



Empirical relationship between emotional intelligence, ratings of interpersonal facilitation, job satisfaction and affects and attitudes at work among IT employees

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Abstract: Today, various organizations are continually facing challenges with a rapidly changing environment. Many companies are particularly affected by the turmoil related to globalization, rapid progress, constant development, and rapid changes in stakeholder expectations, etc. Many advancements had been made with appearance, emotional intelligence (EI), even work success. This study measures the levels of emotional intelligence ratings of interpersonal facilitation, job satisfaction and affects and attitudes at work among IT employees.

Keywords: Emotional intelligence, ratings of interpersonal facilitation, job satisfaction and affects and attitudes at work

1. Introduction

In today's globalised world, Emotional Intelligence (EI) is beginning to get public attention and is being recognised as a major part of the corporate environment. Emotional intelligence is much more widely recognised as an unique theoretical concept linked to critical outcomes such as high-quality social connections (Lopes et al. 2004). (Brackett & Mayer, 2003). Furthermore, there seems to be a scarcity of research on the relationship between emotional intelligence and job results. New evidence shows that emotionally intelligent people do better than their non-emotionally intelligent counterparts (Law, Song, & Wong, 2004; Van Rooy & Viswesvaran, 2004), although the majority of these findings are based on self-report emotional intelligence tests. Additionally, previous research has concentrated on a narrow set of criteria, very little is known about the relationship between emotional intelligence with outcomes like pay and workplace affect. Emotional intelligence, according to several writers, adds to people's ability to perform well in teams effectively manage job stress (e.g., Caruso & Salovey,

2004; Goleman, 1998). Yet, despite the media buzz and academic interest, empirical research has lagged, and many sceptics have bemoaned the lack of reliable scientific evidence linking emotional intelligence to beneficial professional results (e.g., Matthews, Zeidner, & Roberts, 2002).

In India, from both various sectors of the economy, the service industry has been one of the fastest growing industries. As either a result of this sector's, significant importance in the economy in terms of work prospects and other factors, the GDP growth rate rises. This industry accounts for about 60% of both the nation's GDP (gross domestic product), and it is estimated to recruit 35% of the employees. Which accounts for around a quarter of domestic exchange and significant foreign investment and inflows, among several other items. Banking, information technology (IT), hospitality, education, including advertisement are all part of this industry. Emotional skills are essential throughout the service industry to relationship management and business growth, according to researchers. It concentrated mainly on "emotional work," that required employees to interact with customers in a constructive, empathetic, and environmentally friendly manner to make everyone more welcome but more welcome (Grandey, 2003).

People with high EI get the best techniques for emotional control, which include deep acting, whereas people with low EI only use a shallow level of acting. to keep your emotional expression in check Salovey and Mayer and was the first to investigate the definition of EI, their capacity allows them could determine to comprehend them, and they can produce feelings and sometimes even control the development of their intelligence through assisting thoughts. Employee success is challenging in service sector sectors which it really, hospitals, finance, insurance, accounting, research, and development, including advertisement (Mayer and Salovey, 1997).

2. Literature review

According to Ghorbanshiroudi et al. (2011), emotional intelligence and life satisfaction have just a substantial association. Spiritual intelligence and emotional intelligence too were significant predictors of life happiness in a research by Naderi et al. (2010), according to the results of regression analysis. Haryono (2018) investigated the effect of spiritual and emotional intelligence on temporary nurse performance. The study looked at the effect of organisational commitment in mediating the link between spiritual and emotional intelligence on nursing performance. He gathered data from 129 people and used AMOS to analyse it using the Structural Equation Modelling (SEM) approach. Hospital administrators may increase temporary nurse performance by focusing about their organisational commitment, according to research.

Sudarsih (2018) The impact of spiritual and emotional intelligence upon that performance of banking employees in members was investigated, without inspiration acting as a mediating factor. Path analysis are his study technique. The census sampling approach was applied, and the study sample consisted of 103 employees. His findings revealed that emotional intelligence, spiritual intelligence, and graft motivation all have a positive influence on employee performance and motivation.

Sony & Mekoth (2016) describes emotional intelligence as a subset of social intelligence, defined as the ability to observe one's own as well as others' emotions and feelings, make decisions based on deductions drawn from all these emotions, and to use the information to direct your actions, think about situations, as well as react appropriately.

Employees that are happy provide better service to their company. They display their satisfaction in numerous ways after they are fulfilled. As a result, work satisfaction must be a top priority for a business in order for its employees to enjoy their time there. Once satisfied, leaving the organization is no longer a concern, resulting in lower worker turnover (Saridakis et al., 2020).

In contrast, Rastgar et al. (2012) There has been no correlation between employees' spiritual intelligence with job happiness, according to the study. According to Ramay's (2017) research, there is a link between organizational commitment and job performance. Normative commitment does indeed have a favourable and substantial influence on workers' job performance in a comparative investigation of three characteristics of organisational commitment.

Afolabi et al. (2010) the impact of EI and gender on job performance was investigated in a sample of Nigerian police officers. According to the findings, police officers with a high EI are happier and do higher than one with a low EI. Shahzad et. al., (2012) reviewed a current empirical study including models of relation between organizational culture and performance, examined organizational culture and its effect on organizational performance.

3. Research Methodology

Research Design

Emotional Intelligence and Spiritual Intelligence are becoming popular fields of interest among management researchers and practitioners. Today's executives are more varied in terms of their wellbeing, age, culture, nationality and several other factors. With both these intelligences occurring in the workplace, the workplace environment will be more conducive. A better working environment relates to a higher level of productivity and wellbeing of individual. The main purpose of this study is to analyse the relationship between emotional intelligence, spiritual intelligence and job performance: special reference to Indian IT/ITES Industry. As this research is a correlational study, it was conducted in non-contrived settings whereas rigorous causal studies are done in contrived lab settings. This research is basically a single cross-sectional study as only one sample of respondents is drawn from the target population, and information is obtained from this sample only once (Malhotra and Birks, 2006). Also, the data was collected just once over a period of months in order to achieve the research objectives. All the collected data was subjected to appropriate analytical tools for a comprehensive, descriptive and inferential statistical analysis on various parameters using SPSS software.

Measurement Items

Measures are the items in a research study to which the participant responds. Research measures include survey questions, interview questions, or constructed situations. When constructing interviews and surveys, it is important that the questions directly relate to the research questions. To measure emotional intelligence, a scale of Deepa Krishnaveni Emotional Intelligence Test (DKEIT) has been adopted. Notwithstanding the DKEIT instrument, job performance inventory (JPI) was used to measure the employee's performance. Job satisfaction is measured by adapting scale developed by Brayfield & Rothe (1951).

Sampling Method

The sample size is a critical aspect of any research analysis in which the aim is to draw conclusions about a population from a sample. We took 250 respondents selecting 25 respondents from each company as a sample size for this study. All the 250 respondents were taken for the survey. For the given study targeted population is employees of Indian IT industries in Delhi, Noida and Gurgaon. Systematic random sampling technique has been used to collect responses from the respondents. Self-administered / structured questionnaire along with draft requesting a user to participate voluntarily in the survey was distributed to respondents. The people who take part are referred to as "participants" targeted population is employees of Indian IT industries in Delhi, Noida and Gurgaon.

4. Results and discussion

Demographic Profile

Demographic Profile is the data which is collected from the characteristics of the population. In the present study, descriptive and inferential statistics were used. The demographic profile presented in Table 1.

Table 1: Statistics of demographic data

Gender	No. of Respondents (N=450)
Male	250 (55.6)
Female	200 (44.4)
Age in years	No. of Respondents (N=450)
<30	104(23.1)
31-35	71(15.7)
36-40	88(19.6)
41-45	86(19.1)
46-50	85(18.8)
>50	16(3.5)
Qualifications	No. of Respondents (N=450)
UG	230(51.1)
PG	179(39.7)
Professional	41(9.1)
Gross monthly income	No. of Respondents (N=450)
Rs. 25,000	86(19.1)
Rs. 25,001 to Rs. 50,000	117(25.9)
Rs. 50,001 to Rs. 75,000	111(24.7)
Rs. 75,000IT Sector	136(30.2)
Marital status	No. of Respondents (N=450)

Married	241(53.6)
Unmarried	209(46.3)
Nature of Family	No. of Respondents (N=450)
Joint family	262(58.2)
Nuclear Family	188(41.7)
Size of Family	No. of Respondents (N=450)
2 Members	235(52.2)
2-4 Members	186(41.2)
Above 4 Members	29(6.4)
Years of Experience	No. of Respondents (N= 450)
1yr	218(48.4)
2-5 yr	169(37.5)
6-9 years	26(5.8)
9 years	37(8.2)
Training programme attended	No. of Respondents (N= 450)
Yes	238(52.9)
No	212(47.1)

On the basis of gender 55.6% respondents are male and 44.4% respondents are female. On the basis of age, majority of respondents (23.1 percent) were of age less than 30 years, 15.7 percent of respondents were of 31-35 years, 19.6% respondents were of age 36-40, 19.1 percent of respondents were of age 41-45, 18.8 respondents were of age 46-50 and only 3.5 respondents were of age greater than 50. On the basis qualification 51.1% respondents are UG, 39.7% respondents are PG, and 9.1% respondents are professional. According to income, majority of respondents (30.2 percent) having income Rs. 75,000 in IT Sector, 19.1% respondents having Rs.25000, 25.9% respondents having income between 25001 to 50001, 24.7% respondents having 50001 to 75000. On the basis marital status 53.6% respondents were married and 46.3% respondents unmarried. According to years of experience 48.4% respondents were having 1years, 37.5% respondents having 2-5 years (5.8%) respondents having 6-9 years' experience, 8.2% respondents having more than 9 years. On the basis of size 52.2% respondents having 2 Members, 41.2% respondents having 2-4 members and 6.4% respondents having above 4 members. According to training programme 52.9% respondents attended the training and 47.1 respondents did not attend the training programme.

Relationship between Emotional intelligence and job performance

To test the above hypothesis, Regression analysis has been done. The impact of multicollinearity is a concern for interpreting the regression variate (Hair et al 1998). Highly collinear variables can distort the results substantially and thus not generalizable. Two common measures for assessing the multicollinearity are the tolerance and variance inflation factor (VIF) values. A common cut-off threshold is a tolerance value of 0.10, which

corresponds to a VIF value above 10 (Hair et al 1998). In the current study, the tolerance values of all variables are above 0.10. Likewise, the VIF value is less than 10, thus further confirming that multicollinearity problem is not a concern (Table 2). The acceptable Durbin – Watson range is between 1.5 and 2.5. In this analysis, the Durbin – Watson value is within the acceptable range, shows that there were no autocorrelation problems in the data. Thus, the measures selected for assessing independent variables in this study do not reach levels that indicate the existence of multicollinearity.

Table 2: Table showing Normality and Test of Collinearity between emotional intelligence and job performance

Emotional intelligence	Job performance	
	Tolerance	VIF
Self-management	0.311	3.217
Social awareness	0.309	3.237
Relationship management	0.241	4.148
Motivation	0.316	3.167

The coefficient of determination R square value is 0.573. This shows that more than 57.3% of job performance is determined by emotional intelligence.

Table 3: Table Showing model summary with emotional intelligence as independent variable and job performance as Independent Variable

Model	Job performance				
	R	Rsq.	Radj.	SE	DW
1	.757 ^a	0.573	0.566	0.5545	1.946

Table 4: Table Showing ANOVA with emotional intelligence as independent variable and job performance as Independent Variable

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	213.127	9	23.681	76.994	.000 ^b
	Residual	158.705	516	0.308		
	Total	371.832	525			

The ANOVA table shows that the significant value is less than 0.01 which means dependent variable job performance is significantly predicted by independent variables vis a vis emotional intelligence at 99%

confidence level. For testing the hypothesis, Regression analysis has been applied between the emotional intelligence and job performance.

Table 5: Regression of emotional intelligence and job performance

Emotional intelligence	Job performance		
	β	t	p
Self-management	0.135	2.624	0.009*
Social awareness	0.165	3.567	0.000*
Relationship management	0.22	3.755	0.000*
Motivation	0.26	4.848	0.000*

With respect to emotional intelligence, Self-management ($\beta=0.135$, $p=0.009 < 0.05$), Social awareness ($\beta=0.165$, $p=0.000 < 0.05$), Relationship management ($\beta=0.22$, $p=0.000 < 0.05$) and Motivation ($\beta=0.26$, $p=0.000 < 0.05$) are significant. This indicates that there is a positive and significant relationship between Emotional intelligence and indicators of job performance. Therefore, null hypothesis is rejected.

Significant relationship between Emotional Intelligence and ratings of interpersonal facilitation

To test the above hypothesis, Regression analysis has been done. In the current study, the tolerance values of all variables are above 0.10. Likewise, the VIF value is less than 10, thus further confirming that multicollinearity problem is not a concern (Table 6). The acceptable Durbin – Watson range is between 1.5 and 2.5. In this analysis, the Durbin – Watson value is within the acceptable range, shows that there were no autocorrelation problems in the data. Thus, the measures selected for assessing independent variables in this study do not reach levels that indicate the existence of multicollinearity.

Table 7: Table showing Normality and Test of Collinearity between emotional intelligence and ratings of interpersonal facilitation

Ratings of interpersonal facilitation	Emotional intelligence	
	Tolerance	VIF
Interpersonal sensitivity	0.319	3.228
Sociability	0.311	3.257
Positive interaction	0.256	4.157
Negative interaction	0.323	3.272
Contribution to a positive work environment, and liking	0.337	4.129

The coefficient of determination R square value is 0.573. This shows that more than 57.3% of ratings of interpersonal facilitation is determined by emotional intelligence.

Table 8: Table Showing model summary with ratings of interpersonal facilitation as dependent Variable and emotional intelligence as independent variable

Model	Emotional intelligence				
	R	Rsq.	Radj.	SE	DW
1	.781 ^a	0.612	0.587	0.5673	1.913

Table 9: Table Showing ANOVA with ratings of interpersonal facilitation as dependent Variable and emotional intelligence as independent variable

		Sum of Squares	df	Mean Square	F	Sig.
Interpersonal sensitivity	Between Groups	187.284	33	5.675	15.965	0.000*
	Within Groups	174.894	492	0.355		
	Total	362.178	525			
Sociability	Between Groups	154.394	33	4.679	12.458	0.000*
	Within Groups	184.767	492	0.376		
	Total	339.161	525			
Positive interaction	Between Groups	178.93	33	5.422	20.838	0.000*
	Within Groups	128.022	492	0.26		
	Total	306.952	525			
Negative interaction	Between Groups	151.983	33	4.606	13.734	0.000*
	Within Groups	164.981	492	0.335		
	Total	316.964	525			
Contribution to a positive work environment, and liking	Between Groups	205.04	33	6.213	18.753	0.000*
	Within Groups	163.014	492	0.331		
	Total	368.054	525			

The ANOVA table shows that the significant value is less than 0.01 which means dependent variable emotional intelligence is significantly predicted by independent variables vis a vis rating of interpersonal facilitation at 99% confidence level. For testing the hypothesis, Regression analysis has been applied between the emotional intelligence and ratings of interpersonal facilitation.

Table 10: Regression of emotional intelligence and ratings of interpersonal facilitation

Ratings of interpersonal facilitation	Emotional intelligence		
	β	t	p
Interpersonal sensitivity	0.108	2.068	0.039*
Sociability	0.154	2.809	0.005*
Positive interaction	0.032	0.57	0.569
Negative interaction	0.08	1.363	0.174
Contribution to a positive work environment, and liking	0.207	3.45	0.001*

With respect to ratings of interpersonal facilitation, Interpersonal sensitivity ($\beta=0.108$, $p=0.039 < 0.05$), Sociability ($\beta=0.154$, $p=0.005 < 0.05$), and Contribution to a positive work environment, and liking ($\beta=0.207$, $p=0.001 < 0.05$) are significant. This indicates that there is a positive and significant relationship between Emotional Intelligence and ratings of interpersonal facilitation (interpersonal sensitivity, sociability, positive interaction, negative interaction, contribution to a positive work environment, and liking). Therefore, null hypothesis is rejected.

Significant relationship between Emotional Intelligence and affect and attitudes at work

To test the above hypothesis, Regression analysis has been done. In the current study, the tolerance values of all variables are above 0.10. Likewise, the VIF value is less than 10, thus further confirming that multicollinearity problem is not a concern (Table 11). The acceptable Durbin – Watson range is between 1.5 and 2.5. In this analysis, the Durbin – Watson value is within the acceptable range, shows that there were no autocorrelation problems in the data. Thus, the measures selected for assessing independent variables in this study do not reach levels that indicate the existence of multicollinearity.

Table 11: Table showing Normality and Test of Collinearity between emotional intelligence and affect and attitudes at work

Affect and attitudes at work	Emotional intelligence	
	Tolerance	VIF
Job satisfaction	0.325	3.234
Mood	0.319	3.289
Stress tolerance	0.274	4.176

The coefficient of determination R square value is 0.695. This shows that more than 69.5% of affect and attitudes at work is determined by emotional intelligence.

Table 12: Table Showing model summary with emotional intelligence as dependent Variable and affect and attitudes at work as independent variable

Model	Emotional intelligence				
	R	Rsq.	Radj.	SE	DW
1	.695 ^a	0.483	0.474	0.631	1.720

The ANOVA table shows that the significant value is less than 0.01 which means dependent variable emotional intelligence is significantly predicted by independent variables vis a vis affects and attitudes at work at 99% confidence level. For testing the hypothesis, Regression analysis has been applied between the emotional intelligence and affect and attitudes at work.

Table 13: Table Showing ANOVA with emotional intelligence as dependent Variable and affect and attitudes at work as independent variable

		Sum of Squares	df	Mean Square	F	Sig.
Job satisfaction	Between Groups	213.127	9	23.681	76.994	.000 ^b
	Within Groups	158.705	516	0.308		
	Total	371.832	525			
Mood	Between Groups	183.871	9	20.43	59.262	.000 ^b
	Within Groups	177.886	516	0.345		
	Total	361.758	525			
Stress tolerance	Between Groups	188.559	9	20.951	58.997	.000 ^b
	Within Groups	183.243	516	0.355		
	Total	371.802	525			

Table 14: Regression of emotional intelligence and affect and attitudes at work

Affect and attitudes at work	Emotional intelligence		
	β	t	p
Job satisfaction	0.145	2.685	0.007*
Mood	0.308	6.333	0.000*
Positive interaction	0.141	2.502	0.013*

With respect to affect and attitudes at work, Job satisfaction ($\beta=0.145$, $p=0.007 < 0.05$), Mood ($\beta=0.308$, $p=0.000 < 0.05$), and Positive interaction ($\beta=0.141$, $p=0.013 < 0.05$) are significant. This indicates that there is a positive and significant relationship between Emotional Intelligence and affect and attitudes at work. Therefore, null hypothesis is rejected.

5. Conclusion

This section infers the deductions based on research hypotheses in form of, (1) study the relationship between emotional intelligence and ratings of interpersonal facilitation, (2) study the relationship between emotional intelligence and affects and attitudes at work, (3) study the relationship between spiritual intelligence and ratings of interpersonal facilitation.

This section comprises a brief coverage of the findings in relevance to the framed study objectives. At first, concerning research objective 1, the study of relationship between emotional intelligence and job performance were evaluated. This research objective was achieved through testing hypotheses framed in study (hypothesis 1). The findings of the analysis support the proposed hypotheses, such that; there is a positive and significant relationship between Emotional intelligence and job performance. The findings supporting the first research objective received ample support from previous research studies (Nastasa and Farcaş, 2015; Miao et al., 2017; Madrid et al., 2018; Siahaan, 2018; Schoeps et al., 2019). Thus, The study of organisational behaviour and the building of either a healthy organisation benefits greatly from the use of EI. Furthermore, in recent times, EI has risen to the forefront of academic study. It has also been a significant component of both the corporate world. As a result, EI is a popular study topic across the world.

This work adds strength to a development of EI theory by expanding pertinent hypotheses and building on prior research. Employees' capacity to express personal sentiments & interact together is affected by their EI level, as is their handling of emotions with customers, which would be linked not to just their work attitude but it also their job performance to some extent (Siahaan, 2018).

Next, concerning research objective 2, study the relationship between emotional intelligence and affects and attitudes at work was assessed. "In line to this objective, the results obtained from testing of hypothesis 2 suggest that there is appositive and significant relationship between Emotional Intelligence and ratings of interpersonal facilitation (interpersonal sensitivity, sociability, positive interaction, negative interaction, contribution to a positive work environment, and liking). The findings got support from the previous research work conducted by Lopes et al. (2006)."

Further, concerning research objectives 3, the association between Emotional Intelligence and affect and attitudes at work (job satisfaction, mood, and stress tolerance) was evaluated. The follow-up of this research objective involved testing of the hypotheses 3. The findings attained through empirical analysis supported the proposed hypotheses, such that; there is a positive and significant relationship between Emotional Intelligence and affect and attitudes at work (job satisfaction, mood, and stress tolerance). The findings received support from available literature as; Carmeli (2003), Lopes et al. (2006), Miao et al. (2017).

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