

Project Dissertation Report on

EMOTIONAL INTELLIGENCE IMPACT ON EMPLOYEE JOB PERFORMANCE AND SATISFACTION

Submitted by

SHEKHAR SHARMA

Roll No: 2K19/DMBA/091



Under the Guidance of

Prof. P.K. Suri

Delhi School of Management

DELHI SCHOOL OF MANAGEMENT Delhi Technological University Bawana
Road, Delhi – 110042

CERTIFICATE

This is to certify that the work titled '**EMOTIONAL INTELLIGENCE IMPACT ON EMPLOYEE JOB PERFORMANCE AND SATISFACTION**' is submitted to Delhi School of Management, Delhi Technological University in partial fulfillment of the requirement for the award of the degree of Master of Business Administration.

Prof. P.K. Suri

Faculty Advisor

(DSM, DTU)

Prof. Archana
Singh
Head of
Department

DECLARATION

I hereby declare that the work titled '**EMOTIONAL INTELLIGENCE IMPACT ON EMPLOYEE JOB PERFORMANCE AND SATISFACTION**' as part of the final year Major Research Project submitted by me in the 4th Semester of MBA, Delhi School of Management, Delhi Technological University, during January-May 2021 under the guidance of Prof. P.K. Suri is my original work and has not been submitted anywhere else.

The report has been written by me in my own words and not copied from elsewhere. Anything that appears in this report which is not my original work has been duly and appropriately referred/ cited/ acknowledged.

Shekhar Sharma

(Roll No 2K19/DMBA/091)

ACKNOWLEDGMENT

It is a great pleasure for me to acknowledge the kind of help and guidance received during the research work. I would like to thank my faculty advisor Prof. P.K. Suri, who helped me to take up the topic

‘EMOTIONAL INTELLIGENCE IMPACT ON EMPLOYEE JOB PERFORMANCE AND SATISFACTION’ and guided me to complete this project properly. The project provided me with an excellent opportunity to hone my research skills.

I am highly indebted to Delhi School of Management, Delhi Technological University for giving me an opportunity to work on this project. Lastly, I would like to express my gratitude to all the honorable faculty members for sharing their experience and expertise on this project.

I have put all my efforts to ensure that the project is completed in the best possible manner and also ensured that the project is error-free.

Shekhar Sharma
(Roll No. 2K19/
DMBA/091)

ABSTRACT

Emotional Intelligence is a concept which for a long time was ignored and it was only in the mid 90's that Daniel Goleman popularised this term and showed how important Emotions Intelligence is for leading a happy and fulfilling life. EI can be defined as a fundamental array of skills and characteristics that drive leadership performance. Studies have shown that people with high EI have greater mental health, job performance,

and leadership skills, although no causal relationships have been shown. EI has been typically associated with empathy because it involves relating their personal experiences with those of others. Since its popularization in recent decades, methods of developing EI have become widely sought by individuals seeking to become more effective leaders.

Scientists and researchers have come up with various models such as *trait model*, *ability model* and *mixed model*.

Even Harvard 's happiness study, which is the world's oldest ongoing study, came to the conclusion that emotional intelligence played a very important role in the lives of individuals, be it their personal or professional lives.

TABLE OF CONTENTS

Certificate	i
Declaration.....	ii
Acknowledgement.....	iii
Abstract.....	iv
Table of Contents.....	v
List of Figures.....	vi
List of Tables.....	vii
Chapter 1. INTRODUCTION.....	1
1. Introduction.....	1
2. Significance of the Project.....	1
Chapter 2. RESEARCH METHODOLOGY.....	
2.1. Review of Literature.....	3
2.2. Objective of the Project.....	5
2.3. Hypothesis.....	5
2.4. Research Methodology.....	6
Chapter 3. DATA ANALYSIS.....	7
3.1. Data Analysis.....	7
3.2. Data Interpretation.....	8
Chapter 4. RESEARCH RESULT OF PROJECT.....	14
4.1. Descriptive Analysis.....	15
Chapter 5. LIMITATIONS , FUTURE RESEARCH & CONCLUSION..	16
5.1 Discussion.....	17
5.2 Limitations and Future Prospects.....	18
5.3 Conclusion.....	19

LIST OF FIGURES

FIGURE 2.1 QUESTIONNAIRE.....	7
FIGURE 3.1 AGE DISTRIBUTION.....	10
FIGURE 3.2 DISTRIBUTION ACROSS SECTIONS.....	11
FIGURE 3.3 GENDER DISTRIBUTION.....	12
FIGURE 3.4 EDUCATION DISTRIBUTION.....	13

LIST OF TABLES

TABLE 3.1 IMPORTANT STATISTICS.....	10
TABLE 3.2 DISTRIBUTION ACROSS SECTIONS.....	11
TABLE 3.3 GENDER DISTRIBUTION.....	12
TABLE 3.4 EDUCATION DISTRIBUTION.....	13
TABLE 4.1 CORRELATION STUDIES - PART 1.....	14
TABLE 4.2 CORRELATION STUDIES - PART 2.....	15
TABLE 4.3 MODERATION STUDIES PART 1.....	16
TABLE 4.4 MODERATION STUDIES	16

CHAPTER 1 .

INTRODUCTION

1.1 INTRODUCTION

Emotional intelligence plays a crucial role in the performance of an employee. According to D. Goleman's study of star performers in an organization, Approximately 90% of the variation in profile between a highly skilled performer and an average performer can be ascribed to emotional intelligence aspects rather than cognitive abilities. The 5 major factors, namely, self-awareness, self-regulation, internal motivation, empathy, and social skills of an individual leads that person towards his/her success. Along with the knowledge, skills, and abilities that the person possesses to perform his/her job competitively, a perfect blend of emotional intelligence is also required to rise in the career ladder. A dynamic leader with high emotional intelligence tends to retain more employees by being compassionate to them and at the same time utilizing his/her leadership skills to enhance the productivity and engagement of the team, effectively. On the contrary, a leader with low EI, is more prone to losing its employees and there are chances where associates may get offended and feel disengaged to be associated with such a leader.

Emotional Intelligence also helps employees get equipped with the skills and the abilities required for the successful completion of the work. This helps them to cope up with the work tension, hassles, exhaustion, and frustration. Since the employees can cope up with the stress and anxiety at the workplace, their psychological health is also improved. It motivates them to perform better at the job and affects employee's health and wellbeing in a positive way.

1.2 SIGNIFICANCE OF THE PROJECT

An employee, when emotionally contented with his/her job and work environment including peers and colleagues, performs much better and with

more dedication and commitment towards the job. EI is related to understanding the effects of performance appraisal and management as the maturity of a person determines the extent to which (s)he can handle the appropriate feedback and can act upon those for betterment. An employee with low EI, on the contrary, will not be able to handle the appraisal process and may act differently, causing a decline in performance and satisfaction of oneself and others. Hence, this project is significant for understanding the impact of EI on job performance.

Also, if the employee has low EI, it will hinder his performance as well as his emotional state will be affected. His overall psychological health will be affected, and it will eventually affect his performance at work. On the other hand, a person with high EI, will help him in building a cordial relationship with his colleagues, he will perform well in his job which will eventually affect his psychological wellbeing. Hence, this project is also significant for understanding the impact of EI on Employee Wellbeing.

CHAPTER 2

SETTING UP THE STUDY AND RESEARCH METHODOLOGY

2.1 REVIEW OF LITERATURE

The term Emotion gets its roots from a Latin word “Emovere” which means to move. Emotions are physiological states linked to the nervous system, encompassing thoughts, feelings, behavioral responses, and a range of positive or negative experiences. Emotions are mostly spontaneous in nature. It is a stirred-up state of organization and is a specific condition of mind. Emotion may act as both, a stimulus, or a response. Same stimulus may create varied emotions in different persons as per their perceptions since people tend to perceive as they are and not as things are. Maturity and intuitiveness of an individual, in terms of both physical and intellectual plays an important role in the regulation of emotions or its perception. Objective and subjective factors also play important roles in the development of emotions. There are 4 major components of emotion, namely, *affective* component that deals with the emotional or feeling aspect, *behavioural* component that leads to the reactions, *cognitive* component that causes arousal in a person and finally the *conative* component which deals with the motivational aspect of emotions.

Emotional intelligence plays a key role in increasing performances according to Mohmmad Shahhosseini et al (2012) [1]. It suggested EQ is an important trait for managers to possess to improve effectiveness in the organizations. Stephane Cote et al [2], in his study suggested that when cognitive intelligence decreases emotional intelligence has a positive impact on job performance and organizational citizenship behavior. In the Work Life Balance and Employee

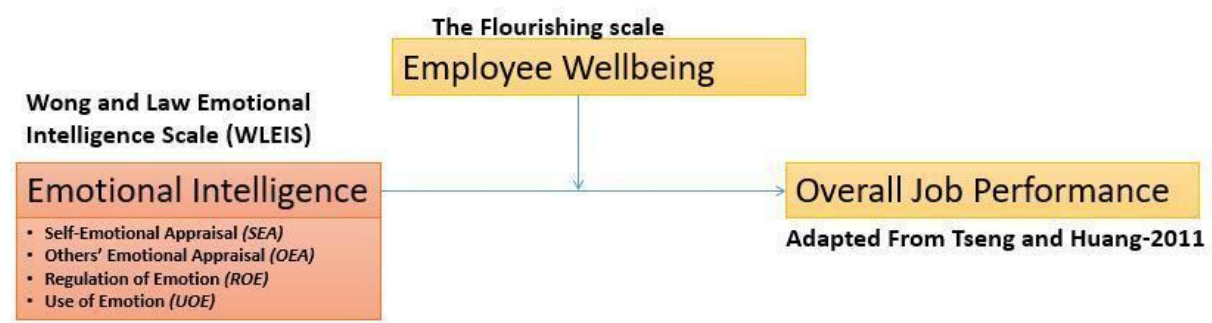
Job Performance- The Role of Psychological Wellbeing and Satisfaction with Coworkers, Sajid Haider et [3], all studied the effect how job performance and satisfaction can be increased by enhancing the psychological wellbeing. Jose M. Augusto Landa et [4], in their study Emotional Intelligence and Personality traits as predictors of Psychological Wellbeing in Spanish undergraduates stated that emotional clarity was positively correlated with the psychological wellbeing.

According to Dwayne Devonish's statement in 2016, organizations should aim to enhance employees' emotional intelligence (EI) to enhance their psychological well-being, overall performance, and work-related behaviors.

[5]. He stated his findings in the study Emotional intelligence and job performance- the role of psychological well-being. There is also a relationship between emotional Intelligence and wellbeing in sports context that has been confirmed by Laborde et al (2014) [6] in their study.

Overall Job Performance: It refers to how the workers behave in the workplace and how well they perform the job duties that are obligated to them.

Employee Wellbeing: It relates to all the aspects of your work life from the type of the environment and the organisation you work to the employee safety and the climate at work. It is one of the key factors in determining the effectiveness of an organization.



Independent Variable (IV): Emotional Intelligence

Dependent Variable (DV): Overall Job Performance and Employee Wellbeing

2.2 OBJECTIVE

To study the impact of Emotional Intelligence on Overall Job Performance and the employee wellbeing.

2.3 HYPOTHESIS

H_{1.0}: There is statistically no significant impact of Emotional Intelligence on Job Performance on the employees.

H_{1.1}: There is statistically significant impact of Emotional Intelligence on Job Performance on the employees.

H_{2.0}: There is statistically no significant impact of Emotional Intelligence on Employee Wellbeing.

H_{2.1}: There is statistically significant impact of Emotional Intelligence on Employee Wellbeing.

2.4 RESEARCH METHODOLOGY

Methodology involves a systematic and theoretical examination of the methods employed within a particular field of study. It focuses on the theoretical exploration of the methods and principles utilized within a specific domain of knowledge. Commonly, it encompasses concepts such as paradigm, theoretical model, stages, and qualitative or quantitative approaches.

2.4.1 AREA OF STUDY

The study was conducted among employees of all industries who are placed at different levels in the hierarchies.

2.4.2 RESEARCH DESIGN

Our study focuses on descriptive research, also referred to as statistical research, which involves describing data and characteristics related to the population or phenomenon under investigation. By utilizing an existing framework (questionnaire) with some minor adjustments, we devised and implemented the data collection procedure as part of our research design. Statistical tools were employed for analysis and interpretation, with the results presented through tables and charts.

2.4.3 SAMPLING TECHNIQUE

In survey methodology, sampling involves the selection of a subset of individuals from a statistical population to estimate the characteristics of the entire population. The sampling technique employed in this study is convenience sampling, which is a non-probability sampling method that involves selecting a sample from a population that is readily available or easily accessible.

2.4.4 TOOLS AND SCALES USED

A questionnaire was designed measuring the 3 variables, namely, Emotional Intelligence, Overall Job Performance and Employee Wellbeing. The **Emotional Intelligence Questionnaire** was a **16-item questionnaire**, which was used to measure emotional intelligence in Management Research and Studies. The items on the **Wong Law Emotional Intelligence Scale (WLEIS)**, is based on the ability model of Emotional Intelligence.

Job Performance is measured using the scale developed by *Tseng and Huang* which consists of 6 items. A 7-point **Likert scale** was implemented to measure each of the variables.

Employee Well Being is measured using the scale known as the **Flourishing Scale** which consists of 8 items. It is designed to measure employee's success in

areas such as relationships, purpose, and optimism. A 7-point Likert scale was implemented to measure each of the variables.

SPSS Process macros along with Microsoft excel 2019 and Tableau were used.

2.4.5 SOURCE OF DATA

Primary Data

Primary data are those which are collected a fresh and for the first time and thus happen to reflect original characteristics. In this case, the primary study collection tool used is the survey questionnaire (referred in Appendix). Minor modification has been made in the available questionnaire, like including demographic factors and performance appraisal related question, a Google form was designed to conduct the survey.

2.4.6 PROCESSING OF DATA

- Survey questionnaire for all the respondents were recorded and documented followed by preparation of the master chart and tabulation of data in MS Excel and SPSS
- Tabular representation of data is presented along with graphical interpretations of each for better and clear understanding.
- 7-point Likert scale is used to measure the individual parameters.

Chapter 3:

DATA ANALYSIS

3.1 DATA ANALYSIS

The practice of examining, purifying, altering, and modeling data with the objective of uncovering valuable insights, drawing conclusions, and aiding decision-making is referred to as data analysis. Data analysis encompasses various facets and methodologies, incorporating a wide range of techniques under different labels, and finds applications in various industries, scientific fields, and social sciences. In the present-day business landscape, data analysis contributes to more scientifically informed decision-making and enhances operational efficiency for businesses

Data analysis is employed subsequent to the collection, organization, and presentation of data. The term "data analysis" refers to the examination of the characteristics of the data using a variety of statistical tools, ranging from basic to intricate and advanced methods. Skilled investigators or experts are equipped to handle these analytical techniques.

3.2 INTERPRETATION

Data interpretation involves the process of deriving conclusions from gathered information following analytical or experimental studies. Its primary objective is to uncover a deeper understanding and broader significance of research findings. Data interpretation encompasses two key aspects:

1. Establishing continuity in research by connecting the outcomes of a specific study with those of others.
2. Establishing explanatory concepts to provide insight into the observed data.

The final step in an investigation is interpreting the data that we have collected. If the data analysis is not properly interpreted the whole objective of the study will be defeated and false, conclusions may be drawn. Correct interpretation will lead to a valid conclusion of the study and this can aid one in taking suitable decisions.

IMPORTANT STATISTICS

TABLE 3.1 IMPORTANT STATISTICS

		Statistics					
		Agelnyrs	Gender	Organizations ector	Educationleve l	WorkExplnYrs	Tenureincurr. orglnYrs
N	Valid	235	235	235	235	235	235
	Missing	0	0	0	0	0	0
Mean		27.25				3.730354610	2.770921986
Std. Deviation		3.258				2.779077686	2.263693474
Minimum		21				.000000000	.000000000
Maximum		44				19.00000000	11.00000000

AGE DISTRIBUTION

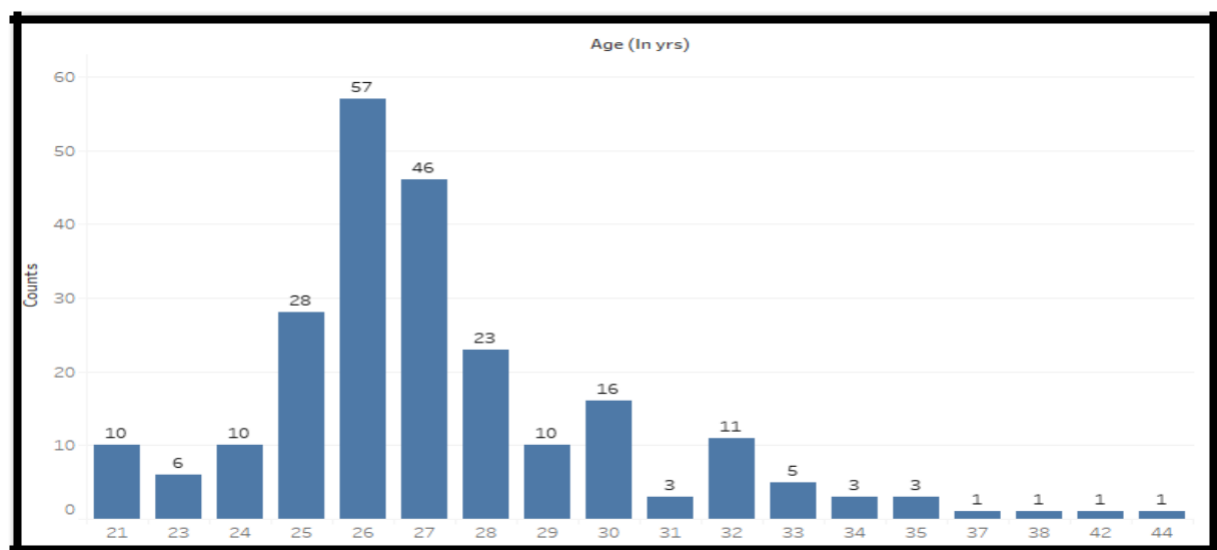


FIGURE 3.1 AGE DISTRIBUTION

DISTRIBUTION ACROSS SECTORS

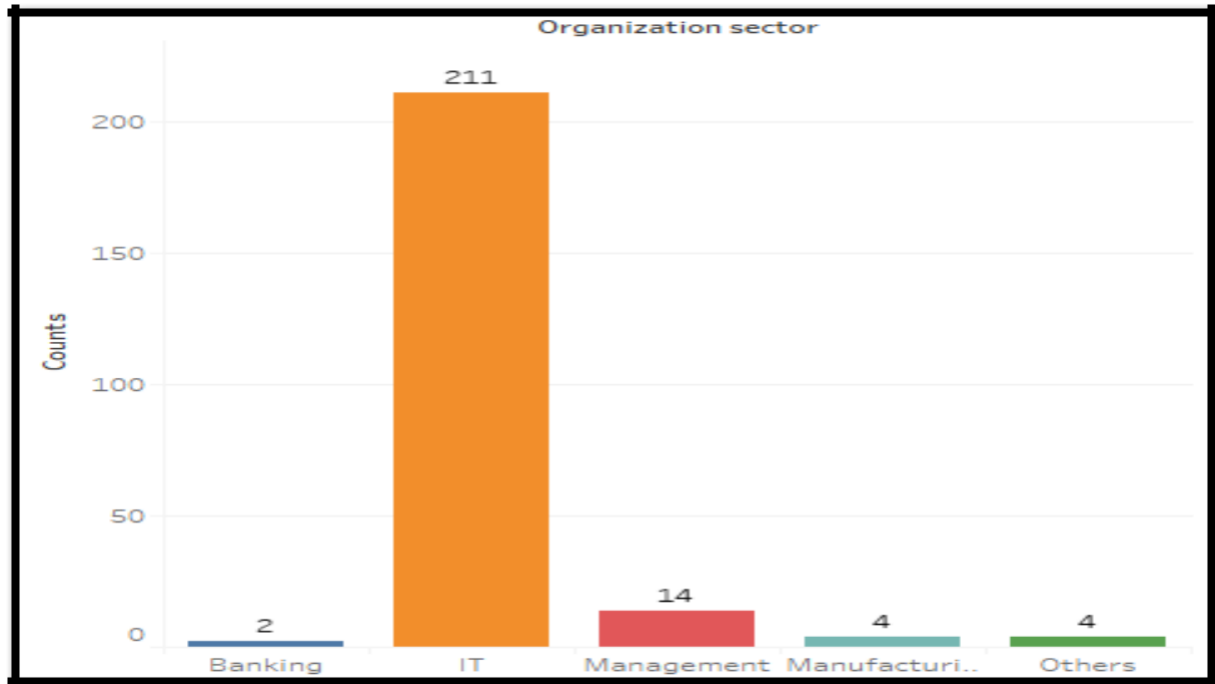


FIGURE 3.2 DISTRIBUTION ACROSS SECTIONS

TABLE 3.2 DISTRIBUTION ACROSS SECTIONS

Organizationsector					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	banking	1	.4	.4	.4
	Banking	1	.4	.4	.9
	IT	211	89.8	89.8	90.6
	Management	14	6.0	6.0	96.6
	Manufacturing	4	1.7	1.7	98.3
	Others	4	1.7	1.7	100.0
Total		235	100.0	100.0	

GENDER DISTRIBUTION

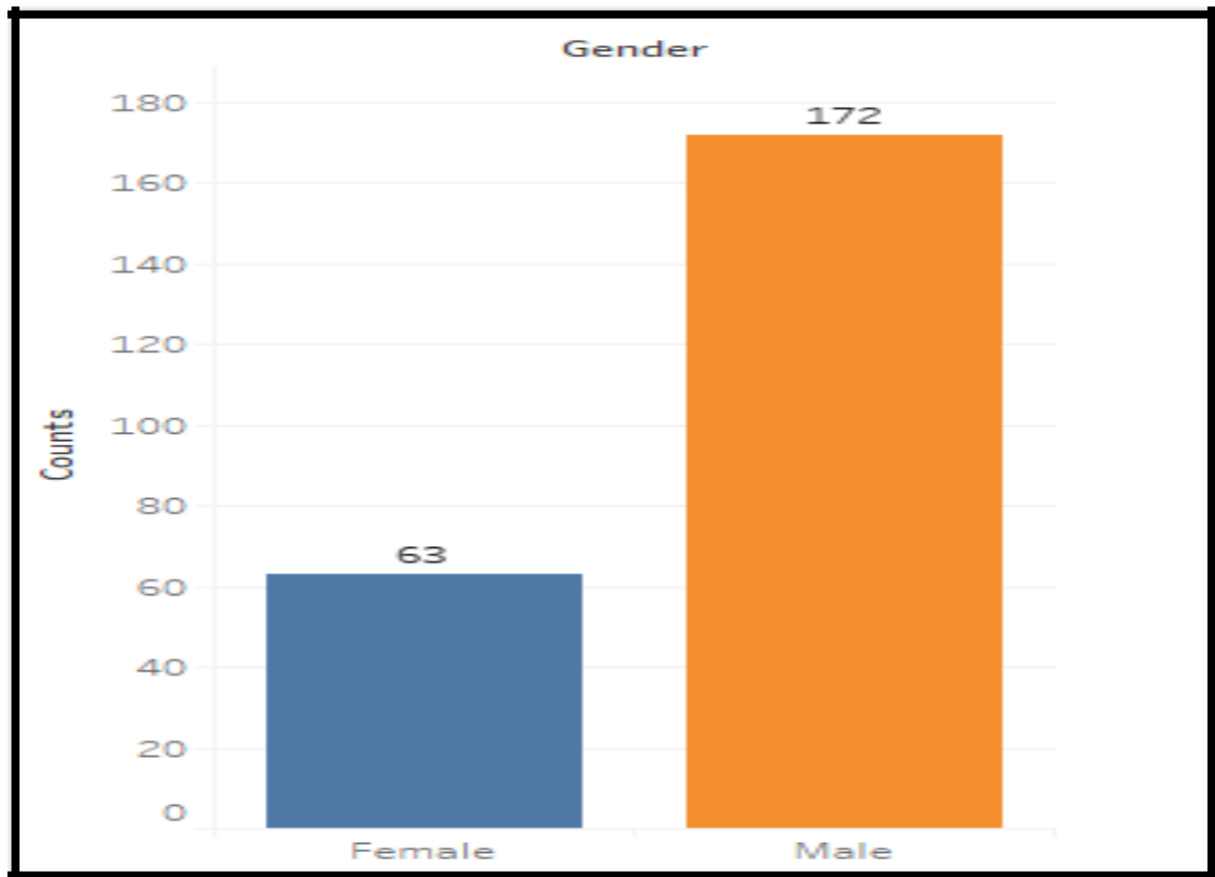


FIGURE 3.3: GENDER DISTRIBUTION

TABLE 3.3 GENDER DISTRIBUTION

		Gender			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Female	63	26.8	26.8	26.8
	Male	172	73.2	73.2	100.0
	Total	235	100.0	100.0	

EDUCATION DISTRIBUTION

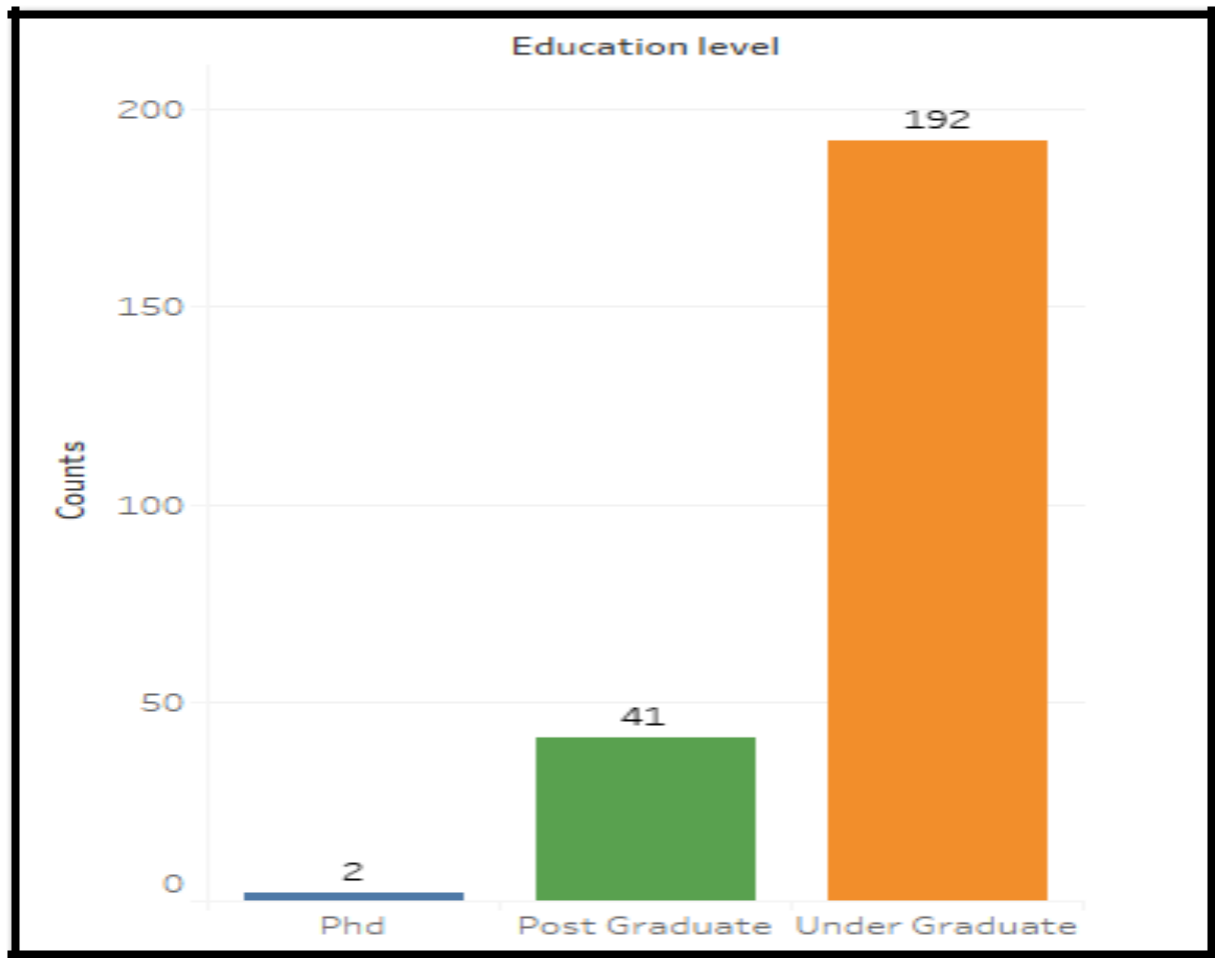


FIGURE 3.4 EDUCATION DISTRIBUTION

TABLE 3.4 EDUCATION DISTRIBUTION

		Educationlevel			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Phd	2	.9	.9	.9
	Post Graduate	41	17.4	17.4	18.3
	Under Graduate	192	81.7	81.7	100.0
	Total	235	100.0	100.0	

CHAPTER 4: RESULT

HYPOTHESIS 1

The data clearly shows that Emotional Intelligence is correlated to Job performance. Hence our null hypothesis can be rejected as the alternate hypothesis is accepted.

TABLE 4.1 CORRELATION STUDIES – PART I

Correlations			
Descriptive Statistics			
	Mean	Std. Deviation	N
EI	23.3595745	2.11020208	235
JP	35.1148936	4.61505242	235
Correlations			
		EI	JP
EI	Pearson Correlation	1	.418**
	Sig. (2-tailed)		.000
	Sum of Squares and Cross-products	1041.991	953.541
	Covariance	4.453	4.075
	N	235	235
JP	Pearson Correlation	.418**	1
	Sig. (2-tailed)	.000	
	Sum of Squares and Cross-products	953.541	4983.898
	Covariance	4.075	21.299
	N	235	235

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

TABLE 4.2 CORRELATION STUDIES – PART

REGRESSION									
Descriptive Statistics									
	Mean	Std. Deviation	N						
JP	35.1148936	4.61505242	235						
EI	23.3595745	2.11020208	235						
Model Summary									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.418 ^a	.175	.172	4.20060174	.175	43.453	1	233	.000
a. Predictors: (Constant), EI									
ANOVA ^a									
Model		Sum of Squares	df	Mean Square	F	Sig.			
1	Regression	872.600	1	872.600	43.453	.000 ^b			
	Residual	4111.238	233	17.645					
	Total	4983.838	234						
a. Dependent Variable: JP									
b. Predictors: (Constant), EI									
Coefficients ^a									
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B		
		B	Std. Error	Beta			Lower Bound	Upper Bound	
1	(Constant)	13.738	3.052		4.501	.000	7.125	19.151	
	EI	.315	.130	.418	7.032	.000	.659	1.171	
a. Dependent Variable: JP									

HYPOTHESIS 2

In the latest page we proved that Emotional Intelligence and Job Performance are correlated. But the current section goes a step further and also proves that psychological wellbeing has a moderating effect on this relationship.

TABLE 4.3 MODERATION STUDIES PART I

```

*****
Model : 1
  Y : JP
  X : EI
  W : WB

Sample
Size: 235

*****
OUTCOME VARIABLE:
  JP

Model Summary
      R      R-sq      MSE      F      df1      df2      p
      .4401    .1937    17.3964    18.4968    3.0000    231.0000    .0000

Model
      coeff      se      t      p      LLCI      ULCI
constant    82.1108    32.9281    2.4936    .0133    17.2330    146.9886
EI          -2.1313    1.4049    -1.5170    .1306    -4.8995    .6368
WB          -1.4435    .6967    -2.0719    .0394    -2.8162    -.0708
Int_1       .0642     .0297    2.1665    .0313    .0058     .1227
  
```

TABLE 4.4 MODERATION STUDIES

```

Product terms key:
Int_1 : EI x WB

Test(s) of highest order unconditional interaction(s):
-----
      R2-chng      F      df1      df2      p
X*W    .0164    4.6937    1.0000    231.0000    .0313
-----

Focal predict: EI (X)
Mod var: WB (W)

Conditional effects of the focal predictor at values of the moderator(s):

      WB      Effect      se      t      p      LLCI      ULCI
43.6919    .6754    .1666    4.0538    .0001    .3472    1.0037
47.5064    .9205    .1311    7.0212    .0000    .6622    1.1788
51.3209    1.1655    .1794    6.4953    .0000    .8120    1.5191

***** ANALYSIS NOTES AND ERRORS *****

Level of confidence for all confidence intervals in output:
95.0000

W values in conditional tables are the mean and +/- SD from the mean.
  
```


CHAPTER-5

LIMITATIONS , FUTURE RESEARCH & CONCLUSION

5.1 DISCUSSION

Our study successfully proves that Emotional Intelligence is positively correlated to Job performance. So our Null hypothesis is rejected and alternate hypothesis is accepted. This result is not new as multiple studies such as meta-analysis by Miao, C et al (2016), Zhun Gong et al (2019), Priyam Dhani et al (2017) showed that there is a correlation between Emotional intelligence and job performance. This will give us a new take on how workplace should be prepared especially after and during the COVID 19 pandemic.

Our one more alternate hypothesis was that Psychological wellbeing moderates the relationship between Emotional intelligence and Job Performance. The statistical data and the results show that our alternate hypothesis holds true and null hypothesis is rejected. Devonish, D. (2016), Carmeli, A (2009), SAMUEL O (2010) shows relation between Emotional intelligence and Job Performance. But none of these studies show the moderation relationship psychological wellbeing has. So in that view, our study is a novel one and gives us a new insight on emotional intelligence.

Emotional intelligence is gaining prominence in recent years which is also discussed in our literature review. But this insight has many more implications on the way we see the workforce. The study also exemplifies the importance of Emotional intelligence in workplace. This adds to the previous notion that there should be certain Emotional intelligence trainings at workplace. And study

shows that they will positively affect Job Performance. So companies will benefit a lot from the Emotional intelligence trainings.

This also can impact the recruitment process highly. Organizations can shift their recruitment focus slightly on Emotional Intelligence so that sound candidates get into the company. And performance management system can be changed according to support and promote Emotional Intelligence employees.

5.2 LIMITATIONS AND FUTURE PROSPECTS

A study can be done to monitor how Intelligence Quotient affects the relationship of Emotional Intelligence and Job Performance. This has an impact because then we can rightly have a certain people on whom to focus for learning and development (if the study shows Intelligence Quotient has any affect) and if there is not affect, it will give us in depth insight on the effectiveness of EQ over IQ. Cross-cultural study need to be done which will show how Emotional Intelligence will affect different aspects of work in different cultures. For example, Western culture is deemed to be more self-centered whereas Eastern is more people-centered, so there will be a lot of cultural differences in Emotional Intelligence. In our current study we have considered all industries in whole and have not particularly focused on one such sector. A study or series of studies focusing on individual industries trying to flesh out the differences will have a greater impact on how we see Emotional Intelligence for an organization as a research subject. Example: a study can done to check if there is a necessity of Emotional Intelligence in the governmental organizations which are running in loss or how Emotional Intelligence requirements will change (if they do) from a government to private organization. This study can also be explored further considering the balance sheet of an organization or those team. A study purely based on the financial performance done will give a new perspective into which one of the Emotional Intelligence on organization as a whole and will also give financial backing.

A more insightful study would a big five personalities conducted along with the current study. It will specifically show the need and necessity for particular types of personality developments required. For example, what makes good performers more successful, is it the Emotional Intelligence or the Big five personality traits such as conscientiousness, agreeableness etc.

5.3 CONCLUSION

The theory and the textbooks have already shown us the importance of Emotional Intelligence in a workplace. The current study gives one more reason to support this importance. Our study successfully showed that there is a positive correlation between Emotional Intelligence and Job performance. Not just that, our study also showed that emotional wellbeing moderates this relationship. So one important aspect organizations can focus on is to the emotional wellbeing of an employee with measures like employee support and work culture and to improve employee's Emotional Intelligence with various training initiatives.

REFERENCES

- Emotional intelligence in sport and exercise: A systematic review-Scandinavian Journal of Medicine and Science in Sports 26(8) in 2014
- The Role of Emotional Intelligence on Job Performance by Mohmmad Shahhosseini et al in International Journal of Business and Social Science in 2012
- Emotional Intelligence, Cognitive Intelligence and Job Performance by Stéphane Côté et al, University of Toronto, 2/ASQ, March 2006
- Moderated Mediation between Work Life Balance and Employee Job Performance:The Role of Psychological Wellbeing and Satisfaction with Coworkers by Sajid Haider et al, Journal of Work and Organizational Psychology in 2018
- Emotional Intelligence and Personality traits as predictors of Psychological Wellbeing in Spanish undergraduates by Jose M. Augusto Landa et al at University of Jaén, Spain
- Emotional intelligence and job performance- the role of psychological well-being by Dwayne Devonish in International Journal of Workplace Health Management in 2016
- Miao, C., Humphrey, R. H., & Qian, S. (2016). A meta-analysis of emotional intelligence and work attitudes. *Journal of Occupational and Organizational Psychology*, 90(2), 177–202

- Gong Z, Chen Y and Wang Y(2019) The Influence of Emotional Intelligence on Job Burnout and Job Performance: Mediating Effect of Psychological Capital.. *Front. Psychol.* 10:2707
- Dhani, P., & Sharma, T. (2017). Effect of Emotional Intelligence on Job Performance of IT employees: A gender study. *Procedia Computer Science*, 122, 180–185
- Dwayne Devonish, (2016) "Emotional intelligence and job performance: the role of psychological wellbeing", *International Journal of Workplace Health Management*, Vol. 9 Issue: 4, pp.428-442
- Carmeli, A., Yitzhak-Halevy, M., & Weisberg, J. (2009). The relationship between emotional intelligence and psychological wellbeing. *Journal of Managerial Psychology*, 24(1), 66–78.