

## **The role of Emotional intelligence on employee Job satisfaction: A predictive study with context to workplace**

**Mr. Anurag Mishra, PhD scholar,**

Presidency university, anurag.msihra@presidencyuniversity.in

**Dr. Senthil Kumar Ranganathan, Professor,**

Presidency university, drsenthilkumar@presidencyuniversity.in

### **ABSTRACT**

The research paper briefly explores the effect of emotional intelligence on employees' job satisfaction. This study's major goal is to investigate if emotionally intelligent people tend to experience more job satisfaction at workplace. Employees' emotional intelligence is significantly influenced by the workplace environment. Employees perform more efficiently and productively if they are aware of and able to control their own emotions. The relevant studies have shown that emotional intelligence improve the job satisfaction of employees and guide to be smart with the emotions. Emotions of an employee at workplace drive them to understand how to deal with existing situation and bring satisfaction in the job. The mutual understanding of employees helps them to be aware about the needs of each other which bring inner satisfaction in the work. This also follow the practices of emotional intelligence such as relationship building and empathy. In this paper, the association between emotional intelligence (EI) and job satisfaction has been reviewed. The study has suggested that higher level of emotional intelligence provides higher level of job satisfactions at workplace.

**Key words:** Emotional intelligence, job satisfaction, emotions at workplace, organizations productivity, employee performance

### **1.INTRODUCTION**

In current changing trend, the organizations practice the various kinds of methods to provide the better working environment at workplace. The better working environment is helpful in job satisfaction of employees. The job satisfaction is a measure of an individual's attitude toward his or her experience at work as well as how they feel about their surroundings. Job satisfaction is an emotional state that describes how much a person likes their work, and it may be observed in their hard work, accomplishments, and behavior. Intrinsic and extrinsic satisfaction are the two types of satisfaction that can be categorized (Spector, 1997). The type of work tasks and people's feelings toward the work they perform are referred to as inner satisfaction. External job satisfaction includes other facets like compensation, perks, the

promotion process, etc. The feelings of employees which is being express in the job have significant impact on the satisfaction in the work.

The job satisfaction is significantly impacted by our emotional state of mind. Our emotional state of mind guides us to manage our moods at workplace. The emotional state is being affected by level of intelligence which an employee use at their workplace. The emotional intelligence helps in making to be smart with our emotions and response in appropriate manner. The high level of emotional intelligence reduces the emotional exhaustion and improves the performance of employees at work.

Singh (2013) studied the role of interpersonal and intrapersonal skills of Emotional intelligence behaviors on the job satisfaction of their employees. These skills have significant impact on the employee's job satisfaction. The quantitative research design has been used along with the sample of 474 employees of 200 organizations. According to the research the emotional intelligence has positive impact on employees' job satisfaction. The emotional intelligence behavior at workplace has potential to improve job satisfaction of employees. Recommended that self-Control, Adaptability, assertiveness, Vision and empathy are more successful in organizations. The studies have proven that the emotional intelligence can bring the drastic change in the employees' attitude at in work. Hanafi et al., (2017) examines the role of emotional intelligence in job performance. The findings suggest that having high emotional intelligence makes employees perform well and have more job satisfaction. Self-awareness, self-management, and motivation skills have a significant impact on the nature of job performance and satisfaction. The most important component influencing employee job satisfaction is emotional intelligence (EQ), which gives the talents, knowledge, and skills necessary to accomplish corporate goals and objectives within a given time frame. ( Arfara & Samanta, 2016). The employee satisfaction help them to be more engage in the work .In a study of Praveena ,2015, employees who are emotionally intelligent are more likely to report being satisfied with their jobs. The emotional intelligence can be the predictor of job satisfaction at workplace. The study has examined out the role of emotional intelligence on employee job satisfaction.

## **2. EMOTIONAL INTELLIGENCE**

In recent years, there has been a significant increase in emotional intelligence (EI). Trait Emotional and ability Emotional intelligence are the two different types of emotional intelligence. A maximum performance test is used to examine the basic competences of perceiving, processing, and utilizing information that is emotionally charged, as demonstrated by Mayer and Salovey (1997). The emotional intelligence is the ability to understand the emotions of working employees at workplace and response in the appropriate manner. Job satisfaction is one of the important organizational outcomes that emotional intelligence is thought to be a significant determinant of. Understanding workplace emotions is increasingly important in today's analysis of how people react to and view their workplaces. In his study George (2000) referred to emotions as 'high intensity feelings that are triggered by a stimuli (internal or external to the individual), demand attention and interrupt cognitive processes and behaviour.' When someone has strong social and self-awareness, as well as enough self-control and interpersonal abilities, it is said that they are emotionally intelligent (Boyatzis, Goleman and Rhee, 2000). The Emotional intelligence is the part of daily life activities. It is

the ability of managing our daily life experiences and our relationship in an adequate manner. It is the day-to-day process of understanding the kind of emotions we have at a time and according to which we responses to the people around us. In early E.L. Thorndlike (1920) had identified an aspect of intelligence and named it social intelligence and described it as the 'ability to understand and manage men and women, boys and girls to act wisely in human relations. He concluded that social intelligence includes capabilities to act in appropriate manner in our relationships.

Mayer & Salovey (1993), advised in the event that Emotional Intelligence is in part free of general intelligence, it will be of more noteworthy hypothetical significance; different in terms of mechanism and manifestation. Furter Mayer, Caruso & salovey (1999) stated that Intelligence increases with age and experience; it grows between the age of adolescences and early adulthood; Empathy, life activity and (retrospective) parenting style are the predictors of emotional intelligence. success of an individual greatly depends on additional traits that are regarded as emotional intelligence. Emotional intelligence encompasses a wide range of traits, such as self-motivation and enjoyment, resilience in the face of setbacks, hope that one will not give up, the ability to overcome depression and hopelessness in one's thoughts, intimacy, and optimism. (Goleman,2004).According to Akki,2006 The development of emotional intelligence, a crucial notion in work and social life, is emphasized in management, psychology, and studies from other fields. Additionally, a number of research suggest that emotional intelligence is more significant than mental intelligence. The study has proven that emotional intelligence provides the mental satisfaction and increases the capacity to build the social network in the organization. In today's business world, high emotional awareness and empathy are highly valued traits, which highlights the importance of emotional intelligence. Employees and individuals who have high emotional intelligence levels have positive and effective attitudes at workplace. The emotionally intelligent person has a high level of awareness of their own emotions, particularly negative ones like sadness or irritation. They are able to recognize and comprehend their feelings, and being able to name an emotion aid in managing it.

## **2.1 MAYER AND SALOVEY MODEL**

Mayer and Salovey(1990) defined Emotional Intelligence (EI) as “the ability to monitor one’s own and others’ feelings and emotions, to discriminate among them and to use this information to guide one’s thinking and actions” Understanding and controlling emotions in a healthy way allows one to respond consciously and create a comfortable work environment for others. The Salovey and Mayer called it as cognitive ability of an individual.

The Salovey and Mayer had suggested the model based on the cognitive ability of the individual. According to this model the Perception of emotion, facilitation of emotion, understanding of emotion and regulation of emotion are the four major components of emotional intelligence.

The model was segregated into four parts and on the basis of which the EQ of individual was evaluated. These were as follows:

1. Perception and Expression of Emotion: This part involves the ability of identification and expression of the feelings in non-verbal and verbal manner.

2. **Assimilating Emotion in Thought:** This part involves the ability to enhance the thinking in productive way by using emotions. This part provides the capability of communication of feelings with others.

3. **Understanding and Analysing Emotion:** This part involves the ability to understand complex emotions and recognition of simultaneous feelings, understanding connections related with movements of feeling.

4. **Managing Emotions:** This part involves the ability to regulate appropriately emotions and provides intellectual and personal growth. This also helps in responding appropriately to the others. The managing of emotion the openness towards others.

Mayer & Salovey (1993), advised that emotional intelligence will have more remarkable theoretical relevance and will differ in terms of process and manifestation if it is partially independent of general intelligence. It has been asserted that emotional intelligence is knowledge that deals with significant emotions, emotional sequences, emotional patterns, and the evaluations of connections they indicate.

## **2.2 DANILE GOLEMAN MODEL OF EMOTIONAL INTELLIGENCE**

In 1990, the Daniel Goleman has suggested the model which was called as Mixed Model of Emotional intelligence. The Goleman stated that it is not only cognitive ability which is helpful in growth in life. There are other components which includes Innovative thinking, teamwork and collaboration, motivation for achievements etc. This Model consists of Five components which are Self-awareness, Self-regulation, Motivation, Empathy and social skills which has been accepted worldwide.

1. **Self-awareness:** Knowing what we are feeling in the moment, and using those preferences to guide our decision making; having a realistic assessment of our own abilities and a well-grounded sense of self-confidence.

2. **Self-regulation:** Handling our emotions so that they facilitate rather than interfere with the task at hand; being conscientious and delaying gratification to pursue goals; recovering well from emotional distress.

3. **Motivation:** Using our deepest preferences to move and guide us toward our goals, to help us take initiative and strive to improve, and to persevere in the face of setbacks and frustrations

4. **Empathy:** Sensing what people are feeling, being able to take their perspective, and cultivating rapport and attunement with a broad diversity of people.

5. **Social skills:** Handling emotions in relationships well and accurately reading social situations and networks; interacting smoothly; using these skills to persuade and lead, negotiate and settle disputes, for cooperation and teamwork.

According to Goleman cognitive and emotional intelligence skills complement one another, and top achievers possess both. The more difficult the task, the more important emotional intelligence becomes, if only because a lack of these skills can prevent someone from using their technical expertise or intellect.

### 2.3. BAR-ON MODEL OF EMOTIONAL INTELLIGENCE

In further studies the Bar-on suggested the Model-of Emotional intelligence as “being emotionally and socially intelligent means to effectively manage personal, social and environmental change by realistically and flexibly coping with the immediate situation, solving problems and making decisions” (Bar-on,2006:P.14).Bar-on has segregated emotional intelligences in to five subcomponents. It includes Intrapersonal (Self-Regard, Emotional Self-Awareness, Assertiveness, Independence and Self-Actualization); Interpersonal(Empathy, Social Responsibility and Interpersonal Relationship); Stress Management (Stress Tolerance and Impulse Control) ; Adaptability(Reality-Testing, Flexibility and Problem-Solving) and General Mood(Optimism and Happiness).

The Bar-On model of emotional intelligence suggests that emotional awareness and understanding and accepting oneself help us to be emotionally aware of our emotions. It is necessary to understand how others feel within the organisation and to identify the social group and corporation with each other. The Bar-on model emphasis on the interpersonal relationship at work place. It includes building relationships with others and working for the growth of the organization. The adaptability provides the better understanding of external reality and new way of thing.

### 3. JOB SATISFACTION

Job satisfaction, according to Vroom (1964), is an emotional orientation that people have toward the roles they play at work. Job satisfaction is a crucial factor in fostering employee motivation and encouraging them to perform at a higher level. According to Hoppok and Spielgler (1938), job satisfaction is the comprehensive combination of psychological, physiological, and environmental factors that motivate individuals to declare that they are happy or content with their jobs. Most of the time, job satisfaction is a mental quality. It differs from employee to employee and is dependent upon them. It stands for the psychological effects that allow workers to contribute to the organisations. In a successful business organisation, the average employee is typically viewed as the main driver of productivity increases. job satisfaction will be regarded as ‘a pleasurable or positive emotional state resulting from the appraisal of one’s job or job experiences’ (Locke, 1976, p. 1300). Employee satisfaction is a key advantage for this company. Job satisfaction regulates mental health, promotes relaxation, and inspires more zeal and creative work.(Maher, 2004). Due to the tension created by the discrepancy between personal aspirations and unfulfilled requirements, job satisfaction serves as a source of release. It helps by easing worries about job discontent and the variables that contribute to it. Job satisfaction is directly related to an organization's efficiency and productivity as well as to people's success. Job satisfaction is defined as the emotion experienced after completing a task that may be pleasant or unpleasant depending on the outcome of the task undertaken.(Saiyadain, 2007).According to Kaliski ,2007 It is the fundamental element that contributes to growth, productivity, appreciation, revenue, development, and success, resulting in a sense of fulfilment. Emotional, cognitive, and behavioural factors all contribute to job satisfaction. Work-related emotions like weariness, tension, or delight are referred to as the emotional variable. The cognitive or

intellectual component has to do with one's perceptions of their employment, namely the notion that their line of work is moderately hard and difficult. The behavioural variable includes the behaviours that employees perform in regard to their employment, like arriving and departing late or making up an illness, etc.

According to Herzberg et al.,1959 Five factors, including achievement, accountability, the job itself, acknowledgment, and promotion, operate as powerful predictors of job satisfaction, according to Herzberg et al. (1959). Supervisory practices, business practices, administrative practices, salary, working conditions, and interpersonal relationships are other predictors. Several factors, including income, the workplace, autonomy, communication, and organizational commitment, have an impact on job satisfaction, which is a complex and diverse phenomenon (Vidal et al.,2007). Job satisfaction is a collection of positive or negative feelings and emotions that employees have toward their employment. A person who is highly content with their job has positive sentiments about it, whereas a person who is not satisfied with their employment has negative feelings about it. Because it affects numerous organisational behaviours, job satisfaction is a crucial issue for both employers and employees. Carrell et al.,1998 indicated that effective supervision fosters employee happiness and that workers view their supervisor as understanding, helpful, competent, and successful. Ineffective management practises include treating the supervisor unfairly and failing to address workers' issues, which can lead to job unhappiness. The job satisfaction can bring the drastic changes in employeesbehaviour. The employees having satisfaction at work can increases the productivity on job.It makes the involvement of the employees at the work. Job satisfaction is said to be a result of good working conditions. One employee attitude that may be considered is job satisfaction. Despite the substantial research on job satisfaction, reliable findings are not always produced.

To explain job satisfaction, a variety of theories have been put forth. Although these theories have been taken into consideration, the dispositional or genetic components model and the needs fulfilment theory are the two models of job satisfaction that are best suitable for this study. job satisfaction has been studied in relation to personality (Staw &Cohen-Charash, 2005), and emotional adjustment (Fisher &Hanna, 1931). Despite the fact that the dispositional theory has received a lot of criticism, it appears to be a well-built hypothesis that offers an exciting and appealing explanation of job satisfaction. According to this perspective an employee's contributions moreover, some people are happier in general with life and work than others, and these people will be happier at work because of their propensity to be happy, not because of contextual considerations like a fair compensation, positive relationships with their managers, or adequate equipmentof the company, such as their personal qualities, have an impact on their level of job satisfaction. According to Duari & Sia,2013,People spend more of their lives working than anywhere else, thus it's critical that they are happy where they devote the majority of their adult lives. When a person is satisfied, the organisation is content, which leads to a rise in productivity, reliability, client satisfaction, innovation, and adaptability, among other positive outcomes. When it comes to a workforce's satisfaction and that workforce's perceived productivity, it is important to understand what job satisfaction means. As per (Saranya ,2014) it is the level to which an individual's primary need is met by their job, which is therefore consistent with their expectations and beliefs. If these requirements are satisfied, the individual will regard their job to be fulfilling. Awan,2013 concluded that the job may not satisfy the internal forces of beliefs, interests,

sentiments, and behaviours that produce the amount of job satisfaction one would need, causing even the happiest person to feel dissatisfied with their work. Herzberg made significant contributions to the study of job satisfaction and what made people happy or unhappy at work. In order to explain job happiness in the workplace, he established a two-factor framework that included motivators and hygienic considerations. Herzberg used the motivators as a way to demonstrate elements that might actually improve satisfaction, as opposed to the hygiene aspects, which could only prevent an employee from losing interest in their work. Herzberg's motivating factors will contribute to psychological development and great job satisfaction, but their absence won't inevitably result in dissatisfaction. Although hygiene factors do not directly influence whether someone is happy in their job, their absence will result in job dissatisfaction. Hence, the nature of the job and the workplace environment are two aspects that are linked to employee satisfaction. A nice work atmosphere can boost employees' spirits and morale, which will ultimately drive them to perform more and attain job satisfaction.

#### **4.EMOTIONAL INTELLIGENCE AND JOB SATISFACTION AT WORK PLACE**

The emotional intelligence has been considered as major factor for job satisfaction at workplace. It makes employees to be aware about their emotions and response in appropriate manner on the Job. The satisfaction of an employee gets effected by the kind of emotion he expresses at workplace. Employees with greater emotional intelligence are often thought to have happier jobs. This is because employees with greater emotional intelligence are able to devise plans to deal with potential stress-related effects, as opposed to those with lower emotional intelligence who won't be able to do so. (Spector et al,1999). Khazada et al.,2018 stated that there was a strong correlation between employees' job performance and emotional intelligence. The results of the mediation showed that job satisfaction reinforced the association between employees' emotional intelligence and their job performance. Thomas and Tram (2006) suggested that emotional intelligence of employees has a significant positive relationship with their job performance. Job satisfaction can be strongly predicted by emotional intelligence. In addition, the only factor that significantly correlated with job satisfaction was the ability to recognise the emotions of others. (Kafetsios&Zampetakis,2007). The emotional intelligence provides the various kind of strategies that an employee can implement in workplace to be satisfied at the job. The nature of emotion help employees to response and act at particular situation. The job satisfaction related to particular task can be achieve in appropriate manner. In workplace setting employees have to make proper planning for the work so that they can achieve the target. It is also necessary to be participative in the work and work on challenging environment. (Abhi & jio,2012) have found the significant relationship between emotional intelligence and job performance. Higher emotional intelligence people can come up with plans to deal with potential stress-related consequences, whereas people with lower emotional intelligence won't be able to handle stressful situations which reduces their satisfaction at work. Employees in a group setting with greater EI will be able to affect others' emotions in a way that will increase their own and their colleagues' morale (Cooper & Sawaf, 1997). Singh et al., 2014 studied the role of leader's Interpersonal and intrapersonal Emotional intelligence behaviors on the job satisfaction of their employees. Outstanding leadership styles have significant impact on the employee's job satisfaction. The quantitative research design has

been used along with the sample of 474 employees of 200 organizations. According to the research the leader's emotional intelligence have positive impact on employees' job satisfaction. According to study of Myhren et al., 2013 people who feel a lot of emotional exhaustion may perform worse than they feel they are capable of and may be more likely to leave the company. The emotional exhaustion makes employees uncomfortable at workplace. In same time it became difficult to understand about the kind of work to be perform that causes the job dissatisfaction. Rahman, et.al 2013 studied that emotional intelligence is helpful in job satisfaction. The components of emotional intelligence as Self-awareness, Self-regulation, Motivation, Empathy, social skills have a direct impact on job satisfaction. The study of 201 working MBA students were taken for rating of their supervisor's Emotional intelligence and Job performance. The present study identified the positive relationship between emotional intelligence and job performance. Based on the reason self-regulated and socially skilled supervisors contribute more to inspire employees. The effect of emotional intelligence and gender on job satisfaction among Egyptian government employees was examined by Abdulazim et al. in 2011. The study came to the conclusion that the employees' work satisfaction was influenced by their emotional quotient and gender. In Similar study of Ealias and George (2012) Individuals who scored higher on the emotional quotient were happier with their personal and professional lives. Based on the study's findings, the researcher suggested that corporations train their staff members in emotional intelligence. This would assist them to perform at their highest level and build a strong link between the business and their goals.

The above studies suggested that emotional intelligence is impacting on the job satisfaction of the employees. The satisfaction of employees provides them growth in the organization. Majority of people who are not able to get growth is because of they can not relate the emotional intelligence practices at workplace. The literature suggests that there are studies which have proven the satisfaction of employees get effected by nature of emotions which they carry. Expression of emotion improves the social skills of employees and make them more connected at work which provides the job satisfaction.

#### **4.CONCLUSION**

There is data that suggests emotional intelligence has an impact on employees' job satisfaction. Understanding interpersonal emotions can aid in the regulation of positive feelings and emotions, which can improve a person's performance at work and provides the groundwork for job happiness. Employees with high emotional intelligence seem to be more content with their work since they are better able to recognize and deal with negative emotions like tension and dejection. The emotional intelligence provides the ability to manage our emotions in the work. A fundamental factor that ensures employee job satisfaction and consequently boosts an organization's overall efficiency is emotional intelligence. The emotional intelligence makes employees to perform their task and achieve the results. Satisfaction in the job helps to take extra responsibility at workplace and it also manages the moods of employees. It is fairly evident that emotional intelligence and job satisfaction are directly correlated; the better one's emotional intelligence, the higher one's level of job satisfaction.

#### **5.SUGGESTION AND PRACTICAL IMPLICATION**



The above study and reviews have proven that emotional intelligence helps to improve the job satisfaction of employees. The practices of emotional intelligence such as self-awareness, managing emotions and motivation can bring the changes in emotional quotient at workplace. The emotional understanding makes better relationship at work which can make employees to be engaged in their job. It is necessary to provide the trainings of emotional intelligence which can make employees to respond on the job with inner motivation. To enhance administrative performance and procedures, people must build their emotional intelligence competencies. The study is suggesting that emotional intelligence needs to be studied in various streams such as leadership, team work, perseverance and conflict management. The job satisfaction of employees at workplace makes the growth of organization. Management needs to apply the programs to provide the awareness about the impact of emotions in the work and how its practical implication provides the satisfaction in work. The study concluded that the emotional intelligence makes people to understand about the true nature of emotion that has to be expressed in work.

## 6.LIMITATIONS

There are certain limitations of the study. The current study has been conducted to measure the relationship between emotional intelligence and job satisfaction. There is no empirical evidence in it. The future studies can be conducted on the basis of empirical results which can provide the adequate result in this area. The measurement of emotional intelligence on job performance requires the adequate scaling technique in the research work. Secondly, job satisfaction of employees is not only influenced by emotional intelligence. Along with emotional intelligence there are other variables such as employee motivation, rewards and recognition, organization policies, team building and supervisor support. It is necessary to understand these aspects also to relate with employee job satisfaction at workplace.

## REFERENCES

1. Abdulazim G, Mohsen G, Ibrahim M and Sayed E K (2011), "Impact of Emotional Intelligence and Gender on Job Satisfaction among Egyptian Government Sector Employees", *Current Research Journal of Social Sciences*, Vol. 3, No. 1, pp. 22-27.
2. Abi, E., & Jijo, G. (2012). "Emotional intelligence and job satisfaction: A correlation study," *International journal Research journal of commerce & Behavioural science*, 1 (4), 37-41.
3. Aki, O. (2006). Is emotional intelligence or mental intelligence more important in language learning? *Journal of Applied Sciences*, 6(1), 66-70.
4. Arfara, C., & Samanta, I. (2016). The impact of emotional intelligence on improving team-working: the case of Public Sector (National Centre for Public Administration and Local Government-NCPALG). *Procedia Social and Behavioural Sciences*, 230, 167-175
5. Awan WA (2013) Determinants of shift work impacting job satisfaction: A study on service sector organizations in Pakistan. *International Journal of Research in Business and Social Science* 2: 49-59.

6. Bar-On, R. (2006). The Bar-On model of emotional-social intelligence (ESI) I. *Psicothema*, 13-25.
7. Carrell, M. R., Elbert, N. F., Hatfield, R. D., Grobler, P. A., Max, M., and Van der Schyft (1998). *Human Resource Management in South Africa*. Cape Town: Prentice-Hall.
8. Cooper, R.K. & Sawaf, A. (1997). *Executive EQ: Emotional intelligence in business*. New York: Texere Publishing Limited.
9. Costello R, Welch SA (2014) A Qualitative Analysis of Faculty and Student Perceptions of Effective Online Class Communities Using Herzberg's Motivator Hygiene Factors. *Quarterly Review of Distance Education* 15: 15-23.
10. Duari P & Sia SK (2013) Importance of happiness at workplace. *Indian Journal of Positive Psychology* 4: 453-456.
11. Ealias Abi and George Jijo (2012), "Emotional Intelligence and Job Satisfaction: A Correlational Study", *Research Journal of Commerce and Behavioural Science*, Vol. 1, No. 4, pp. 37-42.
12. Fisher, V.E., & Hanna, J.V. (1931). *The Dissatisfied Worker*. New York: MacMillan .
13. Goleman D (1998) *Working with Emotional Intelligence*, op.cit., P.318
14. Golman D, *Emotional Intelligence*, Balooch H translation, Jeyhoon publications, (Tehran, Iran, 2004)
15. Herzberg, F., Mausner, B., and Snyderman, B. B. (1959). *The Motivation to Work*, 2nd Edn. New York, NY: John Wiley & Sons.
16. Hoppok, R., & Spielgler. (1938, April). Job Satisfaction. *Occupations: The Vocational Guidance Journal*, 16(7), 636-643 ISSN- 0160-2896
17. K. Kafetsios, L.A. Zampetakis, *Personal Individual Difference*, 2007, 44:712-722.
18. Kaliski, B. S. (2007). *Encyclopedia of Business and Finance*, 2ed Edn. Detroit: Thompson Gale.
19. Khanzada, B., Naeem, S., and Butt, H. (2018). Emotional intelligence influence on employee's/organizational performance with mediating role of job satisfaction in Pakistani health sector. *J. Health Educ. Res. Dev.* 6, 1–6.
20. Locke, E.A. (1976). The nature and causes of job satisfaction. In M.D. Dunette (Ed.) , *Handbook of Industrial and Organizational Psychology* (pp. 1297 – 1343) . Chicago: Rand McNally .
21. Lopes, P. N., Grewal, D., Kadis, J., Gall, M., & Salovey P. (2016). Evidence that emotional intelligence is related to job performance and affect and attitudes at work. *Psicothema*, 18, pp. 132–138
22. Mayer, J. D., & Salovey, P. (1993). The intelligence of emotional intelligence. 433-442
23. Mayer, J. D., Caruso, D. R., & Salovey, P. (1999). Emotional intelligence meets traditional standards for an intelligence. *Intelligence*, 27(4), 267-298.

25. Mayer, J. D., Salovey, P., & Caruso, D. R. (2004). TARGET ARTICLES: " Emotional intelligence: Theory, findings, and implications". *Psychological inquiry*, 15(3), 197-215.
26. Myhren H, Ekeberg O, & Stokland O. (2013). Job Satisfaction and Burnout among Intensive Care Unit Nurses and Physicians. *Critical Care Research Practice*, pp. 345-354
27. P.E. Spector, S. Fox & P.T. Van Katwyk (1999), The role of negative affectivity in employee reactions to jobs: Nuisance effect or substantive effect?" *Journal of Occupational and Organizational Psychology*, 72, pp.205–218
28. Praveena, S. (2015). Emotional intelligence on job performance of bank managers in Sri Lanka. *OUSL Journal*, 9, 41-59
29. Rahman, M. S., Ferdausy, S., & Karan, R. (2013). Assessing the relationships between the components of emotional intelligence and job performance: An empirical study. *ABAC Journal*, 33(1).
30. S. Thomas, A. Tram, *J Vocation Beh*, 2006, 68:461–473.
31. Salovey P, Mayer JD. Emotional intelligence. *Imagination, cognition and personality*. 1990 Mar;9(3):185-211.
32. Saranya K (2014) Influence of job satisfaction on employees' performance - A general perspective. *International Journal on Global Business Management & Research* 2: 48-53.
33. Singh, P. (2013). Influence of the leaders emotionally intelligent behaviors on their employees' job satisfaction. *International Business & Economics Research Journal (IBER)*, 12(7), 799-814
34. Spector, P. (1997). *Job satisfaction: Application, assessment, causes and consequences*. Thousand Oaks, CA, Inc (Vol. 3). Sage Publications.
35. Staw, B.M., & Cohen-Charash, Y. (2005). The dispositional approach to job satisfaction: More than a mirage, but not yet an oasis. *Journal of Organizational Behaviour*, 26, 59 – 78.
36. Thorndike, E. L. (1920). Intelligence and its uses. *Harper's Magazine*, 140, 227–235
37. Vidal, M.E.S., Valle, R.S. & Aragón, B.M.I. (2007). Antecedents of repatriates' job satisfaction and its influence on turnover intentions: Evidence from Spanish repatriated managers. *J. Bus. Res.*, Vol. 60: 1272-1281.
38. Vroom, V. (1964). *Work and Motivation*. Jhon Wiley and Sons, 91
39. Vroom, V. H. (1995). *Work and Motivation*. Jossey-Bass Publishers, San Francisco. pp. 331.