Emotional Intelligence and its Impact on Job Performance in an Automotive company (Case Study)

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Abstract:

In any organization job performance of the employees is a very important part that to in a manufacturing sector employee's success leads to the success of the organization; this can be achieved due to emotional intelligence. This study targets at measuring the emotional intelligence of employees and investigating the relationship between the 2 variables emotional intelligence (EI) and job performance (JP) of employees at Automotive Axles Limited. This study uses questionnaire method to collect the data. The sample includes 50 middle level employees. . This study also shows that there is average positive relationship between both the variables which has been proved by correlation tests. Through regression test it is proved that there is an average about 47% of dependence of job performance on emotional intelligence. This   study concludes that emotional intelligence is a major factor that affects job performance of employees in this company.

Introduction

In any organization there could be many factors that have an impact on job performance of employees. One of the major factor that is been recognized in the recent years is Emotional intelligence that is known as EI. Emotional intelligence can be said as the ability of an individual to identify, understand, use and also effective managing of emotions, so that it relieves stress and communicate effectively with everyone or peers, empathize with everyone, overcome challenges that arise in workplace and also family life, and also defuse conflict with everyone. This would help him/her to perform better in the organization, be more productive, reduce conflicts with others, build relationships within the organization as well as understand emotions of others which are helps employee's to perform better in organization. Managing, understanding, using one's emotions play a very important role for an employee. Many times at work place people finds it difficult to manage emotions and which becomes a hurdle for them to achieve the required performance what they actually want to.Some positions in an organization demand more of emotional intelligence as they would be handling more people, for example if we take post of a supervisor who is also termed to be a special group employee, this position is very crucial as he/she acts as a mediator between the employees at the bottom level and employees at the top level. They have to communicate the work effectively and also have to get it done through employees who are under them. For an organization, if supervisors are performing well in turn the whole organization leads to a track of profits. Job performance of these employees would affect the whole organization, and hence, if supervisors are having high emotional intelligence they would be

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International Journal in Management and Social Science

http://www.ijmr.net.in email id- irjmss@gmail.com   Page 48

performing their job well as they can effectively handle their own emotions. There are many parameters on which job performance of employees could be judged, for example: Campbell has given many parameters on which job performance of employees could be judged, they are declarative knowledge, procedural knowledge and motivation. He has defined job performance of employees in these 3 broad areas, and also has told that these are the determinants on which job performance of any employee could be judged or measured. On the other hand, Goleman defined emotional intelligence into 5 dimensions they are 1. Self –awareness, 2. Self-regulation, 3. Motivation, 4. Empathy, 5. Social skills are associated with emotions of any individual. Employees having high emotional intelligence are presumed to be or having superior performance compared to employees who have less emotional intelligence. Emotional intelligence of employees and job performance of employees are interlinked with each other as the employee who has emotional intelligence high would be able to gain superior performance in terms of building relationships ,reducing conflicts, having effective communication with superiors, peers etc., know one's own strength ,weakness, opportunities and threats. Knowing once own emotions helps an individual to change his weakness into strengths and know his threads and use the opportunities he/she get to the fullest which would in turn help the employee to be more productive and use his knowledge , abilities and skills to the fullest to satisfy the organization as well as him/herself. Emotional intelligence also helps employees to reduce conflicts, when an individual can understand the emotions of others know how to handle them effectively this can reduce conflicts in any organization. When there is peace in the organization all the employees understand each other's feelings and emotions it would help all the employees to work happily in an organization and hence helps to improve their productivity and performance. It also acts as a tool to relieve stress of employees in an organization.

1.1 Objectives of the study
- To measure the employees emotional intelligence.
- To analyse the relationship between Emotional Intelligence (EI) and job performance(JP).
- To identify is there any influence on job performance due to emotional intelligence.

1.2 Research methodology
Research is a process of collecting data and information regarding a topic and finding solution to an intended problem. There are 2 variables in our study are emotional intelligence (EI) which is an independent variable and job performance that is JP which is a dependent variable. Type of Research used is Descriptive research, Sampling Technique/Method is used is probability sampling and the sampling method would be convenience sampling based on our convenience We would be targeting samples from the middle management level. Sample size is 50 respondents. Type of data to be used both primary and secondary data. Questionnaires and interviews is used to get information directly from employees and we would collect some more data from the research papers and journals as a secondary data. Statistical test to be used was correlation and regression as a statistical tool. To measure the relationship between the variables we would be using correlation test. And the strength of relationship between variables could also be judged by using regression.

Hypothesis
H0: There is no relationship among emotional intelligence and job performance of employees.
H1: There is a relationship among emotional intelligence and job performance of employees.

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International Journal in Management and Social Science

http://www.ijmr.net.in email id- irjmss@gmail.com   Page 49

1.3 Review of literature

Emotional intelligence and job performance among school teachers By Lee Bee Yoke and Siti Aisyah panatik (2015), they both realized that teachers are very important part of our society as they shape or carve the personality of any student and life of the student, hence they conducted a research on how emotional intelligence of teachers in Malaysia and their job performance are interlinked with each other. They used correlation and regression tests to find the relationship between these 2 variables and hence found that teachers with high average of EI(emotional intelligence) would perform their job well compared to teachers who have low EI(emotional intelligence), and also the role of emotional intelligence in improving work outcome.

The mediating role of burnout on relationship of emotional intelligence and self-efficacy with organizational citizenship behaviour and performance by Aaron Cohen and Mohammed Abedallah(2014). They wanted to examine the relationship between emotional intelligence(EI), self-efficacy and two outcome variables that are in role performance and OCB , this study was conducted with teachers and they used correlation tests to test the relationship among the variable that is self-efficacy and emotional intelligence was quite high . This study clearly shows a positive relationship between all the variables with emotional intelligence. The teachers who were having high emotional intelligence showed high self-efficacy and high standards of performance.

Emotional intelligence, by Goleman (1995) he studied the influence of emotional intelligence on job satisfaction and organization commitment. The results have clearly shown that there was a significant relationship between emotional intelligence and job satisfaction of employees with high emotional intelligence seek the jobs that need high capability or ability. Or, there is no significant relationship between emotional intelligence and organization commitment, because individuals/ employees with high emotional intelligence have wide job opportunities in the world and they would be choosing what the best is for them.

The effects of leader and follower emotional intelligence on performance and attitude, by Kennet S Law (2002). He argued that many number of research scholars have told that emotional intelligence is the core variable that impacts job performance of leaders. By, applying the Gross emotional Model this person argued that emotional intelligence of the leaders and his/her followers have a positive side on job performance and attitude of the people. The results of these researches show that emotional intelligence of followers affect job performance(JP) and job satisfaction(JS), while emotional intelligence of the leaders influence the job performance and extra-role behaviour. He said that emotional intelligence would also have a high impact on other variables also organizational commitment, job performance and turn over intention.

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Emotional intelligence, cognitive intelligence and job performance, by Stephane Cote and Christopher T.H (2014). This research paper test how emotional intelligence and cognitive intelligence are related with job performance of employees. A model was developed that is compensatory model that posits that show the relationship between the 2 variables that are emotional intelligence and job performance becomes positive(+) as cognitive intelligence decreases or comes down. The results of this research stated that the study in which employee completed test of emotional intelligence and cognitive intelligence, and their way to measure task performance and also organizational citizenship behaviour

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International Journal in Management and Social Science

http://www.ijmr.net.in **email id- irjmss@gmail.com**   Page 50

(OCB) were assessed or measured by their immediate superiors. And hence they showed superior performance compared to other employees.

Emotional intelligence can also be called as emotional quotient (EQ). It is the ability of any individual to recognize their own (his/her) emotions and other's emotions, to also discriminate or distinguish between feelings and tag them suitably and also to use emotions to escort thinking and behaviour. Emotional intelligence was not popular earlier, people did not know even that there was a concept called emotional intelligence, and it gained prominence in when an author, psychologist, and science journalist Daniel Goleman wrote a book on this topic in the year 1995. There on people started recognizing that there was a concept called emotional intelligence also.

In the last three decades organizations or companies have seen a fundamental and many other shifts in management styles and other roles of employees also. The roles have becoming more for customers or it can be called as customer oriented and knowledge based with the need to work as a group or team. Hence, the outcome is those individuals or employees having and more overall independence, even at fairly low levels within the or with other organizations. This has resulted in creating organization culture that is less autocratic in nature with only less levels of management. Hence , this nature of this organization has allowed or permitted those with highly developed social skills or also social competence to be as successful as those who are excel academically or are academically excellent.
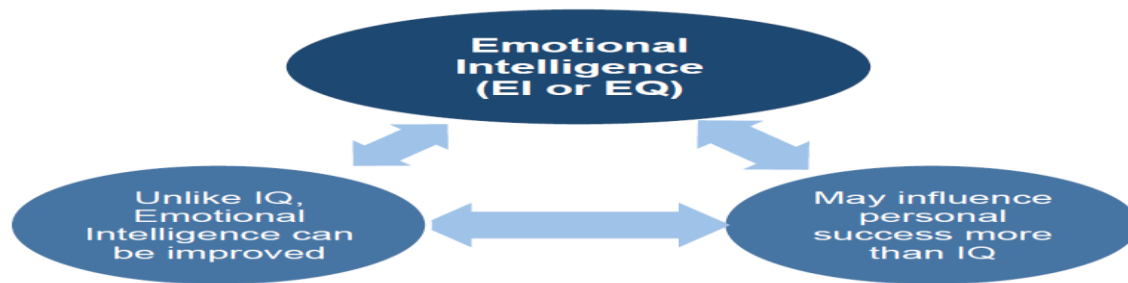

Figure 3.1: Emotional intelligence

History

The first use of the term or concept "Emotional intelligence (EI)" was done by Wayne Payne's doctoral thesis that is "A study on emotion: Developing emotional intelligence" in the year 1985. Then there were many papers that were established on the same topic for example, in a paper by Michael Beldoch in the year 1964 and also a paper by B.Leuner which was titled as "Emotional intelligence and emancipation" which had appeared in the psychotherapeutic journal. In 1983 Howard Garner had published a paper titled " Frames of minds: The theory of multiple intelligence" it introduced many concepts like IQ and which failed to fully explain the cognitive ability of any individual, He also stated that multiple intelligence means the or which includes both that is interpersonal intelligence that could be how on can understand others feelings and emotions, and intrapersonal intelligence within one's own self , the capacity to understand oneself or know one strengths, weakness, opportunities and threats. In 1989, Stanley Greenspan put forward models to describe Emotional Intelligence and also Peter Salvoes and John Mayer they also gave models to describe Emotional Intelligence. However the concept became popular with the book "Emotional Intelligence- Why it can matter more than IQ" in the year 1995. The author of this book was Goleman, Who is also known as the father of inventing this topic emotional intelligence, this book as followed by many other books that gained huge popularity at those times. Many authors have given many Models' that would be used to describe and determine the

concept of emotional intelligence. There on in the year 2000, the distinction between 2 important trait emotional intelligence (EI) and ability emotional intelligence (AEI) was introduced to get a better understanding about the topic.

Difference between individual with low emotional intelligence and high emotional intelligence

Low Emotional intelligence	High Emotional intelligence
Violent	Self-confident
Demanding	Determined
Egotistical	Driving
Bossy	Resolute
Confrontational	Conclusive
Easily distracted	Sincere
Glib	Excited
Selfish	Friendly
Poor listening	Delightful
Thoughtless	Convincing
Do not want to change	Enduring
Inactive	Steady
Un-responsive	Expectable
Unhurried	Reliable
Persistent	Good listening
Dangerous	Thorough
Fussy	Cautious
Hard to please	Scrupulous
Perfectionistic	Organized
	Neat and clean

Table 3.1: EI Comparison

Benefits of emotional intelligence
 The Benefits of EI are Physical health, Mental Well-Being, Relationships, Conflict resolution, Success, Leadership, Work place satisfaction and higher performance, Better outcome of teams,
Better managing capability, Self-motivated employees, Work-life balance, Organizational climate improves

Job Performance:
Job performance assess whether a person/ individual performs or does a job well and to what extent. John P Campbell tells that job performance as an" individual-level variable, or something a single person / individual does". Every organization now days want employees to perform their job well, and in the latest trend the organization treats it human resource as asset in the organization. Hence performance is a crucial but a very important part for all the employers.
Campbell defines performance as a behaviour that any individual exhibits during work, and also it is something done by the employee at work. Campbell also defines exclusions when defining performance

as behaviour for example. It consists of mental production. Performance needs to be under the persons /individual control, it can be mental or behavioural.

Campbell's Model of Job Performance (JP)

Campbell gave these 3 direct determinants of job performance.

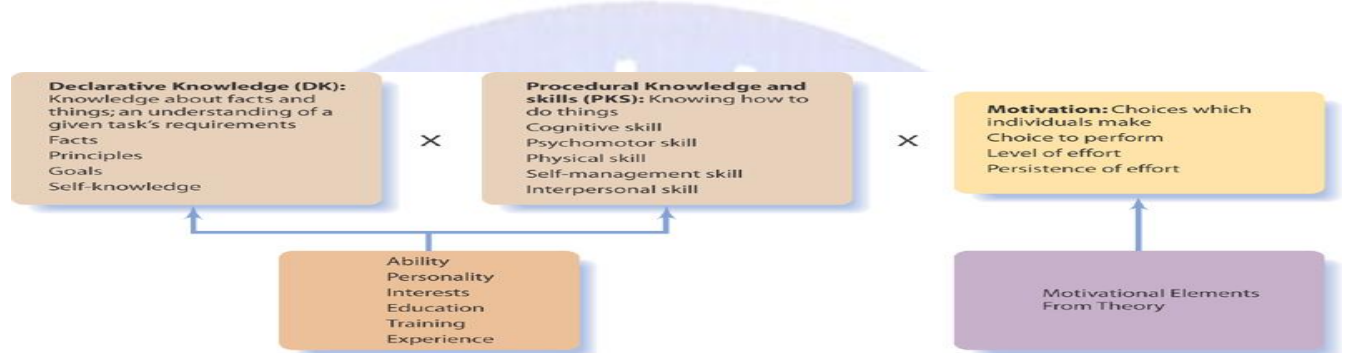Declarative knowledge (DK), Procedural knowledge(PK) or skill Motivation factor.

Figure 3.7: Campbell Model

Analysis and Interpretation

To measure the reliability of the data collected.

Case Processing Summary

		N	%
	Valid	50	86.2
Cases	Excluded	8	13.8
	Total	58	100.0

Table4.1: Reliability test result1

Reliability Statistics

Cronbach's Alpha	N of Items
.962	26

Table 4.2: Reliability test result2

Interpretation

The above table clearly shows the value of 0.962 which indicates high reliability on the data what the respondents have given. Any value that is more than 0.5 could be considered as a good result hence we can rely on the data given by respondents. And hence we can continue with our further tests.

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International Journal in Management and Social Science

http://www.ijmr.net.in email id- irjmss@gmail.com   Page 53

Objective 1: To measure the emotional intelligence of employees at Automotive Axles, Mysuru.

1. **Self- Awareness**

	I understand my emotions very well.	I am aware about my weaknesses and threats.	I know what the jobs I can perform well are.	I recognize when my feelings are impacting my decisions.	I know how to control myself at work.	I know when to ask for help and how to take it.	Average
N	50	50	50	50	50	50	50
Mean	3.20	3.1400	3.1400	3.2400	3.1800	3.2400	3.19

Table 4.3: Average self-awareness

Interpretation

This study at Automotive Axle's employees on emotional intelligence shows that, the employees are having average self-awareness. It also shows that the employees have an average amount of self-confidence and average emotional self-assessment competence at a high level. As a result employees are low at self-assessment.

2. **Self- management**

- **Managing emotions**

	I really don't bother about what feedback people give me.	I don't get exited or angry when someone does not agree with what I am saying.	I can tolerate if things are not finished or completed in prescribed time.	I am open to change. I am ready to adapt new changes very quickly.	I can control myself and can behave normally when things are not in the way.	Average
N	50	50	50	50	50	50
Mean	3.2000	3.1800	3.3400	3.5000	3.3200	3.3080

Table 4.4: Average managing emotions

Interpretation

The study also states that managing of emotions among respondents is also average. Compared to self-awareness, managing of emotions has got a greater average that means, employees at Automotive Axle are able to manage and also control their emotions effectively and efficiently at work place. It also is been clear that employees of Automotive Axle are open to changes that mean they are dynamic in nature, which has helped them to succeed from the past 30 years. It also has been shown that employees can tolerate things if not finished in prescribed time that also shows the capability of employees to handle things in an effective way.

- **Motivation**

	I am totally engaged in whatever work I'm doing.	I always see self-growth and self-development as a never ending process.	I keep myself updated with what is going in and around me.	I want to improve myself with every day and every second.	I don't mind weather whatever good work I'm doing remains unnoticed by others.	Average
N	50	50	50	50	50	50
Mean	3.7000	3.4600	3.5800	3.4400	3.5400	3.5440

Table 4.5: Average Motivation

Interpretation

Compared to self-awareness and managing of emotions, Motivation factor shows higher average. This shows that the respondents are self-motivated. When employees are self-motivated they perform their job well. Respondents have shown that they are totally engaged in whatever work they actually do. And hence also keep them updated with whatever is going on in and around them.

3. **Social awareness**

	I am aware of how my behaviour affects others.	I am able to work in a team as I do individually.	I am a good listener.	People often come to me for help, support and direction, as I am a good coach.	I think about satisfying my superiors than myself.	Average
N	50	50	50	50	50	50
Mean	3.4600	3.5400	3.3800	3.5400	3.5400	3.4920

Table 4.6: Average social Awareness

Interpretation

The social awareness among respondents is shown to be average but better that self-awareness and managing emotions. If social awareness is good among the employees in any organization then it is very easy to build strong empathy, organizational awareness and service orientation. Respondents have shown high response for working as a team and also often trying to satisfy superiors than one's own self. This shows that how much the respondents are committed to organization and their own work.

4. **Social skills**

	I have a wide range of social and professional network.	I can manage with people of all sorts.	I can persuade any person with my talk.	I like being or working in groups.	I am always ready to help people.	Average
N	50	50	50	50	50	50
Mean	3.7600	3.5000	3.6000	3.5400	3.*6400	3.6080

Table 4.7

Interpretation

The study on social skills of respondents at Automotive Axle is average. Compared to all the other factors this social skill has shown a higher average. This intends that respondents have very good social network both in personal life and also in their professional life. Respondents have given more average on having a professional, personal network that shows that respondents are very interactive in nature and like being with people. This study also states that, the respondents are always ready to help people.

To measure the personal competence of respondents

Self-awareness Average	Self- Management Average		Total Average
	Managing emotions	Motivation	
3.19	3.308	3.544	3.34733

Table 4.8: Average personal competence

Interpretation

 As seen in the above table it is clear that the personal competence of respondents is average. This clearly indicates that respondents have high amount of motivation factor compared to all the other factors that influence personal competence of respondents.

To measure the social competence of respondents

Social- Awareness Average	Social Skill Average	Total Average
3.492	3.608	3.55

Table 4.9: Average social competence

Interpretation

 As seen in the above table, social competence of respondents is also average. And it is also clear that compared to personal competence, social competence is quite high. It can be also said that respondents have high social network and can also work in groups more effectively than working single.

Measuring Emotional intelligence of employees at the middle level in Automotive Axle.

Self-awareness Average	Self- Management Average		Social- Awareness Average	Social Skill Average	Total Average
	Managing emotions	Motivation			
3.19	3.3080	3.5440	3.4920	3.6080	3.4284

Table 4.10: Average EI

Interpretation

 The study in Emotional intelligence of employees at Automotive Axle has stated that there is average emotional intelligence in respondents. All the factors that is associated with emotional intelligence show

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International Journal in Management and Social Science

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average amount of contribution to emotional intelligence. The highest factor that is rated is social skills of respondents is very high compared to other factors that affect emotional intelligence of respondents.

Objective 2: To analyse the relationship between Emotional Intelligence and Job performance.
Hypothesis

H_0: There is a no relationship between emotional intelligence and job performance of employees.

H_1: There is a relationship between emotional intelligence and job performance of employees.

Correlation

		MEI	MJP
	Pearson Correlation	1	.686[**]
MEI	Sig. (2-tailed)		.000
	N	50	50
	Pearson Correlation	.686[**]	1
MJP	Sig. (2-tailed)	.000	
	N	50	50

Table 4.11: Correlation tests

MEI- Mean Emotional Intelligence

MJP- Mean Job Performance.

Interpretation

With reference to the study conducted at Automotive Axles. We can say that, there is positive (+) correlation among both the variables that is Emotional intelligence and Job performance. The correlation is 0.686 which shows more than average positive correlation among both the variables. Further to prove this we would be taking the significance level that is 0.000 in this case, furthermore which indicates that we have a very strong evidence to believe H_1 and hence accept the alternative hypothesis and reject the null hypothesis. Our study also proves that there is a positive correlation of emotional intelligence (EI) and job performance (JP); we can also say that people with high emotional intelligence have higher job performance. In this case of Automotive Axles Company the employees have average emotional intelligence. If emotional intelligence of employees can be improved then they can give superior performance to the organization and would lead to the success of employee and the organization also.

Objective 3: To identify is there any influence on job performance due to emotional intelligence.

Regression

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.686[a]	.471	.460	.34841

Table 4.12: Regression test result 1

Interpretation

The above table gives the R (correlation)and R square(regression) value. In which R shows correlation and it is 0.686 that indicates above average degree of correlation among variables, that is job

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International Journal in Management and Social Science

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performance and emotional intelligence. R Square indicates the value of, how much of total variation in the dependent variable that is Job performance, can be explained by the independent variable that is emotional intelligence. In this case it is 47.1% that also indicates average variation.

ANOVA[a]

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	5.194	1	5.194	42.785	.000[b]
	Residual	5.827	48	.121		
	Total	11.020	49			

Table 4.13: Regression test result 2

Interpretation

In the above table we can see the significance level that is 0.000 which indicates it is a good fit for the data. This value also indicates the statistical significance of regression that is 0.000 which indicates the regression model is statistically significant. Hence it is also clear that there is an average level of dependence of emotional intelligence and job performance.

5.1 Summary of findings.

It is been seen that employees have average self-awareness, in which self-confidence and emotional self-assessment have been found high and self-assessment is low among the respondents. Managing of emotions is having more average compared to self-awareness in respondents. Most of the respondents are highly self-motivated. Motivation factor has also shown an average result compared to all the other factors. Social awareness among respondents has also been showing average results. This means the employees have more empathy. Finally, Social skills are the factor which has got a higher average compared to all the other factors that affect emotional intelligence of respondents. According to our analysis respondents have a less personnel competence compared to social competence.

Emotional intelligence of employees on a whole is said to be average that is close to 3.5, in Automotive Axles Limited. It is also been proved that there is an average amount of relation among both the factors that is emotional intelligence and job performance that is about 0.68, Which is proved by the correlation tests. It also has been proved that emotional intelligence affects job performance of respondents at an average level that is 47%. It also says that there are other factors also which affect job performance of employees, in which emotional intelligence is a part of it.

5.2 Conclusion

The study on emotional intelligence of employees at Automotive Axle has given us average results. It shows that employees of this company have average emotional intelligence. With this, we conclude that emotional intelligence by saying that emotional intelligence of employees has helped them to achieve the required job performance. The study includes kind of ability recognizing one's own feelings, maintaining good relationship among others, being self-motivated, open to adapt new changes etc. when an employee would have all these qualities then it would be very easy for him to reach his target and goals by satisfying both himself and his organization as well. If emotional intelligence has to be linked with job performance than it can be said that employees who have high or more emotional intelligence would be able to perform their job better than employees who have low emotional intelligence.In a competitive world it is a huge challenge to sustain competition, and also if employees

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International Journal in Management and Social Science

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are been treated as assets, organization can achieve competitive advantage, if employees are having high emotional intelligence they can help any organization to achieve the required competitive advantage needed. For example, if any employee is having self- awareness, self-management, social awareness and social skills then they would be performing their job very well compared to others. As understanding human psychology is very important to employers to recruit employees especially for managerial posts. Hence, we can conclude this by saying that Emotional Intelligence (EI) is linked with Job Performance (JP). To attain the required performance employees should have high emotional intelligence.

5.3 Suggestions/Recommendations

Employees should be made awareness of the emotional intelligence concepts. Companies can include a test of EI (emotional intelligence) while recruiting managerial positions. To increase the level of emotional intelligence companies can conduct training and awareness programs. Employees can get trained by specialist and counsellors who can help them to know how they can improve their job performance using emotional intelligence.

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International Journal in Management and Social Science

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