

# **EFFECT OF EMOTIONAL INTELLIGENCE ON JOB PERFORMANCE WITH MODERATING ROLE OF ORGANIZATIONAL COMMITMENT**

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## **ABSTRACT**

*The concept of Emotional Intelligence is an imperative and largely being used in many fields including psychology and management these days. This study intends to explore the effects of emotional intelligence on performance with moderating role of organizational commitment. For this rationale, banks from city Faisalabad, Pakistan were preferred as population. Banks were selected through random and convenient sampling. Data was collected through a coherent questionnaire that comprised of close ended questions. For the same purpose, questions were extracted from the tested scales which had already been used by the researchers. Therefore, the uniformity and reliability of the relevant scales have been proved. Respondents for the study were 180. The data was not only elaborated with indications to central tendency of the respondents and their divergence but also tested on certain statistical tests for acceptance or rejection of the hypothesis. Outcomes exposed that Emotional Intelligence has a strong and significant effect on Job Performance and the Organizational Commitment being a moderator plays an important role between them.*

**Keywords:** *Emotional Intelligence, Organizational Commitment, Job Performance*

## **INTRODUCTION**

“Emotional intelligence” is a kind of intelligence that contains the capability to observe the social conduct of an individual and other’s sentiments. Emotional intelligence is one of hundreds of shades of our personality. Is it the most important predictor of success in life or work? Yes, it is, but probably a part of “success” is neither the sole ingredient, nor the most salient one. The emotional intelligence involves problem-solving with and about emotions. The scope of Emotional intelligence is very broad. It comprises on explicit and implicit evaluation, the expression of feelings, the guideline of sentiments in oneself and others. It helps to resolve problem by using emotions. A great number of researches have been done on organizational commitment as, it is an interesting topic for human resource managers, scholars, and psychologists. “Emotional Intelligence, Emotional Perception, Emotional Regulation uniquely explained individual cognitive-based performance over and beyond the level which attributable to general intelligence” (Lam & Kirby, 2002).

The basic objective of such type of studies were to find out how workforce feel about their professions and to enhance level of commitment to their organization. Employee's wisdom regarding organizational commitment could be connected with some elements like job uncertainty, job stress, division of leadership and authorization. Organizational Commitment can be compared to other job-related behaviors, such as an organizational identity that describes how the employee feels being a part of an organization and job satisfaction describes an employee's sense about his job. Reduced stress level employees will be more excited and enthusiastic towards their work and more committed to the organization (Batool & Ullah, 2013). The aspect of behaviorism shows that conduct and actions are key components of commitment. Services sector needs to consider meaningful features of emotional intelligence as a strong predictor for efficient performance of employees.

Job performance is an important part of Human Resource Management. It is widely used idea, but not clearly defined in organizational and industrial psychology. Job performance describes how a person performs his job well. Organization outcome and success is majorly based on Performance. "Emotional intelligence has positively associated with job satisfaction and performance (Bhalla & Nauriyal, 2004). The basic objective of this research was to explore the effect of emotional intelligence on job performance of the individuals with moderating role of an organizational commitment. The study will assist managers and scholars to understand well the relationship among these three variable.

### **Problem Statement**

How age factor, nature of job consolidated with emotional intelligence of mid-level managers could effect Job Performance and either it can be moderated through organizational commitment, or not.

## **LITERATURE REVIEW**

### **Emotional Intelligence**

Although the term "Emotional Intelligence" has been used in a lot of ways, the term precisely used in this research is to clarify what intelligence has to do with emotions. Emotional intelligence comprises of two parts i.e., intelligence and emotion. Mayer, Caruso & Salovey (1999) wrote that "Emotions signify feelings and reactions a person has, often in response to real or fictional relationship". The idea of emotional intelligence was introduced by Salovey and Mayer defined as, "emotional intelligence is the ability to observe the sentiments and feelings of person and coworkers to make a distinction between them and utilize the information in a positive way to direct one's ideas and actions". The concept of Emotional Intelligence was exercised by many writers including

the fields of psychology and administrative sciences. “The predictive power of emotional intelligence for performance suggests the use of emotional intelligence, measures as a selection tool by human resource managers” Chaudhry & Usman, (2011). Mayers and Salovey (1999) which was then popularized by Goleman et al. (2001) explained four capabilities which took part in emotional intelligence. The first capability is “Perception” which engages the exact spoken and nonverbal manifestation and assessment of feelings, the second capability is an “Integration” it involves the initiation of emotion to help in problem solving, the third capability is “Understanding” it involves the knowledge about the attainment of emotions planned to endorse academic and sentimental growth and the fourth capability is “Managing the Feelings” it involves regulates the sentiments of workers in his/her self and in others. Goleman et al. (2001) developed a framework to explain emotional intelligence in terms of five elements, self-awareness, self-regulations, motivations, empathy and social skills.

Emotional investigation progressively indicates the value of emotional intelligence within the forecasting achievement in every field of your life Bar-On (1997). The impact of emotional intelligence on job performance and organizational commitment can matter more than “Intelligence Quotient”. Outcomes explored that a significant association exists among emotional intelligence and job performance. The employees with high level of emotional intelligence can perform well where the tasks require a high degree of skills and capabilities. Jamali, Sidani & Abu-Zaki (2008) empirically looked emotional intelligence proficiency ratings self-awareness, self-regulation, self-motivation, interpersonal-recognition as well as interpersonal skills within a small sample associated with workers and administrators”. “Emotional Intelligence combines an individual’s intrapersonal and interpersonal intelligence” Gardner et al. (1999). Schutte et al. (2001) define “Emotional Intelligence as the ability to adaptively perceive, understand, regulate and harness emotions in the self and others”. Research work on emotional intelligence today focuses on trying to collect sufficient data to support one or more of the current models of emotional intelligence such as those of Mayer et al. (1997) in order to increase clarification on the emotional intelligence construction. It also focuses on trying to generate empirical support for the various existing methods of assessing this construct.

### **Organizational Commitment**

Commitment is devotion to a specific organization, reason or faith, and a readiness to get involved. There are lots of opinions about organizational commitment. We have many ways to assess this long time concept. By expansion of these types of ideas, so many techniques have been developed. There are three measurements according to the purpose of company targeted with this method: guidelines of your company, hopeful thoughts about the company and the cost related to leave the company. The best way to improve

productivity is by striving for the shared goals of employees and managers. “ By allowing workers input into developing the mission statement, establishing policies and procedures, determining perks results in improve communication and increase moral and satisfaction” (Batool, 2013). Meyer et al. (1989) developed very well-known models of the company’s determination. Jaros & Stephen (2007) and Mowday (1979) stated that determination provides about three measurements known as: instruction determination, affective determination and also stability determination. Organizational commitment has some sub variables which are described as: enthusiasm to exert effort, degree of goal, value and wish to maintain the association.

### **Job Performance**

When a job is assigned to an employee then could be observed how diligently he/she performs his/her job. Approximately, every organization evaluates the job performance of their employees on quarterly , biannually, or annual basis to point out the areas of improvements. Every organization makes decision to promote, retain or fire an employee on basis their evaluation. The Personal relationship is still having lots of importance till today. Many organizations try to evaluate performance to improve production or ultimate profit systematically. Bhalla et al. (2004) believes that Emotional Intelligence is a factor which is useful in understanding and measuring individual performance at work place. They further stated that emotional intelligence is extremely important to significant gains in productivity. Emotional rules were positively related with cohesiveness. Employee’s performance is mainly managed by using formal processes that are supervisor rating, management by objectives, 360° appraisals, and peer evaluation. Factors like chances for development, acknowledgment, obligation, success promote, job contentment, whereas outside factors like policies, supervision, pay, interpersonal relations, working environments, safety, etc. plays a vital role in job performance. Some sub variables of job performance like: acceptance of responsibility, ability to produce ideas, adaptability, Understanding and tolerance, foresight, initiative and drive, reliability under pressure, ability to take decisions, work output, and financial responsibility could be helpful to assess the job performance.

## **RESEARCH METHODOLOGY**

### **Population, Sample, Subjects**

The study is conducted on banking sector of city Faisalabad, Pakistan as the sector contained all three dimensions of research as well as the rational of rapid growth. Banks were selected on the basis of their large networks, market share, micro financing, huge number of employees, etc. The size of the sampling frame was 180 respondents of managerial level from ten branches of each selected bank United Bank Limited, Bank of

Punjab and Habib Bank Limited situated in different localities of the territory. The data was collected from six respondents of each branch.

### **Sampling Technique**

Hypothesis testing is logically based on Sampling. By the help of random and convenience sampling technique UBL, BOP, HBL were selected from city Faisalabad. Among these selected banks HBL and UBL were among from private sector, whereas BOP is from Government Sector. To analyse the data statistical package SPSS version 20 was used.

### **Data Instruments**

For the reason to accumulate the data, well structured questionnaire was developed and the respondents were asked to answer the close ended questions. The data so collected has changed into the analysis as useful information to elaborate the different shades of emotional intelligence, organizational commitment and job performance.

To evaluate respondents on emotional intelligence, job performance and organizational commitment following scales were used:

- Tool kit of Salovey and Mayer [1990] with Schutte [1998] for emotional intelligence. Out of twenty, first eight questions were associated with appraisal and expression of emotions, further eight were from the regulations of the emotions and the last four were from among those items generated for the utilization of emotions.
- Tool kit of Williams and Anderson [1991] for job Performance.
- A willingness to exercise effort on behalf of the organization [Effective Commitment].
- The degree of goal and value, suitability within the organization [Continuous Commitment].
- A desire to maintain association [Normative Commitment].

Five points likert scale was used to analyze the level of Emotional Intelligence, Job Performance and Organizational Commitment. Validity of instrument is a pointer of authenticity of particular purpose and definition. The tool kits used in the study validate the reliability of scales at their optimal level of perfection. In addition, few items in tool kits were customized or explained to meet current objectives.

### **Hypothesis**

H<sub>1</sub>: Increase in age effects on job performance.

H<sub>2</sub>: Permanent Nature of job effects on job performance.

H<sub>3</sub>: Emotional Intelligence has a significant impact on Job Performance.

H<sub>4</sub>: Organizational commitment moderates relationship between emotional intelligence

and job performance.

Where  $\varepsilon$  = error term or extraneous factors.

## Statistics

For the purpose of hypothesis testing, following test/analysis is being used:

- A reliability test to check the value of Cronbach alpha for reliability of scales.
- Univariate analysis to check descriptive values, central tendency, dispersion & standard deviation.
- Bivariate analysis to check the impact of variables. By the analysis p-value, Chi-square, DF, Gamma value, R-square and standardized coefficient Beta is calculated. Cross tab has used to check the moderating effect of Organizational Commitment on Emotional Intelligence and Job Performance.

## Reliability Test

Reliability of the scales can be calculated by measuring the value called Cronbach alpha.

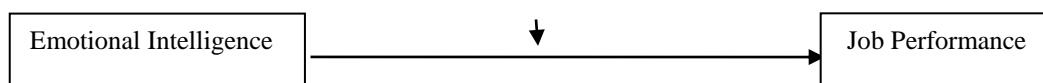
Cronbach alpha can be written as:  $\alpha = N.c / v + [N-1].c (1)$

Variables Description	Number of Items	Cronbach's Alpha	Reliability % age
Emotional Intelligence	20	.701	70%
Organizational Commitment	19	.700	67 %
Job Performance	19	.771	77 %

Value of Alpha ( $\alpha$ ) for EI was .701, OC was equivalent to .700 and JP contained.771 that indicates the reliability of the scales are good.

## Research Framework

Demographic Variables	Independent Variables	Moderating Variables	Dependent Variables
	Emotional Intelligence	Organizational Commitment	Job Performance
<b>Constituent</b>			
Age Gender Branch Code Qualification Employment Status [C/P/D] Resident Total Experience Material Status Family Status [Centered/Scattered]	Intrapersonal Adaptability Interpersonal Stress management General mood	Enthusiasm to exert Effort( Affective Commitment  Degree of goal and Value (Continuance Commitment)  Wish to maintain Association (Normative Commitment)	Acceptance of responsibility Ability to produce ideas Adaptability, Understanding and Tolerance, Foresight, Initiative and drive Reliability under pressure. Ability to take decisions, work output, Financial responsibility.



Socio Economic and Demographic characteristic of the respondents

#### Respondents Age

Age Range	Frequency	Percent
25-35	107	59.4
36-45	49	27.2
Above 45	24	13.3
Total	180	100

#### Respondents Post on which they Serve

Post	Frequency	Percent
Manager	180	100
Total	180	100

#### Respondents Gender

Gender	Frequency	Percent
Male	120	66.7
Female	60	33.3
Total	180	100

#### Respondents Location

Resident of	Frequency	Percent
Local	135	75.0
Outstation	45	25.0
Total	180	100

#### Respondents Qualification

Degree	Frequency	Percent
MBA	92	51.1
M. Com	67	37.2
ACCA	5	2.8
M Sc	6	3.3
BA	10	5.6
Total	180	100

#### Respondents Nature of Job

Job Status	Frequency	Percent
Permanent	163	90.6
Contract	17	9.4
Total	180	100

### Univariate Analysis

#### Descriptive Analysis of Emotional Intelligence

Sr	Questions	Std.Dav
1	I know when to speak about my personal problems to others.	.84165
2	When I am faced with obstacles, I remember times I faced similar obstacles and overcame them.	1.02156
3	I expect that I will do well on most things I try.	.57387
4	Some of the major events of my life have led me to re-evaluate what is important and not important.	.60260
5	I expect good thing to happen.	.95420
6	I like to share my emotions with others.	.78431
7	When I experienced a positive emotions, I know how making it last.	.93453
8	I arrange events others enjoy.	.67818
9	I seek out activities that make me happy.	.80984
10	I present myself in a way that makes a good impression on others.	.68119
11	When I am in a positive mood, solving problems is easy for me.	.91474
12	When I am in positive mood, i am able to come up with new ideas.	.85720
13	I have control over my emotions.	.72284
14	I easily recognize my emotions as i experienced them.	.59678
15	I motivate myself by imagining a good outcome to task I take on.	.48234

16	I complement others when they have done something well.	.74959
17	When I am faced with the challenge, i give up because i believe that I will fail*	1.08329
18	I help other people are feel better when they are down.	.42223
19	I use good moods to help myself keep trying in face of obstacles	.59114
20	I can tell how people are feeling by listening to the tone of their voice	1.30229
<b>Descriptive Analysis of Organizational Commitment</b>		
<b>Sr</b>	<b>Questions</b>	<b>Std.Dav</b>
1	I am ready to work more for the progress of my institute	.70107
2	It is the best institute to serve.	.75098
3	I have no special affiliation with this institute.*	1.14057
4	Any other opportunity can be forgo for this institute.	.98749
5	I can serve in any institute provided the same job is given.*	.71030
6	This institution has polished my abilities.	.64547
7	I am pleased that I preferred this institution to work.	.67910
8	I contradict its policies related to employees.*	.63705
9	I always think about the future of this institute.	1.03716
10	This institute is superior to all other institutions for me.	.71423
11	I enjoy discussing my institute with people outside it.	.37268
12	I don't feel emotionally attached to this institute.*	1.12003
13	I am not afraid what might happen if quit my job without having another lined up.	1.22887
14	Right now, staying with my institute is a matter of necessity as much as desire.	1.10307
15	I feel that I have few options to consider leaving this institute.*	.70768
16	I have been paid equivalent to the efforts i have put in.	.66433
17	I have many opportunities to get promoted in this organization.	.94123
18	I am satisfied with employee benefits given in this institute.	.59114
19	I often look for another job outside this institute.*	1.07219
<b>Descriptive Analysis of Job Performance</b>		
<b>Sr</b>	<b>Questions</b>	<b>Std.Dav</b>
1	I own my work.	.85401
2	I have an ability to produce creative and productive ideas.	.66412
3	I have adaptability in my working.	.78587
4	I have Understanding and tolerance in my working pressure.	.60260
5	I have ample Knowledge of my working.	.57192
6	I adequately complete assigned duties.	.76313
7	I often work beyond office hours, even though not been asked to.	.49614
8	I always find fault with what the institute is doing*.	.41612
9	I try to prevent myself from creating problems for my co-workers.	.67232
10	I always complain about my work load.*	.39957
11	My working outputs are above average.	.53714
12	I am aware of how my behavior effects other peoples job.	.72798
13	I read and follow all announcements, memos and others given by the institute.	.62622
14	I keep up to date with changes in the institute.	.69393
15	I attend meetings that are not compulsory but are considered important.	.48234
16	I always prepared to take on responsibility in different cases.	.56529
17	I anticipate problems and plans ahead.	1.0832
18	I prefer to work in a team.	.42223
19	I organize & use subordinate staff and other resources effectively.	.55294



H<sub>1</sub>: Increasing age entails to high job performance

Age Range	Respondents	Resp Rate in%	Job Performance					
			Low		Medium		High	
			Resp	in %	Reps	in%	Resp	in%
25-35	107	59.4%	24	22.6	44	41.3	39	36.1
36-45	49	27.2%	14	27.1	23	47.1	12	25.7
45 & Above	24	13.3%	5	22.0	11	45.1	8	32.9
Total	180	100	43	71.7	78	133.5	59	94.7
Statistics								
Pearson Chi-Square							5.606	
P-Value							.231	
Df							4	
Gamma Value							-.070	

Analysis about the statement “increasing age entails to high job performance in the organization”, reveals that  $\chi^2=5.606$  and p-value=.231 [P>0.05] elaborates that there is no statistically difference between the age of respondents related to job performance in an organization. By using cross tab technique job performance related to different age ranges has been elaborated very preciously. Statistics of respondents has shown in the table. The information defines that increase in age do not entail to high job performance. Gamma value was -.070. Therefore hypothesis H<sub>1</sub> “Increasing age entails to high job performance” is rejected.

H<sub>2</sub>: Permanency in job lead towards high job performance

Nature of Job	Respondents	Job Performance		
		Low	Medium	High
Permanent	163	77	44	42
Contract	17	5	5	7
Total	180	82	59	49
Statistics				
Pearson Chi-Square				4.368
P-Value				0.627
Df				4
Level of Significance				0.05
Gamma Value				-0.085

The Analysis regarding statement “Permanency in job lead towards a high job performance” with  $\chi^2=4.368$  and p-value=.627 [P>0.05] shows there is no statistically difference between Permanency in job lead towards a high job performance in the organization. Statistics of respondents has shown in the table. Hence it is concluded that the nature of the job, especially permanent nature of the job does not effect on job

performance. Gamma value was -0.085.

Therefore hypothesis H2 “Permanency in job lead towards high job performance” is rejected.

H<sub>3</sub>: Emotional Intelligence has a significant impact on Job Performance

Emotional Intelligence	Respondents	Response Rate in %	Job Performance		
			Low	Medium	High
	64	35.8%	23 (35.2%)	36 (55.9%)	5 (8.9%)
	90	50.2%	18 (20%)	37 (41.11%)	32 (35.58%)
	26	14.0%	3 (11.4%)	4 (17.1%)	19 (71.4%)
Total	180	100 %	44	77	56
Statistics					
Pearson Chi-Square					98.67
P-Value					.0001
Df					4
Gamma Value					0.547

The analysis regarding the statement about “the emotional intelligence has significant impact on job performance” with  $\chi^2=98.67$  and p-value=.0001 [ $P<0.05$ ] shows there is a statistical difference between emotional intelligence and job performance. It is further elaborated that response rate was 100 % and the difference in the level of job performance of 180 respondents is very close and most of the respondents were from medium and high level of job performance. Hence the hypothesis H3 “the emotional intelligence has significant impact on job performance” is accepted.

H<sub>4</sub>: Organizational commitment moderates relationship between EI and job performance.

Step	Variables	R Square	Beta
1	Emotional Intelligence	.10***	.325***
2	Emotional Intelligence		
	Organizational Commitment		0.45***
3	Emotional Intelligence	0.01*	
	Organizational Commitment		0.46***
	Job Performance		0.11*
Total	Total R Square	0.29*	
	*P<0.05***P<.0001 hierarchy structure		

The analysis depicts Organizational Commitment as significant moderating variable between Emotional Intelligence and Job Performance. \*Hierarchy regression analysis is used for determining its moderating role. Regression analysis is performed in three steps and all three models of this analysis are significant. In first model {R Square = .10, F [1,302] =35.7, P<.001}. Emotional Intelligence positively predicting Job Performance. [ $\beta=0.325$ ,  $t=5.9$ ,  $P<.001$ ] and it indicates 10% variance in Job Performance could be

attributed to Emotional Intelligence. In second model Organizational Commitment is extracted, this model is overall significant {F [2,301] = 61.3, P<. 001} in which emotional intelligence [ $\beta$ = 0.182, t= 3.5, P<. 001] and organizational commitment [ $\beta$ = 0.45, t= 8.8, P<. 001] both shows significant positively prediction of Job Performance. This model significantly in the explained variance of Job Performance [R Square = 0.18]. The third model is the final model of investigation in which product of emotional intelligence and organizational commitment is extracted for testing the moderated influence of organizational commitment in the relationship between emotional intelligence and job performance. The overall model is significant {F= [3,300] = 42.6, P<. 001} and shows interactive effect of emotional intelligence and organizational commitment on job performance. This interactive effect added 1% variance in Job Performance { $\Delta$ R Square=. 01,  $\Delta$ F [1,300] =7, P<. 001}. Hence the hypothesis H4 organizational commitment moderates the relationship between emotional intelligence and Job Performance has been accepted.

## RESULTS, DISCUSSION & CONCLUSION

It was usually accepted that employees with permanent status of job with increasing age are more job oriented and have high level of job performance. But the study rejected both the hypothesis. The data shows significant variance in both types of hypothesis. The study further narrate that there is a positive impact and significant relationship among emotional intelligence, organizational commitment and job performance and concluded that organizational commitment played an active moderating role between emotional intelligence and job performance. According to the study individuals having high level of emotional intelligence are more professional in evaluating, conveying and control utilization of their sentiments and as a results they become more self-assured and have an impeccable control over the duty they performed.

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