

Effect of Emotional Intelligence on Employee's Job Satisfaction: A Case of Private Bank in Karachi

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Abstract

The banking sector is considered as the backbone of every economy and when it comes to underdeveloped countries its role and importance increases. The sector works in a distressing environment where stability is a question mark. The banking sector of Pakistan reflects the same image and is trying to gallop towards a better position. In this whole scenario, there are many areas which have been focused on and discussed but this study indicates and highlights the nervous system of banking sector which are employees and their job satisfaction level through emotional intelligence. The Goleman model has been used and it is compared in contrast to its effect on job satisfaction. The theme behind this research is to find out the effect of emotional intelligence on employee's job satisfaction, either its effects in a positive or negative manner. A quantitative survey is conducted with the help of a questionnaire in which the selected population are the employees of Askari Bank, working in the demographic location of Karachi. For this purpose convenience sampling is done in two stages first of all random selection of branches is done. Secondly, all available employees are selected for the study. Sample size of 386 out of 400 is used to collect the data. The regression model is applied to test the variables. The results of this study prove that all the constructs of emotional intelligence act as a catalyst on every aspect on job satisfaction in a positive manner. This study suggests that by emphasizing on emotional intelligence, not only does it impacts the job satisfaction but also contributes and boost the efficiency and effectiveness in their respective fields.

Keywords: Emotional intelligence, Self-awareness, Self-Regulation, Motivation, Empathy, Social skills and Job Satisfaction.

1. Introduction

Banking sector of Pakistan and particularly the banking sector in Karachi has been in a state of continuous pressure. The employees are the ones most affected from the uncertain condition and instability in the market (Bashir, 2007). Research Studies have been carried out, which focuses on exploring, evaluating and analyzing the element which inflame the levels of satisfaction (Khuwaja et al., 2002). Emotional intelligence is the variable which has shown the maximum positive impact of increasing the satisfaction level of employees (Saadi, Honarmand, Najarian, Ahadi & Askari, 2012). Taking the scenario of Pakistan and particularly in the banking sector of Karachi this study will emphasize and focus on how emotional intelligence plays a vital role in increasing the satisfaction levels. In addition it will also analyze the depth of their relationship among these two variables.

In order to understand better the influence of emotional intelligence of job satisfaction on employees, essentiality is to develop the concept and paradigms of emotional intelligence. According to Goleman (1995) emotional intelligence has been divided into five parts focusing on self-awareness, motivation, self-regulation, empathy and social skills. Somehow practitioners have worked and made theories understanding the concept of emotional intelligence which consists of five dimensions but some of the practitioners in the late 1990s have conceptualized the theme of emotional intelligence on four dimensions which are: use, perceive, manage and understand (Salovey & Mayer, 1990). Emotional intelligence is the capability of a leader to build cognitive relationship between employees and also manage the emotional state of them.

Job satisfaction is the element which is considered as the core and backbone of any organization's success. Job satisfaction has been defined by many researchers and different theories have explained the depth of this theme. According to Adams & Bond (2000); Weiss (2002) and Hirschfeld (2000) positive attitude which a person holds towards the job is explained as job satisfaction and its components related to its job. Armstrong (2003) explains the notion of job satisfaction as the mental, environmental and physical satisfaction of employees while working. Some researchers have explained job satisfaction as how people feel about their job and components related to their job (Spector, 1997, p.2).

With the passage of time, a lot of work has been done on job satisfaction and in the literature you can find many different theories and definitions which explain the concept and theme of job satisfaction. Some of the most discussed and used definitions of job satisfaction are Locke's (1976) it is stated as "a pleasurable or positive emotional state resulting from one's job or job experiences" (p.130). Later on Armstrong (2003) defined job satisfaction, as how feeling of people and their attitudes towards the job. Satisfaction towards the job is one side

of a picture and if people are negative towards the job and have lost the interest there so it means job dissatisfaction.

Spector (1997) explains that antecedents of job satisfaction have been classified in two different groups. The first group comprises on job environment itself and other indicators related to the job. The second group from the antecedents consists of individual factors related to a job which circulates around experiences and personality. Mostly it is observed that both the groups work together to influence job satisfaction.

1.2 Research Problem

Emotional intelligence plays a significant role on job satisfaction either in a positive way or in a negative way. The theme or idea behind this study is to find out whether there is any effect of emotional intelligence on employee's job satisfaction and for this purpose Askari Bank is being selected to conduct the study.

1.3 Research Question

This research will be in the position to response the following questions:

- What is the emotional intelligence level of employee as determined by the five dimensions?
- What is the relationship between emotional intelligence and job satisfaction of an employee?
- How motivation and job satisfaction is having a significant relationship?
- Does job satisfaction and empathy have a significant relationship?
- What is the relationship between job satisfaction and social skills?
- To what extent there is a significant relationship among the above six variables.

1.4 Research Objectives

- To determine the relationship of job satisfaction and components of emotional intelligence.
- To find out the association between self-awareness, self-regulation, social skills and job satisfaction.
- To determine the significance between job satisfaction, empathy and motivation.
- To evaluate the relationship between emotional intelligence and job satisfaction.

2. Literature Review

The concept of emotional intelligence (EI) has been developed over time as a complimentary intelligence to intellect and social intelligence, among others (Weinberger, 2009). The research has evolved over time, and spans mid-century work in behavioral science to more recent works focusing specifically on the study of emotional intelligence. Emotional intelligence is a comparatively new measure of intelligence, having really been developed over the last thirty years. The evolution of Emotional Intelligence as a construct has led to great debate about its place among the previously recognized intelligences. Wechsler's (1958) concept of multiple intelligences forms the basis for the idea that EI is not a measure of an element of IQ, but rather an intelligence that can stand on its own, independent of intellect, social intelligence, and other measures of intellectual abilities. As researchers have looked to develop the study of emotional intelligence, the study has branched into three general models. Muiya (2009) attempted to bucket the definitions and models of EI into three categories: ability model, personality model, and a mixed model. To have a better understanding about the concept of emotional intelligence first we have to understand that emotional intelligence is two words which when seen an individual gives different meaning but when they are combined to shape and sound like emotional intelligence then the meaning and its impacts changes (Kotze, Venter, 2011).

Emotional intelligence is characterized by Goleman (1995) as an individual ability to distinguish and control emotions in one as well as recognize and then translate them in others as well.

The concept of emotional intelligence (EI) has been developed over time as a complimentary intelligence to intellect and social intelligence, among others (Weinberger, 2009). The research has evolved over time, and spans mid-century work in behavioral science to more recent works focusing specifically on the study of emotional intelligence. From the work of Thorndike (1920) and Weschler (1958) through modern day EI academics such as Goleman (1995), Gardner (1983), Mayer and Salovey (1993), and Bar-On (1997), Emotional Intelligence has found its way into the lexicon of academia and business alike.

Emotional intelligence is a comparatively new measure of intelligence, having really been developed over the last thirty years. Over this time the idea has evolved and has taken on the form of innate abilities, personality traits, emotional and intellectual capabilities, and as a developed ability (Mayer & Salovey, 1990). The evolution of Emotional Intelligence as a construct has led to great debate about its place among the previously recognized intelligences. Wechsler's (1958) concept of multiple intelligences forms the basis for the idea that EI is not a measure of an element of IQ, but rather an intelligence that can stand on its own, independent of intellect, social intelligence, and other measures of intellectual abilities.

As researchers have looked to develop the study of emotional intelligence, the study has branched into three general models. Muiya (2009) attempted to bucket the definitions and models of EI into three categories: ability model, personality model, and a mixed model. The ability model implies that EI is a competency that can be learned, developed and maintained as individuals focus on the elements of the paradigm of EI.

Emotional intelligence is now considered as one of the most interesting topic of today researchers. Its face value

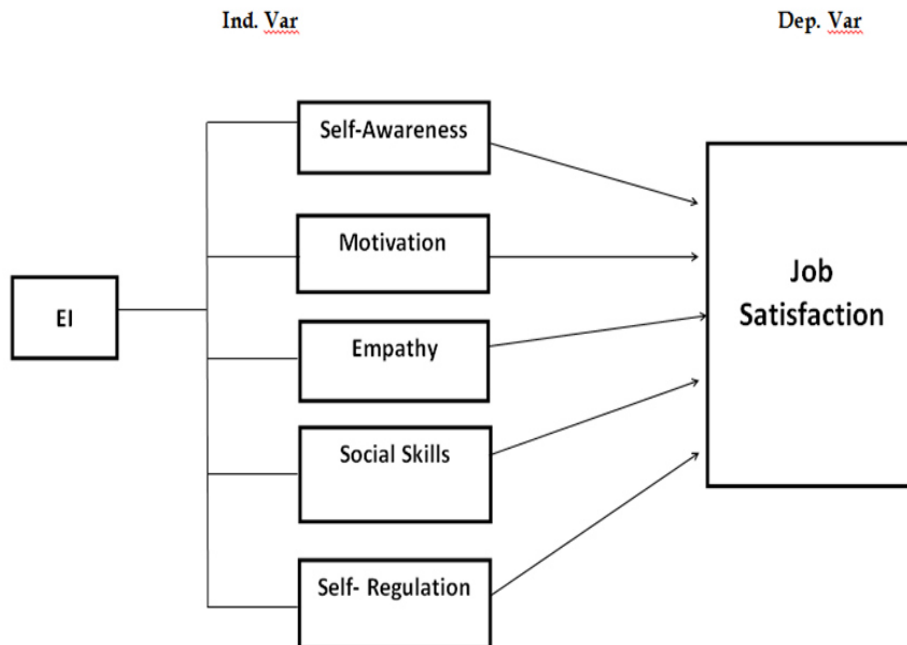
is increased when it is being practiced with leadership and enhancement of individual groups, teams, and penetration role in organization effectiveness (Kong, Zhao & You, 2012). But here the dilemma of emotional intelligence lies which is that in an individual performance its role has always been compromised or often unknown and overstated. There is a lot of literature on emotional intelligence which comes from management books and scientific research. To have a better understanding about the concept of emotional intelligence first we have to understand that emotional intelligence is two words which when seen an individual gives different meaning but when they are combined to shape and sound like emotional intelligence then the meaning and its impacts changes (Kotze, Venter, 2011). So to have a clear and transparent picture first the concept of these two terms has to be defined which is emotions and intelligence.

The concept of job satisfaction concept is as one of the oldest concepts which were derived in the late 1930s. Spector (1997) argued that job satisfaction is an attitude variable which measures the perception a person has about his or her job and includes all their related tasks and components about the job (Rice, et al, 1991). Going more in the depth of literature of job satisfaction its complexity is eliminating. Job satisfaction is a feeling that how a person's views his or her job or career for specific aspects. Job satisfactions is the term which is often used or perceived and related to the employees. In the literature of job satisfaction different concepts and themes of job satisfaction are present. Most commonly job satisfaction is the ability and degree to which a person's feel satisfy after performing or doing anything. These common definitions of job satisfactions open the window of satisfaction after performing the task. Schermerhorn, Hunt and Osborn (1994, p.144) argued that job satisfaction is the degree of positive and negatives feelings which an individual obtains or receives from the job and the influence of working environment during the job.

Many theories have been made which explains the different dimensions of job satisfaction but interestingly according to practitioners the motivation theories also serves the same purpose and ensure the satisfaction levels. Job satisfaction theories explain the core value and how organizations can take the advantage from it. With the help of different theories and models the concept of job satisfaction is easily understandable.

Job satisfaction is the most critical element present in organization. If employees are satisfied from the job and job duties then they can perform in the effective and efficient way (Bull, 2006). Schermerhorn (1993) suggested that the job satisfaction is an affective or emotional response towards individual's job and various aspects which are related to individuals work.

2.1 Theoretical Framework



3. Research Methodology

3.1 Research Design

This research lies in the category of quantitative research and for collection of data questionnaire is used as a tool to carry out the study. It is a cross-sectional study in which mono method technique is used. The research strategy of this study is survey, as through the questionnaire only figures are used. The approach of this study is deductive in nature and the philosophy of this research design is positivism and this study is explanatory in

nature.

3.2 Population of the study

The study is focusing on Askari bank of Pakistan. The population of the study consists of 240 branches in Pakistan out of which 79 are situated in the province of Sindh and 53 are situated in Karachi (SBP, 2013). Out of these 53 branches, 46 are the main branches and 7 are sub-branches. The researcher has focused on 20 branches as per the convenience sampling technique. The study consist of all the employees working at functional and managerial position of bank and are having an experience of 3 years and more. The population of the study is divided into two stages. Stage 1 is the random selection of branches whereas the stage 2 is the selection of all the available employees' who are present.

3.3 Sampling techniques

The sample study participants are chosen by convenience sampling technique. The criteria chosen for selection of sample is (1) each manager having an experience of 3 and more; (2) each manager should be a permanent employee of the bank. Whereas, demographics evidence is collected, related to gender, age, experience, marital status and qualification.

3.4 Instrument selection

This study has used different questionnaire that were already developed. Emotional Intelligence is measured by "Emotional and Social Competency Inventory- Version 3.0 (The Hay Group) which is developed by Dr. Richard Boyatzis (2007) and Dr. Daniel Goleman (2007) in collaboration with Hay Group. This instrument is based on the 5 likert scale. Goleman scale is divided into two parts i.e. social competencies and personal competencies. In social competencies lies two variables i.e. empathy and social skills whereas in personal competencies lies self-awareness, self-regulation and motivation. For measuring the variable job satisfaction Andrew and Withey job satisfaction scale (1976) is used. This scale is having a cronbach alpha reliability of 0.70. For execution of questionnaire likert scale is used in order to interpret the results.

3.5 Hypothesis

The hypotheses of this study are:

H₁: There is a positive relation between emotional intelligence of an employee and job satisfaction.

H₂: There is a positive relation between self-awareness and job satisfaction.

H₃: Empathy and job satisfaction has a significant relationship.

H₄: Higher the motivation, higher is the job satisfaction.

H₅: There is a positive relation between social skills and job satisfaction.

H₆: There is a positive relation between self-regulation and job satisfaction.

4. Data Analysis and Findings

The study is conducted by using the survey technique in which questionnaire is used to collect the data. A questionnaire is distributed among the employees of Askari bank situated in the demographic location of Karachi. Out of 400, the researcher was able to get back 386 questionnaires, which are completely filled.

4.1 Demographics Profile

The total respondent for this study are 386 on the basis of gender, age, experience and marital status. As illustrated in the table:

Demographics		Number of Participants (n)	Percentage (%)
Age	20-30 Years	150	38.9
	30-40 Years	145	37.6
	40-55 Years	91	23.6
Gender	Male	199	51.6
	Female	187	48.4
Experience	Less than 3 years	152	39.4
	3 to 5 years	144	37.3
	5 years and more	90	23.3
Marital Status	Single	153	39.6
	Married	233	60.4

Table I Demographic Profile

4.2 Descriptive

Descriptive analysis is implemented on all the variables of emotional intelligence and job satisfaction.

	N	Minimum	Maximum	Mean	Std. Deviation
Self-Awareness	386	3.40	5.00	4.4088	.40800
Self-Regulation	386	3.50	5.00	4.4955	.43969
Empathy	386	3.60	5.00	4.3798	.41317
Motivation	386	3.50	5.00	4.3731	.39651
Social Skills	386	3.50	5.00	4.4883	.46311
Job Satisfaction	386	3.20	5.00	4.4026	.38233

Table II Descriptive

4.2.1 Interpretation of Descriptive Analysis:

The mean value of all the variables is favorable whereas social skills is having the highest value of mean and also of standard deviation of 4.48 and .463 respectively. The likert scale is divided on 5 category from strongly disagree to strongly agree. This study shows the minimum value of 3 which means the neutral whereas the maximum value is 5 which is showing the strongly agree relationship.

4.3 Reliability

In order to check the consistency of the variables, reliability test is done. The overall reliability is these variables are 0.894.

Constructs	Cronbach's Alpha	No of Items
Self-Awareness	0.716	5
Self-Regulation	0.780	4
Empathy	0.700	5
Motivation	0.607	4
Social Skills	0.781	4
Job Satisfaction	0.612	5

Table III Reliability

4.4 Correlation

To check the strength of the linear association between the variable Person Product Correlation was used (Saunders et al., 2009). The correlation value is denoted by r and lies in the range of +1 and -1 (pp.459). Association among the variables is considered significant when the value of the correlation is higher which means the stronger the relationship is. Also the smaller will be the p-value, it is considered more significant. In order to test the relationship of all the constructs of emotional intelligence and job satisfaction Pearson's correlation test is conducted to find the high, moderate and weak correlation among the variables.

4.4.1 Correlation Analysis

Hypothesis 1: There is a positive relation between emotional intelligence of an employee and job satisfaction.

		EI	JS
Emotional Intelligence	Pearson Correlation	1	.599**
	Sig. (2-tailed)		.000
	N	386	386
Job Satisfaction	Pearson Correlation	.599**	1
	Sig. (2-tailed)	.000	
	N	386	386

** . Correlation is significant at the 0.01 level (2-tailed).

Table IV Correlation between Dependent Variable (Job Satisfaction) and Independent Variable (EI)

Correlation Analysis is done for analyzing the relationship between overall emotional intelligence and job satisfaction. The result reveals that there is a positive relationship among the two variables and the correlation is significant at the significance level of 0.01 i.e. $r = 0.599$, $p < 0.01$). This reveals a positive and moderate relation between the two variables and the findings of this support the H1

4.4.2 Correlation Analysis of overall Job satisfaction and Constructs of EI

To determine the relationship between all the dimensions of emotional intelligence and job satisfaction for the research objective 1 and 2 to check the coefficient of correlation between them. Also this step is taken to test the hypotheses 2, 5 and 6. Table V is showing the correlations among the dimensions of emotional intelligence and job satisfaction.

		Self-Awareness	Self-Regulation	Empathy	Motivation	Social Skills	Job Satisfaction
Self-Awareness	Pearson Correlation	1					
	Sig. (2-tailed)						
Self-Regulation	Pearson Correlation	.430**	1				
	Sig. (2-tailed)	.000					
Empathy	Pearson Correlation	.866**	.220**	1			
	Sig. (2-tailed)	.000	.000				
Motivation	Pearson Correlation	.969**	.349**	.913**	1		
	Sig. (2-tailed)	.000	.000	.000			
Social Skills	Pearson Correlation	.181**	.271**	.301	.132**	1	
	Sig. (2-tailed)	.000	.000	.074	.010		
Job Satisfaction	Pearson Correlation	.595**	.506	.728**	.653**	.335**	1
	Sig. (2-tailed)	.000	.268	.000	.000	.000	

Table V: Correlation Analysis

Hypothesis 2: There is a positive relation between self-awareness and job satisfaction.

The correlation analysis between Self Awareness and Job satisfaction is performed in order to check the relationship. The result shows that that there is a positive correlation among the variables i.e. $r = 0.595$ and the relationship is significant at 0.01 level.

Hypothesis 5: There is a positive relation between social skills and job satisfaction.

The correlation analysis between Social Skills and Job satisfaction is performed in order to check the relationship. The result shows that that there is a weak positive correlation among the variables i.e. $r = 0.335$ and the relationship is significant at 0.01 level. P value of .000 shows and confirms that there is a significant relationship between these two variables.

Hypothesis 6: There is a positive relation between self-regulation and job satisfaction.

The correlation analysis between Self-Regulation and Job satisfaction is performed in order to check the relationship. The result shows that that there is a positive correlation among the variables i.e. $r = 0.506$.

4.5 Regression Analysis

Coefficient of determination is as essential as the correlation coefficient. It determines the strength of association among the dependent and independent variables. The value for coefficient of determination must lie in a range of +1 and -1. It justifies the casual relationship among the constructs as well the variance.

The study is done on 5 independent variables and 1 dependent variable which means that multiple regression model is used to check the regression of this data.

R Square	Adjusted R Square	F	Sig.
.647	.643	139.54	.000 ^a

Table VI: Regression Analysis

The above model captured 65 % variation of job satisfaction which is supported by F statistic of 139.54 at $p = .000$.

Model	Beta coefficient	T	Sig.
(Constant)	.844	4.716	.000
Self-Awareness	.439	3.466	.001
Self-Regulation	.132	4.132	.000
Empathy	.658	9.146	.000
Motivation	.449	3.006	.003
Social Skills	.276	10.455	.000

Table VII: Regression Coefficients

In the study all the construct are having a positive impact on job satisfaction. This means that one percent in one construct of emotional intelligence will increase one percent in job satisfaction. In case of social skills is having a value of .334 which is supported by a t-statistic of 10.45.

In case of self-awareness and self-regulation, both are having a moderate correlation of .43 a significant relationship. While, self-awareness is having a strong correlation with empathy of .86 and self-regulation is having weak correlation with empathy having a value of .22. In case of motivation, it is having a strong relation with self-regulation and empathy at .96 and .91 respectively but a weak correlation with self-regulation of .34. Social Skills is having a weak correlation with all the variables. In case of job satisfaction, it is having a moderate relation with self-awareness, self-regulation empathy and motivation.

Hypothesis 3: Empathy and job satisfaction has a significant relationship.

The results of regression analysis in case of empathy and job satisfaction is having a value of .711 and supported by t-statistic of 9.14 which means that it is statistically significant.

Hypothesis 4: Higher the motivation, higher is the job satisfaction.

The regression analysis is performed in order to check the strength among the two variables. The results reveal that it is having a value of .499 and supported by t-statistic of 3.06 which means that it is statistically significant.

5. Discussion

The banking sector is considered as the backbone of every economy and when it comes to underdeveloped countries its role and importance increases. The sector works in a distressing environment where stability is a question mark. Many researchers and philosophers have highlighted the elements of emotional intelligence with impact on different variable but there are not ample studies available in case of job satisfaction. Many researchers have focused on different directions of emotional intelligence. Through this study, result reveals the clear picture of emotional intelligence on job satisfaction. As this study, conceptual framework includes different elements of emotional intelligence which makes impacts on job satisfaction differently. In the interpretation of result, this study has reveals strong inter-relation and relationship between emotional intelligence and job satisfaction. The study has highlighted the strong relationship in slight path of positivism of job satisfaction.

As the results from the previous studies and researches also support and shows the similar results, resulting this study to be accurate. The study found out that if the emotional intelligence of an employee is affected from any means or he/she is being suffered from any outer atmosphere or environment, then present stage of emotional intelligence of that employee will make negative impact on job satisfaction and this scenario can be repeated in the positive form also. This means that higher the levels of emotional intelligence there will be higher job satisfaction and positive relation is being identified. Results of job satisfaction when gathered with other elements of emotional intelligence the same adverse relationship has been observed.

Talking about the hypothesis of self-awareness, the presence of positive relationship is observed with job satisfaction. The higher the level of self-awareness, the higher is the emotional intelligence. The hypothesis also indicated that empathy and job satisfaction has the positive relationship and if there is some disturbance in the state of empathy then the impact carried on the job satisfaction is also affected. Another element of emotional intelligence is the motivation and participants have given the answer in such a way that results showed a positive and significant relationship with job satisfaction. In case of social skills and self-regulation it is identified that there is a positive impact and correlation with job satisfaction and the degree of job satisfaction relies on the degree of employee social skills and self-regulation.

6. Conclusion and Recommendations

The study was established out to explore the impact and effect of emotional intelligence on job satisfaction. The study purpose was also to check the relationship and correlation of emotional intelligence constructs with job satisfaction. The result of this study reveals that positive relationship between the emotional intelligence and job satisfaction prevails. The significant values of these two variables show that if the emotional intelligence increases then the levels of job satisfaction also increases. These variables are having a direct relationship. Also the study reveals that the element of emotional intelligence directly influences on the job satisfaction. Employees who have strong emotional intelligence are more satisfied as compare to those employees who are less emotionally intelligent.

In case of construct of emotional intelligence, employees who are self-regulated, they are more satisfied towards the job and are willing to continue. This image is reflected in the results as well. Same is the case is being observed in the other variable like motivation which is having the direct relationship with the job satisfaction. This means one increases then the other also increase and vice versa. Results of self-regulation, motivation, empathy, self-awareness and social skills are also having a positive relationship with job satisfaction and these variables mark an impact on the job satisfaction. Job satisfaction is the element which plays an important role as being the dependent variable of this study. This variable has it utmost importance in the development of organization structure and making any organization successful.

This study has attempted to dig out the predictive linkage of emotional intelligence with job satisfaction. Although motivation, self-awareness, self-regulation, empathy and social skills are being examined with job satisfaction. Furthermore, in order to have better and in-depth understanding about the relationship among variables the researchers should use the more variables in mediating role and also in moderating role. In this order the practice can improve the Goleman model validity and also provide significant finding about the variables relationship. The Goleman model variables impacts the job satisfaction which are clearly defined by the results but it is recommended that the future researcher should change the dependent variables and take the other variables in the pipeline to make the research better and productive.

More over the potential studies should incorporate the usage of different tools of data gathering such as interviews surveys and in some conditions observations sheets can be useful to gather relative data for the research. This practice will enlighten and open the new horizons of the relationship among variables and the new picture will narrate the different story. In this process of ruminations, the variables impact can be measured in the better positions which will give birth to the new chapter of Goleman model of emotional intelligence and its impact on job satisfaction.

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