

# EMOTIONAL INTELLIGENCE'S ROLE IN SHAPING WORK RELATIONSHIPS AND SUCCESS

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## Abstract

*The objective of this study is to examine the influence of emotional intelligence on work stress, job satisfaction, and organizational commitment among bank employees in Mohali. The research involved the participation of 330 bank workers who provided valuable insights by completing a comprehensive questionnaire package. This package encompassed assessments related to emotional intelligence, job satisfaction, work stress, and organizational commitment. The geographical context of the study was focused on the dynamic city of Mohali. The results of this study highlight the significant predictive capability of emotional intelligence within the workplace. The study revealed that emotional intelligence played a crucial role in determining work stress, job satisfaction, and organizational commitment within the banking sector. It is worth noting that there exists a significant positive correlation between emotional intelligence and organizational commitment. Conversely, emotional intelligence demonstrates a negative correlation with work-related stress. However, it is important to highlight that no correlation has been observed between emotional intelligence and job satisfaction. The findings of this research provide compelling evidence supporting the integration of emotional intelligence training within employee development initiatives. By implementing this approach, organizations have the ability to enable their employees to effectively leverage emotional intelligence, resulting in the cultivation of high-performance outcomes within their individual work environments. This study elucidates the pivotal role that emotional intelligence plays in shaping interpersonal dynamics within the workplace and emphasizes its profound importance in attaining professional accomplishments.*

## Paper Identification



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## I. Introduction

Aristotle is widely regarded as the pioneer in acknowledging the profound role of emotions in fostering human connections. According to Aristotle, he states that while it may be effortless to experience anger and direct it towards anyone, it is indeed challenging to effectively address and resolve one's anger with the right person, to the right extent, at the ideal moment, and in the suitable manner. Emotional intelligence has garnered significant attention from various segments of society, encompassing professionals and scholars alike. In contemporary society, a prevailing viewpoint suggests that emotional and social predisposition holds significant, if not greater, significance compared to other universal aspects of judgment, aptitude, and personality.

The genesis of emotional intelligence can be attributed to the realm of social comprehension. In 1920, Thorndike provided a definition of social intelligence as the ability to effectively understand and navigate interpersonal dynamics in order to make intelligent choices in human interactions. Social intelligence refers to the cognitive capacity to comprehend and effectively manage interpersonal interactions with individuals of various genders and age groups, thereby enabling one to navigate social situations with astuteness and tact.

According to Bar-on (1998), emotional intelligence can be defined as the capacity to possess various abilities. These abilities include being self-aware and able to effectively communicate one's thoughts and feelings, being aware of and able to differentiate and connect with others, managing one's emotions and directing one's actions, adapting to changes, and addressing personal or social issues. There exist five fundamental components that constitute an individual's emotional intelligence. As stated by O'Neil (1996), the fundamental components for individuals to possess are self-awareness and the ability to manage their emotions, motivation, empathy, and social skills. The system possesses a total of four distinct capabilities. First, the evaluation and expression of emotions, which refers to one's capacity to be thoughtful, analyze, and express the sentiments of others, as well as to feel confident in, and express, one's own specific feelings.

Second, the use of emotions and the management of emotions (both one's own and those of others), which refers to the capacity to make use of one's emotions in order to facilitate the effective cognitive preparation of information. Emotional intelligence has three components: the third component, management of emotions, is the ability of an individual to regulate emotions, relate or disassociate oneself from an emotion in a certain setting based on the appropriate application of that feeling at that particular moment. It assists in the processing of a variety of practical practicable arrangements, improves cognitive function, and strengthens stability in relation to difficult activities.

The management of one's own emotions makes up the fourth component of emotional intelligence (EI). People are able to not only grasp the feelings that are being experienced by others, but also make an effort to manage these feelings. People that are emotionally superb have the ability to inspire a positive influence in others, which leads to a charismatic, persuading social effect, which is an essential component of leadership.

Emotional intelligence was the primary topic of discussion in the book "Working with Emotional Intelligence" by Daniel Goleman. He is of the opinion that everyone of the working individuals in an organization setting, not just the managers and directors, should have emotional intelligence. According to the findings of a research carried out by Goleman (1998), EI is more important than IQ for achieving success in work at any level, and it is twice as important as specialized talents.

The concept of work satisfaction refers to how people feel about their employments and the many aspects of their jobs, as defined by Spector. According to Locke (1976), work satisfaction may be defined as "a pleasurable or positive emotional state that arises as a result of one's examination of one's occupation or employment encounters."

There are multiple potential factors that contribute to the impact of Emotional Intelligence (EI) on levels of work satisfaction. The awareness and regulation of emotions, which are integral to emotional intelligence (EI), can have a significant impact on individuals' social interactions, emotional encounters, and levels of work-related stress. One effective strategy for managing and controlling stressful and negative emotions is to actively engage with one's own emotions and be mindful of one's personal sentiments. This approach can potentially enhance an individual's performance in the workplace. The achievement of this objective is possible at an intrapersonal level.

There exists empirical evidence indicating a potential correlation between emotional intelligence and the degree of job satisfaction reported by representatives. The cultivation of mindfulness towards interpersonal feelings can aid in managing contradictory emotions and sentiments. This, in turn, can lead to improved performance in one's employment. As a result, higher performance levels can contribute to increased job satisfaction within organizations. Stress can arise from various sources, including mental, physical, or emotional pressures, all of which can impact an individual's well-being. The concept of stress is commonly defined by its impact on an individual's physical and physiological well-being. Occupational stress can manifest when there is a lack of alignment between the requirements of an individual's work environment or job and their ability to effectively meet those requirements.

However, the primary emphasis of a cognitive definition lies in the individual's personal recognitions. One example of a stress definition is "Stress arises when the perceived weight surpasses an individual's perceived capacity to adapt." Emotional intelligence (EI) can be employed as a valuable tool for individuals to effectively manage stress and regulate their intense emotions. Stress, commonly recognized as an emotional response to various environmental triggers, can be effectively addressed through the application of EI techniques. Based on the capacity-based model of emotional intelligence (EI) put forth by Salovey and Mayer (1990, 1997), an individual's increased level of emotional intelligence results in the enhancement of their repertoire of skills. Consequently, this augmented skill set facilitates the individual's ability to effectively navigate stressful circumstances and cultivate a more optimistic mindset. Based on Bar-On's framework of emotional social intelligence, it is posited that the cultivation of emotional intelligence (EI) can enhance individuals' capacities, potentially leading to a decrease in external dependency for support and fostering personal growth. Furthermore, it serves to reduce the environmental burden and enhance the efficiency of expansion initiatives within businesses.

The formation of a mental connection between an individual and an organization is what is meant by the term "organizational commitment." It is possible to define organizational commitment as a psychological condition that creates a strong connection between a person and their organization, which in turn results in a decreased risk of employee turnover. This frame of mind can take on a number of different manifestations, and it ties an individual down to an approach that is congruent with a particular goal.

A person's level of dedication to an organization can be a helpful indicator for forecasting a variety of work-related factors, such as how long they will remain with the company and how satisfied they will be with their job. These issues include employee turnover, behavior in the workplace related to organizational citizenship, and employment execution. It has been discovered that an employee's opinion of their organization's commitment is connected with a variety of elements, including role stress, empowerment, occupational vulnerability and employability, and

leadership circulation. The investigation takes into account a number of aspects, including the following: occupational vulnerability and employability; role stress; strengthening; and circulation of leadership.

In an earlier study that was carried out by Gardner back in 2005, it was discovered that persons who have emotional intelligence (EI) qualities demonstrated better abilities in efficiently regulating negative emotions while they were at work. This was one of the findings of the study. In addition to this, it was discovered that the incidence of mental problems in these people decreased over time. In addition to this, they displayed higher levels of satisfaction with their jobs as well as a better sense of loyalty to the business that they worked for. In addition, Adeyemo (2008) conducted a comprehensive study in which he investigated the connection between emotional intelligence and both organizational commitment and work satisfaction. The findings of the research showed that emotional intelligence has a significant influence on both organizational commitment and work satisfaction. According to the hypothesis, the incorporation of Emotional Intelligence (EI) as an intermediary component has the potential to contribute to an increase in organizational commitment. This is a strong possibility.

It has been discovered, on the basis of the research that was carried out by Goswami and Talukdar (2013), that emotional intelligence plays a significant impact in the amount of occupational stress that is experienced by professionals in managerial positions. In a research study that was carried out in 2008, Landab, Zafra, Martos, and Luzon investigated the impact that the EI segments had on levels of stress as well as on health. According to the research, these subparts have a variety of effects on both individuals' stress levels and their general sense of well-being. According to the findings, there is an inverse relationship between the degree of emotional healing and the amount of stress, in addition to a direct connection between the reflection on emotional experiences and the amount of stress.

Emotional intelligence is a vital aspect in determining personal achievement and psychological well-being, and it also plays an important part in the formation of the interactions that individuals have with the environments in which they operate. In the context of India, it is of the utmost importance to do research in order to determine the extent to which emotional intelligence is related to the levels of work satisfaction, job-related stress, and organizational commitment exhibited by personnel working in banks. The fundamental objective of this research project is to investigate the impact that emotional intelligence has on the levels of stress caused by work, the degree to which individuals report being satisfied in their jobs, and the degree to which organizations value their contributions. The outcomes of this research will serve as a helpful resource for practitioners who are interested in implementing ideas and establishing novel techniques to improve the well-being of their staff members.

The purpose of this research is to determine the extent to which emotional intelligence is related to aspects of employees' lives such as the stress they experience on the job, their level of job satisfaction, and their level of devotion to their employer. It is possible that an employee's level of emotional intelligence can serve as a predicting factor for the amount of stress they experience on the job, how happy they are in their employment, and how committed they are to their business.

## **II. Method**

### **A. Sample**

The sample consisted of 330 individuals who worked in the banking industry in Mohali, which is located in the region of Punjab in India. The sample was obtained by the use of a simple random sampling method known as probability sampling. For the purpose of this research, the ages of the participants varied anywhere from 25 to 60

years old. Employees who expressed a willingness to take part in the research were considered for inclusion in the studies.

#### B. "Instruments

Four instruments used in this study.

- a) Emotional intelligence scale
- b) Anxiety stress questionnaire
- c) Generic job satisfaction scale
- d) Organizational commitment questionnaire

#### C. Emotional Intelligence Scale

The Schutte et al. (1998) Scale of Emotional Intelligence was used to the data collected for this investigation. It is a Likert-type scale with 33 questions, and each item has a point value from 1 to 5. It is comprised of three subscales, which are the evaluation of emotion, the management of emotion, and the usage of emotion. It should be noted that the points awarded for items 5, 28, and 33 are calculated in the other direction (5 = 1, 2=4, 3=3, 4=2, 1=5). Calculating the mean of all 33 elements is the first step in scoring the scale. sum The range of possible scores is from 33 to 165.

#### D. Anxiety Stress Questionnaire

The anxiety stress questionnaire that was created by House, R.J., and Rizzo, J. R. (1972) was the scale that was used to assess stress related to work. It consists of 17 statements that are broken down into three different subscales. The first seven points showed that my work was a source of strain, the following five points indicated that I had somatic tension, and the last five points indicated that I had overall tiredness and unease. Responses are given a value of either true or false, with a score of two and one, respectively, before being averaged. The range of possible scores is from 17 to 34.

#### E. Organizational Commitment Questionnaire

For the purpose of determining the level of organizational commitment, Mowday, Steers, and Porter's (1979) Organizational Commitment Questionnaire (OCQ) was filled out by the respondents. It consists of 15 different objects and a rating system with 7 points. items 3, 7, 9, 11, 12, and 15 had their scores flipped, as indicated by the letter "R" in the score column.

#### F. Generic Job Satisfaction Scale

Macdonald, Scott The Peter MacIntyre (1997) scale of work satisfaction was used in order to determine the amount of job satisfaction that an employee had. It is comprised of ten statements and a likert-type scale with five points. Score ranges from 42-50 indicate significantly enhanced work satisfaction, 39-41 indicate good job satisfaction, 32-38 indicate moderate job satisfaction, 27-31 indicate minimal job happiness, and 10-26 indicate extremely poor job satisfaction. This scale provides accurate results for workers whose ages vary from 25 to 60, in the vast majority of cases. It is effective and suitable for both male and female workers in all fields. High scorers have less problems falling asleep, are happy in their personal lives, don't feel worn out at the end of the day, don't need direction, and are seldom agitated. It is a reflection of how pleased a person is with his or her job.

#### G. Procedure

Various bank workers in Mohali were given a questionnaire in the form of a survey to fill out in order to obtain the necessary information for the study. The questionnaire included a work satisfaction scale, an anxiety stress questionnaire, an organizational commitment scale, and an emotional intelligence scale. It was included in a booklet

with a permission form and demographic data. Participants were briefed on the objectives of the study, invited to fill out questionnaires in accordance with the provided instructions, and reminded that their answers would be kept strictly secret. For the aim of study, an initial sample of 350 workers was contacted. In the end, 330 staff volunteered to take part in the study. The percentage of those that responded was 94% ( $350/330 * 100$ ). For the purpose of analyzing the data that was obtained, the Statistical Package for the Social Sciences, or SPSS, was used.

### III. Results

Table 3 displays the findings of a regression analysis that was conducted with job stress serving as the criterion variable. Overall, the model was able to explain 14% of the variation in job stress, with  $F(4, 325) = 13.78$  and a significance level of  $p < .01$ . It was shown that emotional intelligence accurately predicted job stress to a large degree. Nevertheless, there was not a single component of emotional intelligence that accurately predicted job stress.

**Table 1: Summary of Linear Regression showing effect of Emotional intelligence for Job Stress among Employees (N=330).**

Variable	<i>B</i>	<i>SE B</i>	$\beta$	<i>t</i>	<i>p</i>
Constant	31.41	1.43		21.88	.000**
Emotional intelligence	-.08	.01	-.40	-5.22	.000**
Appraisal of emotion	.04	.03	.07	.08	.27
Regulation of emotion	-.02	.03	-.04	-.62	.53
Utilization of emotion	.00	.04	.00	.09	.92

Note.  $R^2 = 0.14$ , adjusted  $R^2 = 0.13$ ,  $F(4, 325) = 13.78$ ,  $p < .01$ . \*\* $p < .01$

Table 2 presents the findings of a regression analysis that was conducted with job satisfaction serving as the criterion variable. Overall, the model was able to explain 14% of the variation in job satisfaction, with  $F(4, 325) = 13.97$  and a significance level of  $p < .01$ . The relationship between emotional intelligence and job satisfaction was shown to be considerable. Nevertheless, there was not a single component of emotional intelligence that accurately predicted job happiness.

**Table 2: Summary of Linear Regression showing effect of Emotional intelligence for Job satisfaction among employees (N=330).**

Emotional intelligence	.12	.02	.35	4.60	
Appraisal of emotion	-.01	.06	-.01	-.27	.78
Regulation of emotion	.01	.06	.01	.22	.82
Utilization of emotion	.06	.06	.05	.89	.37
Variable	<i>B</i>	<i>SE B</i>	$\beta$	<i>t</i>	<i>p</i>
Constant	23.57	2.32		10.12	.000**
					.000**

Note,  $R^2 = 0.14$ ,

adjusted  $R^2 = 0.13$ , ( $F(4, 325) = 13.97$ ,  $p < .01$ ), \*\* $p < .01$

**Table 3: Summary of Linear Regression showing effect of Emotional intelligence for organizational commitment among employees (N=330).**

<b>Emotional intelligence</b>	.29	.04	.48	6.35	
<b>Appraisal of emotion</b>	-.10	.10	-.06	-.96	.33
<b>Regulation of emotion</b>	-.09	.11	-.05	-.84	.39
<b>Utilization of emotion</b>	-.02	.11	-.01	-.19	.84
<b>Variable</b>	<b>B</b>	<b>SE B</b>	<b><math>\beta</math></b>	<b>t</b>	<b>p</b>
<b>Constant</b>	43.24	4.08		10.59	.000**
					.000**

Note.  $R^2 = 0.16$ ,

adjusted  $R^2 = 0.15$ , ( $F(4, 325) = 16.29$ ,  $p < .01$ ),  $**p < .01$

Table 1 displays the findings of a regression analysis conducted with organizational commitment serving as the criterion variable. Overall, the model was able to explain 16% of the variation in organizational commitment ( $F(4, 325) = 16.29$ , which was statistically significant at the .001 level). Emotional intelligence was proven to be a strong predictor of organizational commitment. Nevertheless, there was not a single component of emotional intelligence that accurately predicted organizational commitment.”

### Discussion

The purpose of this research was to investigate the impact that emotional intelligence has on the levels of stress, job satisfaction, and organizational commitment experienced by individuals in the workplace. The purpose of this study was to test the hypothesis that emotional intelligence has a role in determining the levels of stress, job satisfaction, and organizational commitment that individuals experience on the job. In addition, the results of this study suggest that emotional intelligence plays a key influence in the development of stress associated to one's place of employment. However, it is important to note that the particular subscales of emotional intelligence do not have a significant impact on the amount of job stress that people experience while they are at work. “This is something that should be taken into consideration. The findings of an earlier research carried out by Goswami and Talukdar (2013) are consistent with the conclusion that emotional intelligence has a substantial influence on the amount of work-related stress experienced. A significant association was found between emotional intelligence and the amount of occupational stress that is experienced by engineers in managing jobs, according to the findings of a research that was carried out by the authors. There is a possibility that the levels of job-related stress that workers feel may be reduced if employees were provided with strategies for emotional self-regulation and for the effective control of emotional reactions in high-pressure circumstances. The aforementioned finding is consistent with the findings of the research conducted by Sherafatmandyari, Moharramzadeh, and Amery (2012). In that investigation, the authors established that there is a link between workplace stress and emotional intelligence in office employees. The good control of emotions and the regulation of emotional reactions in high-pressure circumstances have the potential to result in a decrease in the amount of stress that is caused by the workers' jobs.

When an employee has emotional intelligence, it indicates that they have a greater potential to successfully handle circumstances that are defined by psychological and physiological stress. As a consequence of this, the capability helps to the maintenance of a level of work stress that is lower than normal. This finding is consistent with the

findings of a research that was carried out by Rahim (2010), which demonstrated that emotional intelligence abilities have a significant effect on the levels of stress that are experienced by bank workers.

According to the findings of the research, there is a significant connection to be made between emotional intelligence and contentment in one's professional life. However, it is essential to keep in mind that none of the particular aspects of emotional intelligence were shown to have a significant influence on the overall level of work satisfaction among employees. This is an important point to keep in mind. The results that have been reported in this study are in close agreement with the findings of the earlier research that was carried out by Ghoniem, Khouly, Mohsen, and Ibrahim (2011). According to the findings of their research, there is a connection between emotional intelligence and the level of job satisfaction experienced by persons working for government institutions. The findings of the study showed that a person's emotional intelligence may have the ability to lead to greater levels of work satisfaction. In addition, those who scored lower on the emotional intelligence measure reported significantly lower levels of job satisfaction when compared to people who scored higher on the emotional intelligence scale. It has been found that the existence of emotional intelligence is connected with both work satisfaction and general well-being, as stated by Brunetto, Teo, Shacklock, and Wharton (2012). These authors cite previous research that has been conducted on this topic. To be successful in accomplishing this aim, you will need to be able to masterfully control not just your own emotions but also those of your coworkers while you are at work. As a direct consequence of this, there is an increased degree of commitment and devotion shown toward the company. It was observed in a research that was carried out by Brunetto, Teo, Shacklock, and Wharton (2012) that there is a positive association between emotional intelligence and both work satisfaction and well-being. The study was done by Brunetto, Teo, and Wharton.

Even though none of the particular subscales of emotional intelligence were found to considerably affect employees' levels of organizational commitment, the findings show that emotional intelligence is a reliable indication of organizational commitment. This is the case despite the fact that none of the specific subscales of emotional intelligence were found to significantly impact workers' levels of emotional intelligence." The findings of a prior research carried out by Guleryus, Aydine, and Asan (2008) are quite similar to the results that are shown in Table 1. In the earlier study, the researchers came to the conclusion that emotional intelligence has an effect on organizational commitment. Furthermore, they hypothesized that emotional intelligence may play a role in the formation of organizational commitment by acting as a catalyst. Those with greater levels of intellect are more likely to demonstrate higher degrees of dedication to the companies for which they work. This is due to the fact that emotional intelligence involves the capability to appropriately evaluate, effectively control, and harness one's emotions. When workers are able to effectively analyze, use, and manage their emotions in the workplace, they are better prepared to deal with consumers and clients in a productive way. This is especially true in interactions with customers who have special needs. As a direct result of this improved capability to negotiate interpersonal interactions, employees show more passion and loyalty to the businesses for which they work. The outcomes of this study provide credence to the theory that individuals who are able to display higher levels of commitment in a variety of organizational contexts do so more often when they have emotional intelligence. According to the facts discussed earlier, it is essential to keep in mind that emotional intelligence entails the assessment, control, and proper use of one's feelings.



## V. Conclusion

Emotional intelligence is based on the core idea that effective actions need more than just logical reasoning in order to be successful. This idea underpins the concept of emotional intelligence. Emotion serves as a separator for the purpose of preparing and organizing conduct. In a similar vein, having a high level of cognitive ability is insufficient for achieving happiness and success in life; other factors are required. The purpose of this research was to evaluate the possible influence that emotional intelligence may have on the levels of stress, job satisfaction, and organizational commitment experienced by individuals in the workplace. It is significant that emotional intelligence has an effect on the amount of stress that bank employees feel, as well as on the extent to which they are satisfied with their jobs and committed to the firm. According to the results of the research, one may draw the conclusion that putting into place an Emotional Intelligence (EI) training system with the goal of raising workers' overall levels of EI can result in a considerable number of benefits and advantages. These benefits include improvements in individual job satisfaction, stress management capabilities, and overall performance. Additionally, the organization as a whole stands to benefit from this investment, as it can contribute to enhancing overall organizational performance.

### A. Limitations

- Because there were so few people in the sample, the results cannot be extrapolated to the full population.
- Mohali served as the location for the collection of samples; nevertheless, its population is not representative of those seen in other metropolitan towns or regions.
- The current research did not take into account several very important factors, such as the assessment and training levels of the personnel and the financial position of the business.
- Employees did not provide the greatest possible representation of their companies.

### B. Suggestions

- In order to generalize the results, it is necessary to choose an illustrative sample that is representative of the whole country.
- It is important to do research on the influence that EI has on a variety of occupational issues, such as teamwork, leadership, conflict management, and employee retention, amongst others.
- In order to provide the investigator with more trustworthy data for analysis, it would be beneficial to augment the information collected via psychological testing with information obtained through interviews.
- In order to get more comprehensive data, it may be necessary to take into account other demographic factors.
- It is important that research be carried out throughout a large population region.

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