

## **The Impact of Emotional Intelligence for Job Satisfaction with Special Reference to Non- Executive Workers in ALS (Pvt) Ltd: A lesson to Co-operative Societies.**

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### **ABSTRACT**

*The purpose of this study is to investigate the impact of emotional intelligence of non-executive workers for job satisfaction with special reference to ALS (Pvt) Ltd. Previous literature have been proved that the impact of emotional intelligence on job satisfaction varied with time, country and the methods used to measure the variables. Therefore, this research attempts to fill this research gap by examining the impact of emotional intelligence of non-executive workers for job satisfaction. The emotional intelligence used as the independent variable in the study. Further, independent variable splite in to four such as self-appraising and expression of emotions, appraising and recognizing the emotion of others, self-regulations of emotions, utilization of emotions. Job satisfaction was the dependent variable. The sample of the study consists with 50 non- executive employees of ALS (Pvt) Ltd. Four hypotheses were used to achieve study objectives, whereas hypotheses were tested by using regression analyses. The findings confirmed that there was an impact of emotional intelligence on employee job satisfaction. Therefore, this study concludes that emotional intelligence was contributing towards the job satisfaction and it would be useful for utilizing human resource effectively in any organization including Co-operative societies.*

**Key Words:** Job Satisfaction (JS), Emotional Intelligence, Cooperative societies.

## **1. INTRODUCTION**

Managing human asset is one of the foremost and energetic function in any kind of organization including Cooperative Societies. According to the Opatha (2009) HRM is mainly focused on efficient and effective application of human resource to achieve the organization goals and objectives. “Human force is the most prominent agent to guide an organization towards ends. The progress and achievement of organization depend on human force undoubtedly” (Monfared et al., 2010). When dealing with the organization activities, all the employees including executive and non- executives must engage with a range of tasks, duties, and responsibilities. Therefore, employees must possess required set of competencies and level of intelligence to accomplish the tasks successfully. Simply, intelligence is the mental ability of reasoning and solving problems. The concept of intelligence further developed as the emotional intelligence (EI). EI being more influential than the general intelligence and it has been recognized to be the most important concept in social psychology.

Daniel Goleman who developed the concept of Emotional Intelligence to the world mentioned that it is not innate talents, but rather learned capabilities that must work on and can be developed to achieve outstanding performance. According to the Goleman (1995), there are five elements in emotional intelligence such as self-awareness, self-regulations, motivation, empathy & social skill.

The job satisfaction (JS) is the level of contentment a person feels regarding his or her job. Principally the feeling is based on individual perception. (Bhandari, 2014). Further, job satisfaction has the contributory factor of advancement, productivity, appreciation, income development and achievement causing feeling of fulfillment. (Aziri, 2011). According to the Suleman et. al. (2020) the job satisfaction and emotional intelligence are behavioral variables which affect individual and organizational performances. Technological and social changes due to globalization bring changes to current Human resource domain. Knowledge become an important tool in the market. Knowledge management is the center of all strategic planning on how to increase the value of human resources while trying to conduct the most effective form of stimulating their potential. Interpersonal feelings and intrapersonal emotion control negative feelings and emotion and improve performance. Better performance causes more JS.

The job fit of a person consider as one of the important component in emotional intelligence. It seems that employees with high EI have more JS because they control hopelessness and stress well. Emotional capabilities can be transferred into the job capabilities, which are very important issues for strategic management as well as reduce turnover and increase retention the employees must perceive their jobs to be satisfying. Thus, ALS (Pvt) Ltd is reputed company in Sri Lanka with over century experiences. They are engaging manufacturing, import and exports of goods.

Further, it was a private business and all the decisions have been taking by the group of board. As a company they are highly concern about knowledge and emotional management. Currently, organization faced some issues such as interdepartmental and intradepartmental conflicts, conflicts within co-workers, decrease the performances, as well as employees always in stressful mind because of timelines and pressures from top management. Considering above evidences researcher decided to select ALS (Pvt) ltd to conduct this study. Hence, Dolowitz and Higgs (2000) suggested there is a need for rigorous research to underpin the usefulness of EI in organizational settings whether public or private on both personal and organizational level.

Carmeli (2003) stated that there have been relatively few empirical studies on EI with specific rigor, especially in Asia. Although the concept of EI is emerged in 1990, the knowledge about the concept is very little in Sri Lanka. As well as the studies conducted in other countries have proved that the impact of EI on JS varied with time, country and method used to measure variables and relationship found is inconclusive. In reviewing the Sri Lankan literature of EI and JS, it is difficult to find the studies which has focused on the relationship between EI and JS of non-executive workers. Therefore, this research attempts to fill this research gap by examining the impact of emotional intelligence of non-executive workers for job satisfaction. Emotional intelligence is absolutely essential to carry out duties and commitments because work happiness is directly related to an organization's productivity.

## **2. LITERATURE REVIEW**

Employees' level of pleasure with their jobs is referred to as their level of job satisfaction. Emotional intelligence (EI) is a well-known concept and practice around the world emerged in 1990s as an ability-based construct analogous to general Intelligence. However, over last three decades, two additional distinct forms of EI have emerged. often referred as the “trait EI” and “mixed model EI”. Currently, more than 30 widely used EI measures have been developed. Although there is some agreement within the EI field about the different types of EI and their associated measures. The field are confronted with complex EI literature, overlapping terminology, and multiple published measures. Then there are several empirical studies on the EI and JS. Much work is being done to discover exactly what emotional intelligence encompasses and how it would be most effectively applied. Therefore the literature review of this research, mostly based the various areas of EI and JS.

### **JOB SATISFACTION**

The victory of an organization mainly depends on its human capital. Over the passage of time, assessing worker satisfaction became an important topic of research due to its value. Locke (1976) defined job satisfaction as a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences. Job satisfaction is a contribution of cognitive and affective reactions. (Aziri, 2011).

There are two basic components of satisfaction. It is cognitive (the perception that individual needs must be fulfilled) and an affective. (the feeling that accompanies the cognition). There are various factors which determine the satisfaction level of employees. Factors affecting to job satisfaction can be categorized as external factors and internal factors. When employees are satisfied, they enhance their work performance which increases the productivity and profitability of an organization. On the other hand, dissatisfied employees may result in disruptive behaviors that negatively influence their performance and productivity, and mold others around them. (Spector & Meier, 1997). Graham (1982) defined Job satisfaction as the measurement of one's total feelings and attitudes towards job. Moreover, Job satisfaction is the constellation of attitudes about job. Job satisfaction is how employees feel about different aspect of their job.

Hoppock (1935) defined job satisfaction as the combination of psychological, physiological, and environmental circumstances. employees who have high job satisfaction are in always happy. (Graham, 1982). However, individuals still seem to bring an important tendency to their jobs that are difficult to change. (Thompson & Franks, 2014). Different authors have different approaches towards defining job satisfaction. Some of the most cited definitions on job satisfaction are analyzed in the text that follows. According to Anari, (2013) has defined job satisfaction is the degree to which people like their jobs.

## **EMOTIONAL INTELLIGENCE**

It is better to explore the meaning of intelligence and emotion before define the emotional intelligence. According to the Chiva and Alegre, (2008) emotions are the organized responses which span many psychological subsystems, including the psychological, cognitive, motivational, and experiential systems. Other than that, According to the Torrington and Hall (2014) defined intelligence is the mental ability of reasoning and problem solving. According to Chiva and Alegre (2008) in eighteenth century psychologists had identified influential three parts of the human mind named cognition, affect and motivation. Later categorized human memory, reasoning, judgment, and abstract thought as the functions of human mind. Apart from that, intelligence is used to measure the effectiveness of cognitive abilities such as power to combine and separate concepts to judge thoughts. (Chiva & Alegre, 2008). The inspiration circle alludes to organic desires or learned objective looking for conduct and it includes with emotional intelligence.

The concept of emotional intelligence refers to the ability of recognize and regulate emotions in we and others. Emotional Intelligence coined by Mayer and Salovey (1997) describes abilities like understanding one's own feelings, using emotions to shape judgement and behavior, showing empathy for others' feelings, and regulating one's emotions in a way that enhances living.

Consequently, Emotional intelligence facilitates flexible planning, improvement in decision-making, creative thinking punctuality and persistence regarding challenging tasks. (Mayer & Salovey, 1997). At the organizational level, emotional dynamics constitutes the emotional capability, which shows the organization's ability to acknowledge, recognize, monitor, discriminate, and attend to its members' emotions. (Edgar, 1992). Moreover, Wong & Law (2002) define emotional intelligence based on four distinct dimensions which were used by Mayer & Salovey (1997) and Salovey & Mayer (1990). The dimensions are as follows. 1. Appraisal and expression of emotion in the self (self-emotional appraisal): This dimension is related to understanding and expression of one's emotions. 2. Appraisal and recognition of emotion in others (others' emotional appraisal): This dimension is related to one's perceiving and understanding the emotions of people around him or her. 3. Regulation of emotion in the self (regulation of emotion): This dimension is related to the ability of people to regulate their emotions. 4. Use of emotion to facilitate performance (use of emotion): This dimension is related to the ability of individuals to make use of their emotions to increase their personal performance. Individuals with high emotional intelligence are more successful in leading and managing others and developing the right kind of job attitudes amongst other employees. (George, 2000). Besides, It positively affects job satisfaction, well-being, engagement employee perceptions and their turnover intentions. (Brunetto et al., 2012).

Further, Meisler and Gadot (2014) revealed that emotional intelligence was positively related to political skill and job satisfaction, the finding shows that political skill mediates the relationship between emotional intelligence and job satisfaction. The findings of the Jung and Yoon (2016) revealed that Elements of emotional intelligence namely, Self-emotional appraisal, use of emotion, regulation of emotion, other's emotion appraisal had a significant positive effect on the job satisfaction in the hospitality industry. Moreover, Han and Kang (2017) conducted the study of effect of restaurant manager emotional intelligence and job support on front- of house employee's job satisfaction. The data have been collected from wait employed in full-service restaurant in the southeastern region of the USA. The findings of the study revealed that Manager EI and support have a significant impact on employees' job satisfaction, and further leads to high levels of service performance.

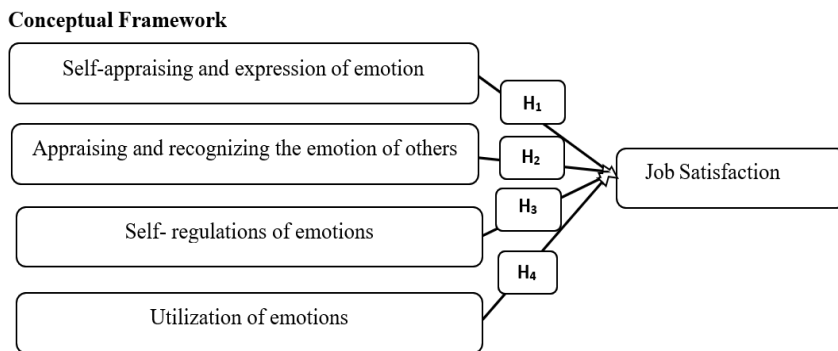
Furthermore, Appraisal and expression of emotions suggested as a part of emotional intelligence, and it amplifies the ability to appraise and express one's own emotions as well as others. (Chiva & Alegre, 2008). On the other hand, Mayer and Salovey (1997) described that, appraising, and expressing emotions accurately is a part of emotional intelligence since those who are more accurate can more quickly perceive and respond to their own emotions and better express their emotions to others. Additionally, emotional intelligent individuals can respond more appropriately to others own feelings because of the accuracy with which they perceive. (Chiva & Alegre, 2008).

Thus, recognizing the emotion of others is also important in emotional intelligence. Skillful recognition of emotional reactions and empathic response can be identified as a component of emotional intelligence. (Chiva & Alegre, 2008). This concept is substantial to interact with others since, it leads better interpersonal relationships. Instead, regulation of emotions describes the willingness and the ability to monitor, evaluate and regulate emotions. Regulation is important when managing the people in organizational context. Emotionally intelligent person will enhance their own and others' moods and even manage emotions to motivate others. (Pekaar et al., 2017). Further, regulation of emotions split in to two such as regulation of emotions in the self and regulation of emotions in others.

When people approach life tasks, emotional intelligence will be really useful for them to identify the problem and to frame them in a better manner. In these scenarios people must implement their emotional intelligence to solve those problems in the most effective and efficient way. Emotions and moods may be used to motivate and assist performance at complex intellectual tasks. (Pekaar et al., 2017). Referring to Mayer and Salovey mention individuals differ in the frequency and amplitude of their predominant effect, and this is called mood swing. According to Mayer and Salovey (1997), have mentioned in their article, mood may assist problem solving by virtue of its impact on the organization and use of information in the memory and positive moods are more likely to give creative solutions.

### 3. METHODOLOGY

This was a deductive type quantitative study which makes a connection between the cause and effect of a situation. To achieve the objective of the study survey method was led. 50 respondents were selected out from the population of 57 as per the morgan tabular. Accordingly, scale based questionnaire was distributed among them. Data Analysis done through SPSS 21 using inferential statistics. The conceptual framework of the study are as follows,



*Source: (Author developed, 2022)*

### 4. DISCUSSION THE RESULTS

Table 1: Descriptive Statistics

<b>Variables</b>	<b>N</b>	<b>Mean</b>	<b>Std. Deviation</b>	<b>Variance</b>
Self appraising and expression of emotions.	50	3.32	.713	.508
Appraising and recognizing the emotion of others.	50	3.38	.780	.608
Self regulations of emotions	50	3.62	.530	.281
Utilization of emotions	50	3.46	.676	.458
Job satisfaction	50	3.48	.814	.663

According to the Table 1 the mean value of dependent variable was 3.48. It is moderately high and a positive value. As well as, self-appraisals and Expressions of emotions taken by 3.32 mean value, appraising and recognizing the emotion of other taken mean value as 3.38, self-regulation of emotions are taken by 3.62, and the utilization of emotions are taken by 3.46. Moreover, the standard deviations of all the variables are in positive.

Table 2: Pearson Correlation

		SAEE	AREO	SRE	UE	JS
	Pearson Correlation	1	.291*	.274	.366**	.574
SAEE	Sig. (2-tailed)		.040	.054	.009	.000
	N	50	50	50	50	50
AREO	Pearson Correlation	.291	1	.258	.474**	.543
	Sig. (2-tailed)	.040		.071	.000	.000
	N	50	50	50	50	50
	Pearson Correlation	.274	.258	1	.156	.384
SRE	Sig. (2-tailed)	.054	.071		.280	.006
	N	50	50	50	50	50
	Pearson Correlation	.366	.474*	.156	1	.554
UE	Sig. (2-tailed)	.009	.000	.280		.000
	N	50	50	50	50	50
	Pearson Correlation	.574	.543*	.384	.554**	1
JS	Sig. (2-tailed)	.000	.000	.006	.000	
	N	50	50	50	50	50

H<sub>1</sub>: There is a positive relationship between self-appraising and expressions of emotions and Job satisfaction. According to Table 2, the correlation between self-appraising and expressions of emotions and JS is .574 (positive). Therefore, researcher accepted the alternative hypothesis. On the other hand, the Pearson correlation value of regulation of emotion and JS is 0.543. Then researcher can accept the H<sub>2</sub> hypothesis which demonstrating there is a positive relationship between appraising and recognizing the emotion of others and JS. Moreover, the correlation between self-regulations of emotions and JS is 0.384 (positive). It indicated that, there is a positive relationship between self-regulations of emotions and JS. Therefore, researcher can accept the H<sub>3</sub> hypothesis. Thus, the correlation between utilization of emotions and JS is 0.554 (positive). It has confirmed there is a positive relationship between utilization of emotions and JS. Therefore, researcher can accept the H<sub>4</sub> hypothesis.

Table 3: Regression Analysis

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.751 <sup>a</sup>	.564	.525	.561

ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
	Regression	18.310	4	4.578	14.538	.000 <sup>b</sup>
1	Residual	14.170	45	.315		
	Total	32.480	49			

### Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
	(Constant)	-.902	.659		-1.370	.178
	SAEE	.398	.125	.348	3.182	.003
1	AEAO	.278	.120	.266	2.315	.025
	SRE	.272	.160	.177	1.697	.002
	UE	.329	.140	.273	2.350	.023

According to Table 3,  $R^2$  value is 0.564 and it indicated that independent variables (Self- appraising and expressions of emotion, appraising and recognizing the emotion of others regulation of emotion and utilization of emotion) has an ability for explain 56% variations with the dependent variable (JS). Thus, Adjusted  $R^2$  value is 0.525, indicates that predictor variables for the test have ability to explain 52% variations in JS of employees. It seems that the regression model is reasonably fit to the related data. Hence, according to ANOVA Table, “F” value is 14.53 which is significant at 0.05 level and significant value is 0.000 ( $0.000 < 0.05$ ). According to these results it can be concluded that this regression model is reasonable fit and enough to explain that there is a impact between emotional intelligence to the job satisfaction. When consider the coefficient of self-appraising and expression of emotion is 0.398 and significant value is 0.003 and it has a significant impact on the JS under 0.05 significant level. the researcher can accept the hypothesis 01.

Thus, coefficient of apprising and recognition of emotion of others is 0.278 and significant value is 0.025 and it has a significant impact on the JS satisfaction under 0.05 significant level. then researcher can accept the hypothesis 02. Hence, coefficient of self-regulations of emotions is 0.272 and significant value is 0.02 and it has a significant impact on the is under 0.05 significant level. It means that researcher can accept hypothesis 03. According to the regression coefficient of utilization of emotion is 0.329 and significant value is 0.023 and it has a significant impact on the JS under 0.05 significant level. researcher can accept the hypothesis 4 based on that.

Table 4: Summary of Hypothesis Testing

<b>Hypothesis</b>	<b>Hypothesis Analysis</b>	
	<b>Correlation</b>	<b>Regression</b>
H <sub>1</sub>	Accepted	Accepted
H <sub>2</sub>	Accepted	Accepted
H <sub>3</sub>	Accepted	Accepted
H <sub>4</sub>	Accepted	Accepted

*Source: Survey Data, 2021*

## 5. CONCLUSION

This research was carried out to find the impact of emotional intelligence on job satisfaction of non-executive employees in a reputed organization.

Hypotheses were developed to identify the significant impact and relationship of EI on employees JS. For this purpose, questionnaire was developed for data collection, first part of it collects data about the basic information of employees, second part was designed to gather the information of EI, and the third part was designed for JS. Based on the findings of this research, it can be concluded that, the employees who have higher EI are satisfied with their jobs. Further, the results of the study lead to confirm the formulated hypotheses regarding the positive relationship between the level of EI and JS. It is more likely that, the organization can create a satisfied workforce by attracting and retaining emotionally intelligent employees. The major finding of the research was that there is a positive relationship between the level of EI and JS of non- executive employees. Hence this finding can be used to enhance the level of JS of employees. JS is one of the most significant factors which directly impact on the retention level. Then it is important to consider about JS and the determinants of JS. Organizations should try to enhance the level of EI of their employees. Organizations can implement some programs for their employees and employees should be given necessary psychological education regarding their work life balance. As an example, companies can implement wellness programs, invite fitness trainers or yoga instructors into the office to hold lunch time, sessions and can offer stress management programs which include stretching, yoga, counseling etc.

It is important to note that these programs help employees to handle their stress more effectively. Self-management is important factor and people need to control their own behavior and expectations regarding work-life balance. Employees should have a proper ability to work with others within the organization and if there is a good communication among employees, it affects to enhance the JS. Organizations should focus on fitness of heart, mind, and spirit by creating a vitalizing work experience and environment for their people. This helps them feel energized and able to perform to the very best of their ability. Based on the research findings it can be recommended that, EI level should be measured and taken into consideration in selecting and hiring employees. Then the organization will be able to attract emotionally intelligent employees to the organization. In addition to that, employees can be made aware on EI and the importance of EI for their work life as well as non-work life. Furthermore, previous literature suggests that the happier people are with their job, are mostly satisfied with their jobs and EI contributes to people's capacity to work effectively in teams and manage work stress. Additionally, the concept of emotional intelligence can absorb to the Co-operative societies for enhance the quality of the employees. Emotional intelligence builds better teamwork. People with higher emotional intelligence communicate better within their team. At last, Co-operative societies can achieve more successful results by integrating the concept of emotional intelligence. Thus, emotional intelligence can be taken into consideration to improve the Job Satisfaction.

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