**, it is found that are statistically significant at 5 % level. The mean and Standard Deviation analysis indicate that their work life balance as strongly agreed.

Multiple Linear Regression Analysis

Demographic factors Influencing the Work Outcome

There is no significance relationship among Demographic variables associated with the extent of job satisfaction of the women employees.

To analyze the demographic variables associated with the work outcome of women employees, the following multiple linear regression models were fitted in the study.

$$Y_{Js} = \alpha + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \beta_5X_5 + \beta_6X_6 + \beta_7X_7 + \beta_8X_8 + \beta_9X_9 + \beta_{10}X_{10} + \beta_{11}X_{11} + \mu$$

$$Y_{Jp} = \alpha + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \beta_5X_5 + \beta_6X_6 + \beta_7X_7 + \beta_8X_8 + \beta_9X_9 + \beta_{10}X_{10} + \beta_{11}X_{11} + \mu$$

$$Y_{wlb} = \alpha + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \beta_5X_5 + \beta_6X_6 + \beta_7X_7 + \beta_8X_8 + \beta_9X_9 + \beta_{10}X_{10} + \beta_{11}X_{11} + \mu$$

Where,

Y_{Js} = Job satisfaction Index

Y_{Jp} = Job performance Index

Y_{wlb} = Work life balance Index

α = Constant term

β_i 's = Regression coefficients

x_i = demographic variables

μ = Random disturbance term; ($\mu_i \sim 0, \sigma_i^2$)

The explanatory variables (X_i) used in this analysis include

X_i	Variables
α	Constant
X_1	Age in Years
X_2	Educational qualification (1=School, 2= UG 3= PG)
X_3	Marital status (1=Married, 0 = unmarried)
X_4	Type of family (2=Joint, 1 = Nuclear)
X_5	Family Size (in nos.)
X_6	No. of children
X_7	Experience in Years
X_8	Shift (1=day, 0= Night)
X_9	Annual Income (in Rs.)
X_{10}	Post nature (1=Permanent, 0 =temporary)

TABLE 6.4

Demographic variables associated with the work outcome based on the job satisfaction, job performance and work life balance of women employees

X_i	Variables	Standardized Co-efficient β_i	t-statistic	P-value
α	(Constant)		15.342	.000
X_1	Age in Years	0.384**	6.295	.000
X_2	Educational qualification (1=School, 2= UG 3= PG)	0.216*	2.386	.012
X_3	Marital status (1=Married, 0 = unmarried)	0.017	0.453	.673
X_4	Type of family (2=Joint, 1 = Nuclear)	0.006	0.159	.874
X_5	Family Size (in nos.)	0.057	1.202	.326
X_6	No. of children	0.051	0.794	.431
X_7	Experience in Years	0.293**	5.239	.001
X_8	Work Shift (1=day, 0= Night)	- 0.214*	-2.439	.014
X_9	Annual Income (in Rs.)	0.027	0.914	.277
X_{10}	Post nature (1=Permanent, 0 =temporary)	0.148*	2.332	.023
a. Dependent Variable: Work outcome Index				
F-Value = 31.935 **				
$R^2 = 0.825$, Adjusted $R^2 = 0.811$				
* - $P < 0.05$ ** - $P < 0.01$				

(Source : Computed)

The multiple linear regression analysis was used to find out the demographic variables associated with the work life balance of the women employees and the results are presented in Table. The adjusted co-efficient of multiple determination (Adjusted R^2) was found to be 0.825, which indicated that 82.50 percent variations in the dependent variable were explained by the independent variables. The F value (31.935) of the function was found to be significant at 1 per cent level. Among the 10 variables considered for analysis, 5 variables were found to be significantly influencing the work life balance of the women employees. Among the significant

variables, the variables, viz., age and experience were found to be statistically significant ($P < 0.01$) and positively associated with Job Satisfaction, Job Performance and the work life balance of the women employees. The result revealed that work related variables such as total experience , present post held, age , type of family , work shift were significantly related with Emotional Intelligence.

7. FINDINGS

The Hypotheses is that there is no significant relationship and job related demographic variables of women employees with respect to Emotional Intelligence on work outcome on Job satisfaction, Job performance and Work life balance is found to be significant and positively associated which is analysed on Multiple Linear Regression Analysis.

8. CONCLUSION

From the study it is also concluded that for better job performance, job satisfaction and work-life balance positively correlated that can be achieved through the factors which create a disturbance in regular psychological working schedule. In order to generate and maintain excitement and enthusiasm, they must be able to appraise and be knowledgeable about how to influence these feelings. They must anticipate how to react in different circumstances, events, and changes, and effectively manage these reactions. It helps the working women avoid facing stress in managing their professional as well as their personal duties ,they work for longer hours under stress, which affect their job satisfaction level and their performance as a result. Hence, the women employee balance their Work Life. Emotional intelligence focuses on maintaining the human relationships. The intellectual abilities, makes the employee to become a brilliant fiscal analyst or a legal scholar, but a highly developed emotional intelligence will make a successful bureaucrat.

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