

## **“A study on impact of Emotional Intelligence on Employee Job Performance”**

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### **Abstract**

The concept of Emotional intelligence has been considered as the capacity to recognize and deal with our own feelings and feelings of others. The concept of Employee performance has been defined as how well the employee performs his duties, roles and responsibilities in an organization.

Initially, the organization history vision, mission, strategies and other aspects were examined and reported for the better understanding of the organization environment and their employees.

The relationship between four basic aspects of emotional intelligence was studied and results were recorded. There is significance positive relation between Job performance and four basic aspects of emotional intelligence was recorded.

The data was collected from 80 respondents who work at MYMUL. The multi-factors were utilized in the investigation with Emotional insight and Employee execution. The essential and auxiliary information were utilized. The hypothesis was tested by Correlation and Regression method.

SPSS software is used in the analysis to find the significant level. Thus, the study is for academic purpose and also prescribed to time constraints.

*Key Words: Emotional Intelligence, Employee Job Performance, Self-awareness, Self-management, Social awareness and Social Management.*

**Abbreviations: MYMUL - Mysore Milk Union Limited, EI – Emotional Intelligence**

### **Introduction**

Employee plays an important role in the organization development, wherein he has to perform well for the success of the organization. In turn his emotional balance and Emotional intelligence impacts plays very important role on his performance. He need to have control on his emotions as well he has to

understand others emotion and act according to that in a working environment. He needs to be aware of his Emotional intelligence, to easily handle the situation, to improve work efficiently, to solve conflict, to improve his communication skills. Emotional Intelligence (EI) is a person's ability to identify, evaluate, control, and express emotions. It helps people understand and use feelings to work through challenges, communicate with others, and make decisions. Emotions are involved in everything we do: every action, decision and judgment. Emotionally Intelligent people recognize this and use their thinking to manage their emotions rather than being managed by them. Thus, EI will lead to sustainable behavior change with a better management of us and better relationships with others.

Emotional intelligence is the ability of individuals to recognize their own and others' emotions, to discern between different feelings and to label them correctly, using emotional information to guide thinking and behavior, and to manage and adjust emotions to adapt to the environment or to achieve their own goals. There are several models that aim to measure emotional intelligence levels. Goleman's original model is a mixed model that combines abilities with traits. A trait model was developed by Konstantinos V. Petrides in 2001, with a focus on self-knowledge, and an ability model was developed by Peter Salovey and John Mayer in 2004 focusing on social relationship.

## **Literature Review**

### **JD Mayer, P Salovey (1993)**

In their article states that Emotional intelligence is considered to be type of social intelligence. It is involved in monitoring individual emotional ability and to differentiate among themselves and guiding in one's own thinking and action. Social intelligence enables individual to deal effectively with their peer's circle at the workplace.

JD Mayer, G Geher (1996)

This article connects thoughts to emotions with ability of individual difference. People understand the feelings of others and have a connectivity to others thoughts. The test was for 321 participants to estimate the participants emotional recognition abilities several criteria were used. Participants or respondents scored higher than the respondents on compassion and self-announced SAT marks and scored lesser on emotional defensiveness. Thus, it reveals the problem solving requires general intelligence as well as emotional openness.

### **George (2000)**

Emotional intelligence has been seen as the key factor affecting Human Resource Management particularly in the hiring process. The emotional intelligence results help workers understand better and respond to workplace emotions.

**NS Schutte, JM Malouff (1988)**

This test represented 62 items in different dimensions. 346 participants involved in factor analysis with the creation of 33 item scale. The 33-item scale had a good consistency and test-re-test reliability. The study of validation shows the measures of Correlated with eight of nine theoretical related constructs which includes attention and clarity of feelings, impulse control and mood repair were less for males when compared to females and emotional skills were consistent Cognitive ability was not related.

R Abraham (1999)

Emotional intelligence is a capacity for understanding and coping with your own emotions and other people's feelings. Emotional intelligence also makes discrimination among them and uses the information to guide others. The author conducted test in workplace by 9 testable posing proportions. It has a positive effect on organization between self and supervisor's performance appraisal, organizational commitment, employee performance. It prevents emotional dissonance, conflict on ethical role, insecurity of job which may affect organizational commitment. Where there is high degree of job control there is beneficial effects.

**Cichy (2007)**

The author researched the relationship between Emotional Intelligence and performance in the research of the volunteer leader of private club members of committees. The study discovered that there was a substantial change among individuals who has little Emotional intelligence and other who has greater Emotional intelligence.

JD Mayer, P Salovey, DR Caruso (2001)

The author states that Emotional intelligence meets the intelligence through traditional standard. Roberts et al raised an issue that the answers which measures Emotional intelligence has the abilities for purporting tests are correct or not, which concerns Mayer at al. The authors restated the view of intelligence, emotion and Emotional intelligence to address the issue. Thus, they state the arguments for the issues and measure the ability and output the result that exists and summarizes the data that measures are indeed, reliable.

JC Perez, KV Perides (2005)

The authors note that with the brief introduction, the distinction between trait Emotional Intelligence and ability Emotional Intelligence is dependent on Emotional Intelligence. The inherent qualities of mind and self-awareness of abilities are measured via self-report, on the later it concerns on the emotions which are related to cognitive ability and are measured via performance tests. It states that most success is achieved with relation to trait Emotional intelligence rather than ability Emotional intelligence

in measurement terms. It finally states that it recognizes the fundamental differences between two Emotional intelligence constructs.

DR Caruso, P Salovey (1999)

There are criteria for the intelligence to meet several standards. First, it should be operationalised which has the abilities. Second, it should show the variance which is unique and meets certain criteria of correlation from a related set of data pertaining to pre-existing intelligences. Third, the age and experience have to be developed by the ability of intelligence. The studies of two matters which involve adults and adolescents had a 12 scale to test the ability of Emotional intelligence. The test is known as Multi Factor Emotional Scale [MFES]. Finally, it states that these above three criteria meet the standard intelligence.

K Mohamadkhani and M NasiriLalardi (2012)

It aims the study of Organizational commitment and Emotional intelligence. The research was based on descriptive and survey based and correlation framework. The population was 423 employees in which sample was randomly selected and included 142 individuals. The Emotional intelligence and Organizational commitment were measured with data gathering instruments. It resulted to appoint and attract the highly emotionally intelligent individuals and training different levels and improves the Emotional intelligence of individuals and train according to skills required.

Mohammad Shahhosseini, Abu DaudSilong (2012)

The article says that singular execution is estimated with the outcome of Emotional insight on Job execution. It says the contrast between the idea of Emotional knowledge and occupation execution. There are two factors Emotional insight and Job execution. In this manner, it aids a superior comprehension of the connections of representatives.

U Gunu (2014)

The feelings can be recognized and managed according to the contribution towards Organizational commitment and Employee performance. Jobs need not require the ability to manage emotions but the Emotional intelligence predicts the Organizational commitment and Employee performance at work. Regression was used to do analysis of data and 206 questionnaires were prepared. The study says there was a substantial correlation between Emotional Intelligence and Organizational Commitment and their results.

ZakiehShooshtarian, FatemehAmeli (2013)

The study's aim is to control the outcome of the Emotional Intelligence of labour on job satisfaction, work efficiency, and commitment. The research was for 350 participants with the respondents who were selected randomly. To collect the data few instruments were used. The result was positive with

significant relation between Emotional intelligence and success in jobs. No important correlation occurred between Emotional Intelligence and their involvement. Thus, it resulted in work effect situations.

Semadar, Robins and Ferris (2006)

This study proves that emotional intelligence is the best approach to predict the performance of the employee as it forecast the employee's productivity by knowing and handling emotions of employee in best way. Emotional intelligence is very much important nowadays because person possessing good level of Emotional Intelligence easily achieve their goals but along with Emotional intelligence it is necessary that people handle emotions so that their goals are achieved effectively.

Kam, Cable and Wang (2009)

The main purpose of this research is to analyze accurately the relationship between emotional intelligence and the performance of the employee. According to this study, people with a high degree of emotional intelligence can manage their emotions correctly and use this knowledge to make better decisions and thereby enhance efficiency by treating actions in the desired manner.

Goleman (1998)

The five main factors which determines emotional intelligence at work was identified in this study. The five determinants were used to determine the organization's leader's emotional intelligence. There are five variables discussed in this study: self- consciousness, self-regulation, self-motivation, and empathy and relationship management.

Mayer, Caruso and Salovey (1999)

The emotional intelligence is termed to be true intelligence which represents mental abilities. As per this research development of emotional intelligence take place with the passage of time, experience and age of an individual.

Rexhepi and Berisha (2000)

This research states that the emotional intelligence and employee performance are directly linked. Every kind of work demands substantial emotional intelligence compared to the intelligence quotient and managerial intelligence. It is seen that intelligence contributes to overall business success and improve in organization performance hence employers are very much interested in hiring workers with a higher degree of emotional intelligence.

Rotundo and Sackett (2002)

Representative execution alludes to a proficient and powerful method for achieving the objectives of the association. It is considered as an individual-level variable that contributes essentially to the general execution of the association. Worker execution comprises of two sorts in-job execution and extra-job execution. The aptitudes that are required to finish work related undertakings are brought in-job execution. Extra- job execution implies practices that decidedly impact in the achievement of hierarchical objectives.

Bailey and Robert (2003)

The predetermined targets are responsible for performance of employee and success of these targets depends on mental processes that are not visible which includes decision making, rational thinking and problem-solving skills. Performance is evaluated on the basis of how the task is performed and the way this is adding value to the success of business.

## **EMOTIONALINTELLIGENCE**

Emotional knowledge alluded to as the capacity to see and control one's own considerations and feelings. Passionate knowledge is viewed as a kind of social insight. It is engaged with checking individual passionate capacity and to separate among themselves and directing in one's own reasoning and activity. Passionate insight is particularly significant these days since individuals having a decent degree of Emotional Intelligence effectively accomplish their objectives. Enthusiastic knowledge it is essential that individuals handle feelings so their objectives are accomplished viably.

As per the present world, a worker assumes a significant job where he needs to work a great deal with his Emotional insight to effectively deal with the circumstance, work proficiently, understand clashes and improve execution. It is logically demonstrated that 90% of the top entertainers in the association are considered to have an elevated level of Emotional knowledge and 58% of enthusiastic insight is liable for the general execution of the work. It is seen that the association's superior workers who have a high level of passionate knowledge keep on winning more yearly comes back from the organization than the low-level entertainers inside a similar association. Contrasted with the Intelligence Quotient, Emotional Intelligence is known to be multiple times more significant variables for progress than IQ.

Emotional intelligence is comprised of following factors

- Self-Awareness
- Self-Management
- Social-Awareness
- Social-Management

## **Selfawareness**

Self-awareness refers to the ability to identify, understand our own feelings, and also to consider and react to other people's feelings. This includes values, beliefs, personal interest, and skills of an individual. This is also related to understand intensity of emotions, body language and behavior that induces emotion within us and others.

## **Selfmanagement**

Self-management means identifying, managing, handling and controlling of our emotional behavior. It is also referred as Self- Regulation. This involves selecting the correct emotional reaction and the reaction's strength. This is related to other people's attitudes and emotional signals.

## **Socialawareness**

Social awareness is the ability to identify and appreciate other people's moods and entire groups of people. It is the ability to understand body language, facial expressions, and even posture to react appropriately. Social awareness means to be familiar with the social constructs and culture around the people. Social groups or communities face some problems and social awareness tries to eradicate those problems with an individual's thoughts and feelings related to their situation.

## **Socialmanagement**

Social relationship management is knowing the details of the company about its brand, products or services and the company allows to manage its presence on the website with the required information with a consistent criteria's and intervention of humans. Social management also called as relationship management. Managing relationships requires direct communication and efficient conflict resolution. Over time, it's the relationship you create with others.

## **Employeeperformance**

Representative execution is the means by which well a worker of an organization plays out their errands, obligations, and duties. Representative execution alludes to a proficient and powerful method for achieving the objectives of the association. This is known to be an individual-level variable that contributes essentially to in general achievement of the association. Worker execution is made out of

two types of execution in-job and extra-job execution. The abilities expected to achieve errands identified with the activity are brought in-job execution. Extra-job execution infers exercises that sway the accomplishment of hierarchical objectives well.

Conceptual model

Self - awareness, Self - management, Social awareness and Social management combine to shape emotional intelligence and thereby affect the success of workers in the organization.

### **Emotional Intelligence Benefits**

- Improves Team Performance
- Improves Leadership Ability
- Improves Decision Making Ability
- Decreases Occupational Stress
- Improves Personal Well-being
- Reduces Staff Turnover

### **Research Design**

#### **Statement Of The problem**

As indicated by the present world, a representative assumes a significant job where he needs to work a great deal with his Emotional knowledge to handily deal with the circumstance, work effectively, understand clashes and improve execution. The worker's achievement in working and generally speaking occupation yield doesn't rely on specialized capability and the degree of representative IQ, however because of the degree of passionate knowledge is additionally a significant impact. The task's objective is in this way to perceive the effect of Emotional Intelligence on the presentation of the worker.

#### **Need of The Study**

Emotional intelligence is one of the important roles played in the organizations due to differences in the behavior of individuals. The need is to figure out the relationship between Emotional Intelligence and its



effect on the performance of the employees and also to figure out the level of employees Emotional Intelligence to enhance their performance by taking different variables.

#### OBJECTIVE OF THE STUDY

- To examine the dimensions of Emotional intelligence.
- To measure the emotional intelligence of the employee.
- To understand the connection between the emotional intelligence of the employee and its effect on performance.

#### **Scope Of The Study**

The examination targets distinguishing the feelings of representatives they display during their work and its effect on their activity execution regarding MYMUL. Research may likewise be performed segment shrewd to follow the impact of passionate knowledge on the presentation of laborers in different businesses. Further examinations can be done to see the effect of enthusiastic knowledge on different ward factors, for example, work fulfillment, authoritative effectiveness, worker spirit, hierarchical condition, representative preparing.

#### Research Methodology Method Of Research

Descriptive Research is a type where an individual is eager to know the information of a group through observation, case study and survey, where people are more open to give feedback through survey i.e., questionnaires.

#### **Sampling design**

**SAMPLING METHOD:** This study uses Simple Random Sampling; in this kind of sampling the respondent can choose randomly and collect the data from the respondents.

**SAMPLE SIZE:** 80 respondents are chosen amongst the employees of MYMUL and survey was carried out.

### **Data Collection Primary Data**

It is a type of collecting the data directly from the respondents i.e., from the employee with the help of structured questionnaires which is related to the topic.

### **Secondary Data**

It is a form of collecting data from saved data. It saves the time as much as possible compared to primary data.

- Websites
- Journal
- Newspaper & Books

### **Main Objective Hypothesis**

Ho: There is no significant relationship between Emotional intelligence and Employee Performance

Ha: There is significant relationship between Emotional intelligence and Employee Performance

### **Sub Objectives Hypothesis**

H1: Self Awareness has impact on Employee Performance

H2: Self-Management has impact on Employee Performance

H3: Social Awareness has impact on Employee Performance

H4: Social Management has impact on Employee Performance

### **Proposed Statistical Test**

☐ Correlation

☐ Regression

## ☒ Reliability Test

### **Limitation Of Thestudy**

- Emotional intelligence depends on situational factors.
- The responses from employees may be biased.
- The respondents won't consider the importance of Emotional intelligence seriously
- Time and Resource restrictions.
- Emotional Intelligence cannot be universally represented.

### **Researchgap**

There are few studies related to the influence of Emotional Intelligence and Employee Performance, the need is to evaluate the relationship between Emotional Intelligence and its effect on the performance of employees by considering different variables.

### **ANALYSIS ANDINTERPRETATION**

For the analysis of data collected, following tests are done. They are:-

- Correlation
- Regression
- Reliability Test

Sub Objective 1: Self Awareness has an impact on Employee Performance

Pearson correlation showing the relationship between Self Awareness and Employee Performance:

### **Interpretation**

There is a strong link between the Self-Awareness and employee performance variables. Correlation value of coefficient is 0.391, which indicates a strong positive correlation and is 5% significant. Hence H0 is rejected and H1 is accepted indicates there is significant correlation between Self Awareness and Employee Performance.

Sub Objective 2: Self-Management has an impact on Employee Performance

Pearson correlation showing the relationship between Self Awareness and Employee Performance

### **Interpretation**

There is a strong correlation between the Self-Management and Employee Performance variables. Correlation value of coefficient is 0.375 \*\* which indicates a strong positive correlation and is 5% significant. Hence H0 is rejected and H1 is accepted indicates there is significant correlation between Self-Management and Employee Performance.

Sub Objective 3: Social Awareness has an impact on Employee Performance

Pearson correlation showing the relationship between Social Awareness and Employee Performance

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

### **Interpretation**

There is an important connection between the Social Awareness and Employee Performance variables. Correlation value of coefficient is 0.412\* which indicates a strong positive correlation and is 5% significant. H0 is therefore rejected and H1 is approved which means that there is a major connection between social awareness and performance of employees.

Sub Objective 4: Social Management has an impact on Employee Performance

Pearson correlation showing the relationship between Social Management and Employee Performance

**Interpretation**

There is significant relationship between the variables Social Management and Employee Performance. Value of correlation Coefficient is 0.436\* which indicates moderate positive correlation and is significant at 5%. Hence H0 is rejected and H1 is accepted indicates there is significant correlation between Social Management and Employee Performance.

Objective 1: To measure employee’s Emotional Intelligence by considering each factor.

Table 2.2 Average mean of Self Awareness

Statistics	
Self-Awareness	
Valid	80
N	
Missing	0
Mean	4.2850

**Interpretation**

The average value of the self-awareness factor is 4,2850, is considered to be highly positive because the employee as the ability to control emotions between themselves and others thus enhancing an individual's self-awareness.

***Table 2.3 Average mean of Self-Management***

Statistics

Self-Management

Valid 80

N

Missing 0

Mean 4.2075

**Interpretation**

The average of the factor Self-Management is highly positive mean value of 4.2075, as they are aware of the responsibility of their own behavior and thus increasing self- management.

***Table 2.4 Average mean of Social Awareness***

Statistics

Social Awareness

Valid 80

N

Missing 0

Mean 4.0650

**Interpretation**

The average mean value of the factor Self Awareness is 4.0650 with high value, the employees are aware about the organization environment thus increase in social awareness among the employees.

***Table 2.5 Average mean of Social Management***

Statistics

Social Management

Valid 80

N

Missing 0

Mean 4.0925

**Interpretation**

The average of the factor Social Management with the mean value is 4.0925 the high value of social management skills id due to employee possess good level of social management skills which improves company performance.

**Correlation**

Correlation is tested to measure the strength and direction of association present between two variables.

Objective 2: To measure relationship between Emotional Intelligence and Employee Performance

Table 2.6 Pearson correlation showing the relationship between Emotional intelligence and Employee performance

Correlations

Emotional Intelligence Employee Performance

Emotional Intelligence Pearson

Correlation	1	.487*
	Sig. (2-tailed)	.030
N	80	80

Employee Performance Pearson

Correlation	.487*	1
	Sig. (2-tailed)	.030
N	80	80

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

### Interpretation

The table says, there is a significant relationship between Emotional intelligence and Employee Performance. Significant at level of 5% (2- tailed). Where  $r = 0.487^*$  and  $N$

$= 80$ . Thus, null hypothesis ( $H_0$ ) is rejected or cannot be accepted and alternative hypothesis ( $H_1$ ) is taken for consideration or can be accepted. The hypothesis is moderate positive between the two variables. If the score is increased, the score of correlation test also increases and thus has a positive accepted result.

$H_0$ : There is no significant relationship between Emotional Intelligence and performance of employee.  $H_1$ : There is significant relationship between Emotional Intelligence and performance of employee.

### Regression

To study the impact of Emotional Intelligence on performance of employee.



**Table 3.1 Regression showing the impact of Emotional Intelligence on performance of employee.**

**Interpretation**

The model was successful by establishing a relationship between the emotional intelligence and employee performance variables with a regression value of 0.561. The coefficient of determination (R<sup>2</sup>) is 0.314, which shows that 31.4 percent of the variation in employee performance was explained by the independent variable. Therefore, it is concluded that there is a relationship between emotional intelligence and employee performance.

To study impact of individual factors on Employee Performance.

Table 3.2 Regression showing impact of individual factors on Employee Performance.

**Interpretation**

The model was significant by establishing a relationship between the variables of factors of emotional intelligence and employee performance with a regression value of 0.759. The coefficient of determination (R<sup>2</sup>) is 0.576, which shows that 57.6 percent of the variation in employee performance was explained by the independent variable. Therefore, it is concluded that there is a relationship between factors of emotional intelligence and employee performance. The significant test on beta will yield the same result as the significant R. The beta coefficients of each independent variable respectively are 0.063, 0.013, 0.264, 0.708. The significant level of Social awareness and Social management is good.

**Findings, Conclusion And Suggestions/ Recommendation**

It can be noted that there is a significant relationship between Emotional Intelligence and Employee Performance. Cronbach alpha reliability examination was performed to identify the inside faithfulness of the data. In this study independent variable Cronbach alpha is 0.691 for 30 items. Average mean of all factors of Emotional intelligence have highly positive result. Average mean value of Self Awareness is 4.28, Average mean value of Self-Management is 4.20, Average mean value of Social Awareness is 4.06 and Average Mean value of Social Management is 4.09. There is a strong positive association between emotional intelligence and employee performance at 48.7 percent, the study is conducted with a 2-tailed analysis by considering 80 respondents. There is relationship between Self-Awareness and Employee Performance with 39.1%, the test is done by 2 – tailed analysis with 80 respondents which

have a moderate positive relationship between the variables. There is relationship between Self-Management and Employee Performance with 37.5%, the test is done by 2 – tailed analysis with 80 respondents which have a moderate positive relationship between the variables. There is relationship between Social Awareness and Employee Performance with 41.2%, the test is done by 2 – tailed analysis with 80 respondents which have a moderate positive relationship between the variables. There is relationship between Social Management and Employee Performance with 43.6%, the test is done by 2 – tailed analysis with 80 respondents which have a moderate positive relationship between the variables. The impact of Emotional intelligence on Job performance is 55.4%, which includes Self-awareness - 6.3%, Self-management – 1.3%, Social awareness – 26.4% and Social management 70.8%.

## Conclusion

Emotional intelligence improves success at work by encouraging people to develop healthy relationships, perform well in groups and develop social status. The current research identifies some kind of relationship between emotional factors and performance of the employees. And it also tries to suggest that there is opportunity for quality and brand identity enhancement because there is considerable pressure on the market. Emotional training should include basic training which enables the employees to understand better and cope up with emotional efforts they are required to perform their work. HR department should work on more plans to motivate employees to reduce absenteeism so that company can think of reduction of manpower as it is excess at present. The study established that emotional intelligence directly affects the performance of employees. Thus, the research indicates that emotional intelligence has a minor impact on organizational commitment and performance of the employee. There is a positive moderate impact on each other. The Emotional intelligence has few forms of Self-awareness, Self-management, Social management and Social awareness which are explored using data from survey among employees in MYMUL. Therefore, it can be inferred that emotional intelligence is a significant variable creating awareness, helping workers learn from others, sharing information and building trust and concern for others. At the same time, emotional intelligence affects both individual and organizational performance.

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