

# Impact of Personality Traits and Emotional Intelligence on Job Performance

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**Abstract-** The aim of this research is to find out how personality traits and emotional intelligence impact job satisfaction and job performance of individuals. Myers-Briggs' Big Five Personality Traits were used to investigate the prominent personality traits of individuals. From the sample size of 300, 140 individuals responded to the questionnaire. It was found that an individual's personality traits have a huge impact on their job performance. But exactly which personality trait is better to have cannot be determined because it varies with the job requirements and the personality traits which an individual already has. Emotional Intelligence has been a source of great debate among psychologists and researchers. With the coming of Artificial Intelligence and machines taking over human roles, it has become a necessity for human beings to inculcate EI in their professions, especially in the service sector. This research aims to find out the depth of the correlation between EI and the performance of the individual at work. Personal competence and social competence were taken as the base to analyse the emotional intelligence of the individuals. EI of the same 140 respondents was analysed and it was found that emotional intelligence is of utmost importance when it comes to job performance.

**Keywords-** personality traits, emotional intelligence, job performance, job satisfaction, organisation

## I. INTRODUCTION

According to Holland theory, people can be described as a combination of six personality-interest types. People can be realistic, investigative, artistic, social, enterprising, and conventional. Out of these, two or three characteristics are more prominent in individuals. People will be satisfied only if their characteristics matches with their career's 'characteristics' [1]. There are many more tests like the Myers- Briggs Type Indicator and the Big Five Personality Model which tries to divide individuals based on their personality types. This is then further used to investigate the relationship between personality traits and job performance, job satisfaction and other variables. Another aspect which is considered for measuring job related variables is emotional intelligence. Some researchers believe that EI is just another label for personality but there are psychologists who have confirmed that emotional intelligence is "a person's ability to detect and to manage emotional cues and information" [2]. The problem is to identify the link between personality traits, emotional intelligence and how these two factors have an impact on the employee working in an organisation.

The purpose of this study is to establish a link between personality traits and emotional intelligence of individuals with job performance. This study will also analyse which personality traits are required for working and having a high job performance.

### A. Research Questions

- How do personality traits and emotional intelligence of individuals impact their job performance?
- Are there any specific personality traits required for having high job performance rate?

### B. Objectives

The objective of this research is:

- To analyse how personality traits and emotional intelligence of individuals affect their job performance.

### C. Scope of the Study

The scope of the study is to evaluate the link between emotional intelligence of individuals and how they are performing their job. Also, it studies how the various personality traits have an impact on job performance and success of an individual in an organisation. This study will also contribute towards helping an organisation to evaluate which type of individuals will be a good fit in their organisation. It will help in analysing the job performance of existing employees of an organisation.

## II. REVIEW OF LITERATURE

### A. Personality Traits

According to the study conducted by Youshan and Hassan, job performance is affected by the personality traits of employees. There were about 100 respondents to the questionnaire drafted by them. After analysing the data, they found that out of the Big Five Personality Traits, Conscientiousness and Agreeableness have a major positive impact on organizational performance [3]. One study shows that the employee's behaviour and performance also depend on the organisational culture. His/ her personality traits will be impacted by the organisation culture. Whichever personality trait an individual may have, if the organisational culture is discipline, then the individual will perform better in order to retain his job in the organisation [4]. According to Yesil and Sozbilir none of the personality traits except openness to experience have a significant positive relationship with individual innovation behaviour. Without innovation and creativity, an individual cannot succeed in an organisation and hence one needs to have 'openness to experience' to be innovative [5].

### B. Emotional Intelligence

Kapur found through her research that emotional intelligence is required for an individual to have effective interpersonal skills with the people around them. Academic and technical skills are not enough, one now needs to have emotional intelligence to achieve organisation's goals and objectives. EI also helps in implementing effective leadership skills. In another study, the author of the research found that there is a significant relation between emotional intelligence and job performance. But when an individual perceives organisation's supports, his/her job performance and emotional intelligence have a stronger relationship [6]. According to Narayan and Narashiman, EI positively impacts job performance. Employees can be productive and work more efficiently if they are able to know and manage their own emotions. EI competencies is required in a person to improve practices and performance in an organisation [7]. According to the research done by Pekaar, Van der Linden, Bakker, & Born, job performance was higher in social jobs when the focus was on others' emotions. It was also hypothesised that when one's own emotions were regulated and used, appraising others' emotions was easier. Also, appraising the emotions of the other person and self (two persons) was more difficult than appraising one person's emotions [8]. The study done by Locke supports most psychologists, view that EI does not really exist. The author wrote that EI is a broad concept and it does not really have any relation with job performance and leadership roles [10].

### C. Job Performance

According to Callaghan & Coldwell, organisations which have better remuneration and retention systems have employees which are satisfied with their jobs. The sample size of this research was 225 people. It was also found that an internal locus of control and self-efficacy were also strong predictors of job performance. According to Cook Laura A., there is a relationship between job satisfaction and job performance only because of the common causes of both terms. Studies found that once an individual's abilities and personality traits were controlled, job satisfaction and performance have a negative relation with job complexity [9].

### D. Research Hypothesis

In this study, Personality traits and Emotional Intelligence of the individual are independent variables. The individual's job performance is the dependent variable. The hypothesis (alternate) is that the personality traits and emotional intelligence of individuals have a significant impact on the job performance of the individual. Hence, the null hypothesis would be that there is no relationship between personality traits, Emotional Intelligence and job performance. In addition to this, tests will be run to check whether the demographics of the individual have anything to do with job performance. ANOVA will also be used to check whether there is a relationship between Efficiency of Work, Creativity and Innovation, and Efforts made by the individual and his/her job performance.

Following hypotheses are formulated in this regard:

- a) **H<sub>1</sub>** There is significant relationship between personality traits and job performance
  - *H<sub>1a</sub>* There is significant relationship between Openness and personality traits
  - *H<sub>1b</sub>* There is significant relationship between Conscientiousness and personality traits
  - *H<sub>1c</sub>* There is significant relationship between Extraversion and personality traits
  - *H<sub>1d</sub>* There is significant relationship between Agreeableness and personality traits
  - *H<sub>1e</sub>* There is significant relationship between Neuroticism and personality traits
- b) **H<sub>2</sub>** There is significant relationship between emotional intelligence and job performance
  - *H<sub>2a</sub>* There is significant relationship between personal competence and emotional intelligence
  - *H<sub>2b</sub>* There is significant relationship between social competence and emotional intelligence
- c) **H<sub>3</sub>** There is significant relationship between personality traits and emotional intelligence
- d) **H<sub>4</sub>** There is significant relationship between demographic variables and job performance
  - *H<sub>4a</sub>*= There is significant relationship between Age of the respondent and job performance
  - *H<sub>4b</sub>*= There is significant relationship between Annual income of the respondent and job performance
  - *H<sub>4c</sub>*= There is significant relationship between family size of the respondent and job performance
  - *H<sub>4d</sub>*= There is significant relationship between Efficiency of Work and job performance
  - *H<sub>4e</sub>*= There is significant relationship between Creativity and Innovation and job performance
  - *H<sub>4f</sub>*= There is significant relationship between Making Efforts and job performance

### E. Conceptual Framework

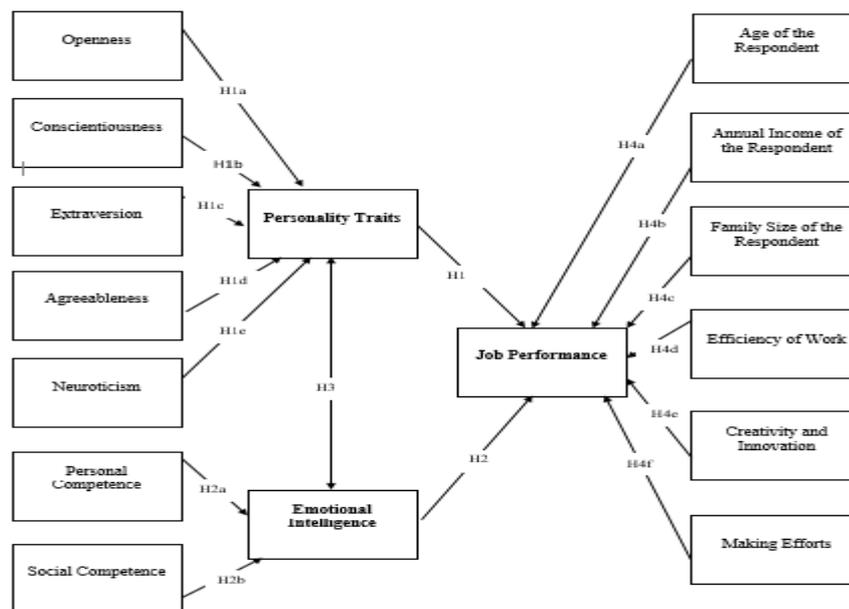


Fig 1. Diagram showing various hypothesis of the study.

### III. RESEARCH METHODOLOGY

Descriptive research describes the state of affairs which exist in the present [11]. The author(s) of this research paper has/have deemed this to be a descriptive research because this study describes how personality traits and emotional intelligence of individuals affects their job performance [12]. This research also attempts to describe which personality traits will make an individual successful in an organization. This study was conducted for employees working in the service sector. Service sector employees were chosen because service sector's contribution towards employment and output is increasing at a massive pace. Since employment is increasing in the service sector, potential employees need to know whether this sector will be suitable for them according to their personality traits and emotional intelligence. On the other hand, employers will be able to recognize

whether the candidate which they are employing is suitable for the job or not. This will help in reducing the wastage of cost and time.

The duration of this study was from 1<sup>st</sup> January 2019 to 15<sup>th</sup> March of the same year. In this study, we had a sample size of 300 people, from which 140 people responded. The questionnaire was made to understand their personality traits, level of emotional intelligence and their job satisfaction and performance. The sampling technique which was used was the Snowball Sampling technique. We selected some respondents and these individuals recruited their acquaintances to be a part of this study. The questionnaire which was used had a 5-point Likert scale so that respondents can accurately fill the questionnaire. This will make it easy to identify which personality trait is more dominant and which is not. The study will establish the link between their personality traits, emotional intelligence and success in the organization.

#### IV. DATA ANALYSIS & DISCUSSION OF RESULTS

The below table reveals the demographic variables of the respondents. It can be observed that 60.7% of the respondents are Male and 39.3% are Female. Regarding the age of the respondents, 49.3% of them are in the age group of (20-30) years, 27.1% are in the age group of (30-40) years, 13.6% are lie in the age group of (40-50) years and 10% are above 50yrs. With reference to the qualification of the respondents, 25.7% of them have UG qualification, 60% have pursued a PG degree and 14.3% have done other courses.

TABLE I  
DEMOGRAPHICS OF THE RESPONDENTS

S. No.	Classification	Categories	Frequency	Percent
1.	Gender	Male	85	60.7
		Female	55	39.3
		<b>Total</b>	<b>140</b>	<b>100.0</b>
2.	Age	20yrs to 30yrs	69	49.3
		30yrs to 40yrs	38	27.1
		40yrs to 50yrs	19	13.6
		Above 50yrs	14	10.0
		<b>Total</b>	<b>140</b>	<b>100.0</b>
3.	Qualification	UG	36	25.7
		PG	84	60.0
		Others	20	14.3
		<b>Total</b>	<b>140</b>	<b>100.0</b>
4.	Annual Income	Less than 3 Lakhs	45	32.1
		Rs.3Lakhs to Rs. 5Lakhs	33	23.6
		Rs.5Lakhs to Rs.7Lakhs	22	15.7
		Greater than Rs.7Lakhs	40	28.6
		<b>Total</b>	<b>140</b>	<b>100.0</b>
5.	Marital Status	Married	72	51.4
		Unmarried	68	48.6
		<b>Total</b>	<b>140</b>	<b>100.0</b>
6.	Family Size	Single	16	11.4
		2 to 4 members	83	59.3
		More than 4 members	41	29.3
		<b>Total</b>	<b>140</b>	<b>100.0</b>

It can also be observed that the annual income of 32.1% of the respondents are less than Rs.3 Lakhs. 23.6% of the respondents have an annual income between Rs.3 Lakhs to Rs.5 Lakhs. 15.7% have an annual income within the range of Rs.5 Lakhs to Rs.7 Lakhs and 28.6% have an annual income greater than Rs.7 Lakhs. With reference to the marital status of the respondents, 51.4% of the respondents are married and 48.6% are unmarried. And regarding the family size of the respondents, 11.4% of the respondents are single, 59.3% have family size of 2 to 4 members and 29.3% have more than 4 members in their family.

TABLE II  
RELIABILITY TEST

S. No.	Classifications	Cronbach Alpha
1.	Openness	0.903
2.	Conscientiousness	0.845

3.	Extraversion	0.857
4.	Agreeableness	0.824
5.	Neuroticism	0.743
6.	Personal Competence	0.911
7.	Social Competence	0.922
8.	Efficiency of Work	0.903
9.	Creativity and Innovation	0.719
10.	Making Efforts	0.784

Cronbach's Alpha should be greater than 0.7 to have an acceptable degree of consistency. From the above table it can be observed that the Cronbach's Alpha the factors pertaining to personality traits are 0.903 (Openness), 0.845 (Conscientiousness), 0.857 (Extraversion), 0.824 (Agreeableness) and 0.743 (Neuroticism). The Cronbach's Alpha score of the factors used to measure the EI of the respondents are 0.911 (Personal Competence) and 0.922 (Social Competence). The Cronbach's Alpha score of the factors used to measure the job performance of the respondents are 0.903 (Efficiency of Work), 0.719 (Creativity and Innovation) and 0.784 (Making Efforts). The Cronbach's Alpha scores of all the variables are higher than 0.7. Hence, all the variables have good internal consistency.

TABLE III  
TEST FOR VALIDITY

S.no	Classifications	KMO Value	Bartlett's Test Value
1	Personality Traits	0.878	0.0
2	Emotional Intelligence	0.917	0.0
3	Job Performance	0.874	0.0

The accepted KMO value is .7 and higher. Since a high KMO value shows that the sampling is adequate. The KMO value of Personality Traits is .878, Emotional Intelligence is .917 and Job Performance is .874. Since KMO values of all the variables are higher than .7, the sampling is more than adequate. Bartlett's Test of Sphericity says that if the significance level is below .05 then the variables have a relationship. The significance level of Personality Traits, Emotional Intelligence and Job Performance is 0. Hence, it is implied that there is a significant relationship between personality traits and job performance and EI and job performance as well.

TABLE IV  
REGRESSION MODEL SUMMARY

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.804 <sup>a</sup>	.647	.628	.45284

a. Predictors: (Constant), Social Competence, Neuroticism, Extraversion, Conscientiousness, Openness, Personal Competence, Agreeableness

TABLE V  
ANOVA TABLE

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	49.578	7	7.083	34.539	.000 <sup>b</sup>
	Residual	27.068	132	.205		
	Total	76.647	139			

a. Dependent Variable: Job Performance

b. Predictors: (Constant), Social Competence, Neuroticism, Extraversion, Conscientiousness, Openness, Personal Competence, Agreeableness

R Square value in Table IV indicates the variance in dependent variable, i.e., job performance is explained by the independent variables (Personality traits and Emotional Intelligence). R Square values above .6 are considered to be good and show that the independent variables have a significant impact on the dependent variables. R square in Table IV is .647 which implies that there is a significant relationship between personality traits, emotional intelligence and job performance. Hence, the alternate hypothesis can be accepted.

TABLE VI  
COEFFICIENTS<sup>a</sup>

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	.740	.229		3.232	.002

Openness	.097	.070	.120	1.393	.166
Conscientiousness	.094	.068	.111	1.389	.167
Extraversion	.015	.056	.019	.267	.790
Agreeableness	.007	.085	.009	.086	.932
Neuroticism	.028	.045	.033	.614	.540
Personal Competence	.253	.092	.271	2.744	.007
Social Competence	.293	.072	.378	4.079	.000

a. *Dependent Variable: Job Performance*

The significance level in Table V indicates the probability of the null hypothesis being true. Thus, if the significance level is more than .05, then the alternate hypothesis is rejected. The significance level in Table V is 0 which shows that there is no probability of the null hypothesis being true. Hence, the alternate hypothesis that personality traits and emotional intelligence have a significant impact on job performance is accepted. The significance level in Table VI indicates the probability of the unreliability of the estimated coefficients. Thus, if the significance level is more than .05, the probability of error is higher and that coefficient is rejected. The significance level of the coefficients of personality traits are .166 (Openness), .167 (Conscientiousness), .790 (Extraversion), .932 (Agreeableness) and .540 (Neuroticism). Since the significance level of all the coefficients are higher than .05. These coefficients will have to be rejected. The significance level of the coefficients of emotional intelligence are .007(Personal Competence) and .000 (Social Competence). Since, the significance level of these coefficients are below .05, these coefficients can be accepted.

TABLE VII  
ONE WAY ANOVA (DEMOGRAPHICS)

ANOVA		Sum of Squares	df	Mean Square	F	Sig.
Age of the respondent	Between Groups	74.427	66	1.128	1.245	.180
	Within Groups	66.115	73	.906		
	Total	140.543	139			
Annual Income of the respondent	Between Groups	103.886	66	1.574	1.150	.279
	Within Groups	99.907	73	1.369		
	Total	203.793	139			
Family Size of the respondent	Between Groups	23.390	66	.354	.888	.688
	Within Groups	29.145	73	.399		
	Total	52.536	139			

The significance level in Table VII indicates the probability of the null hypothesis being true. Thus, if the significance level is more than .05, then the alternate hypothesis is rejected. The significance level of the demographic factors of the respondents are .180 (Age of respondents), .279 (Annual Income of the respondent) and .688 (Family Size of the respondent). The significance level of all the demographic factors are more than .05. Hence, there is no relationship between the demographics of the individual and their job performance.

TABLE VIII  
ONE WAY ANOVA (PERSONALITY TRAITS)

ANOVA		Sum of Squares	df	Mean Square	F	Sig.
Openness	Between Groups	76.189	66	1.154	2.073	.001
	Within Groups	40.655	73	.557		
	Total	116.844	139			
Conscientiousness	Between Groups	68.127	66	1.032	1.943	.003
	Within Groups	38.790	73	.531		
	Total	106.917	139			
Extraversion	Between Groups	75.842	66	1.149	1.814	.007
	Within Groups	46.240	73	.633		
	Total	122.083	139			
Agreeableness	Between Groups	75.739	66	1.148	2.799	.000
	Within Groups	29.924	73	.410		
	Total	105.663	139			
Neuroticism	Between Groups	69.914	66	1.059	2.124	.001
	Within Groups	36.416	73	.499		

	Total	106.330	139			
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The significance level of factors used to analyse personality traits are .001 (Openness), 0.003 (Conscientiousness), 0.007 (Extraversion), 0.000 (Agreeableness) and 0.001 (Neuroticism). The significance level of all the factors of personality traits are less than .05. Hence, there is a significant relationship between the Big 5 Personality Traits and Job Performance.

TABLE IX  
ONE WAY ANOVA (EMOTIONAL INTELLIGENCE)

ANOVA		Sum of Squares	df	Mean Square	F	Sig.
Personal Competence	Between Groups	64.329	66	.975	2.959	.000
	Within Groups	24.043	73	.329		
	Total	88.372	139			
Social Competence	Between Groups	99.186	66	1.503	3.849	.000
	Within Groups	28.505	73	.390		
	Total	127.691	139			

The significance level of factors used to analyse emotional intelligence are .000 (Personal Competence) and .000 (Social Competence). The significance level of all the factors of emotional intelligence are less than .05. Hence, there is a significant relationship between Emotional Intelligence and Job Performance.

TABLE X  
ONE WAY ANOVA (JOB PERFORMANCE VARIABLES)

ANOVA		Sum of Squares	df	Mean Square	F	Sig.
Efficiency of Work	Between Groups	92.958	66	1.408	8.127	.000
	Within Groups	12.651	73	.173		
	Total	105.609	139			
Creativity and Innovation	Between Groups	67.787	66	1.027	13.573	.000
	Within Groups	5.524	73	.076		
	Total	73.310	139			
Making Efforts	Between Groups	117.461	66	1.780	9.652	.000
	Within Groups	13.460	73	.184		
	Total	130.921	139			

The significance level of factors used to analyse job performance are .000 (Efficiency of Work), .000 (Creativity and Innovation) and .000 (Making Efforts). The significance level of all the factors of job performance are less than .05. Hence, right sub scales have been chosen to measure job performance.

## V. CONCLUSION

This study shows that there is a significant relationship between personality traits, emotional intelligence and job performance. Job performance has nothing to do with the demographics of the individual. Each person has personality traits which are unique to them and which enable them to perform their job [13]. Though personality traits play a major role in determining how the individual will perform the job, it cannot be said which personality traits from the Big 5 Personality traits are necessary for job performance. For example, a person with low Extraversion and high Conscientiousness will perform better than the person who is high on Extraversion but low on low Conscientiousness. Hence, one personality trait cannot be said to be higher or better than the others but the overall personality of the individual does impact his/her job performance.

Emotional Intelligence is an absolute necessity for any individual to have high job performance and satisfaction. With the advent of era, where machines have started to do work done by humans (and that too better), Emotional Intelligence is one of the only factors which will give individuals an edge over Artificial Intelligence. People with high EI will be able to understand the emotions of their colleagues and maintain a healthy work environment where they will be able to perform better. People with high EI will also be able to maintain and understand their own emotions, which will enable them to perform better. Hence, EI has a high impact on job performance. This study will contribute towards helping managers to evaluate which type of individuals will be a good fit in their organisation. Managers will understand the high importance of Emotional Intelligence and will test the EI of individuals they are selecting for their organisation. EI tests can also be done

for existing employees. It will help in analysing the job performance of existing employees of an organisation. Managers can understand the reasons for the level of performance of the employees by understanding their personality traits and their level of emotional intelligence.

### ANNEXURE

<b>A. PERSONALITY TRAITS</b>						
<i>1 – Strongly Disagree 2. Disagree 3. Neutral 4. Agree 5. Strongly Agree</i>						
S.No.		1	2	3	4	5
1.	<b>Openness</b>					
	I am open to new ideas.					
	I am open to facing new challenges.					
	I am creative.					
2.	<b>Conscientiousness</b>					
	I am thoughtful.					
	I finish important tasks right away.					
	I pay attention to details.					
3.	<b>Extraversion</b>					
	I like meeting new people.					
	I like being the center of attention.					
	I feel energised when I am around people.					
4.	<b>Agreeableness</b>					
	I assist others who are in need of help.					
	I have a great deal of interest in other people.					
	I care about others.					
5.	<b>Neuroticism</b>					
	I experience a lot of stress.					
	I get upset easily.					
	I am moody.					

<b>B. EMOTIONAL INTELLIGENCE</b>						
<i>1. Strongly Disagree 2. Agree 3. Neutral 4. Agree 5. Strongly Agree</i>						
S.No.		1	2	3	4	5
1.	<b>Personal Competence</b>					
	I understand my emotions.					
	I manage emotions effectively.					
	I have a 'presence'.					
	I recognize how my feelings affect my performance.					
	I am aware of my strengths and weaknesses					
	I am reflective and try to learn from experience.					
2.	<b>Social Competence</b>					
	I am attentive to emotional cues and I'm a good listener.					
	I show sensitivity and understand people's emotions.					
	I acknowledge & reward people's strengths, accomplishments, and development.					

<b>C. JOB PERFORMANCE</b>						
<i>1-Completely Disagree 2- Disagree 3- Neither agree nor disagree 4- Agree 5- Completely Agree</i>						
S.No.		1	2	3	4	5
1.	<b>Efficiency of Work</b>					
	I am dedicated, serious and able to take responsibility.					
	I do my work according to specific policies and procedures.					
	I feel satisfied with the work I do.					
	I have the ability to plan my work and its accomplishment according to the planned schedule.					
2.	<b>Creativity and Innovation</b>					
	I feel bored of repeating the same procedures in doing the work.					
	I have the ability to put forward ideas and solutions rapidly to face work-related problems.					
	I am keen to make changes in the working methods of each period.					

3.	<b>Making Efforts</b>					
	I have the desire and willingness to work outside official working hours for fast delivery.					
	Feeling proud of the work represents a motivation for me to make extra efforts.					

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