



Emotional Intelligence: It's Effect On Workers Performance: A Case Study Of Oil And Gas (2013-2018)

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ABSTRACT

The study examined the impact of emotional intelligence on workers' performance in Oil and Gas. The study adopted three (3) specific objectives, while social exchange theory by Thibaut and Harold was adopted as theoretical framework of analyses. Simple random sampling was adopted for the study, with a sample size of 200 which cut across senior and junior workers in Oil and Gas. However, 180 questionnaires were returned which serves as the means of analyses. Primary and secondary sources were adopted for the study. The findings of the study revealed that emotional intelligence measures such as self-awareness, self-management, social awareness and relationship management have a positive influence on workers performance in Oil and Gas. The study also conclude that unequal payment of allowances payable to other public service, irregular payment of salary and wages, inadequate conducive environment, undemocratic leadership styles are the highest problem affecting worker performance in Oil & Gas. The study recommended that the management should consider the uniqueness of individual worker and development in work environment, knowing that the performance of individual is also an achievement to all; therefore worker should be treated with value, knowing that carefully managed emotions can drive trust, loyalty and commitment as well as increase performance and output.

Key words: Emotional intelligence, employee performance, productivity, job performance

INTRODUCTION

The organization (public and private) is a dynamic and complex system that is changing rapidly on a daily basis with worker who works for these organizations. These changes are attributed to advancement in technology, competition, globalization and the growth in the service industry and improvement in information communication system, this put a lot of pressure on the performance expectations of the worker to be effective in our present day organization, they require to be much more involved in their work, not only physical but also emotionally and mentally (Tuner, Barling, and Zacharatos, 2002, p. 43). Emotions, according to Goleman (1995, p. 45) are guiding forces that help humans in facing predicaments and tasks that one's intelligence alone cannot handle.

Workers' performance often depends on the support, advice, cooperation and other resources provided by others in the work place. Workplace interactions are related to the performance of job duties. It is of the note that inability of leaders or workers to regulate their emotions and deal with other emotions to foster positive interactions that could lead to positive behaviours to enhance workers performance can result into conflicts and occupational stress which is often manifested in form of tiredness, anxiety, depression, irritability and

loss of interest in the job with adverse effect on output. The inability of worker to pay attention to the constructs of emotions and intelligence cause poor performance and reduction in output. This is because at workplace, emotions like anger and jealousy often push aside logic and rationality.

The application of emotional intelligence in the work place can be seen in the formation of teams, selection of employees and training and development of employees. Assessing performance can help to explain the value and utility of every worker in the place of work, baron (2002, p. 123) opined that organization must make it a duty to coach their workers on how to develop interpersonal skills to enable them perform effectively on the with other workers working in the organization.

Statement of the Problem

Since emotions of workers play a significant role in organization's life, the need to study emotions and emotional intelligence is evident. The resultant effect of emotional intelligence on workers' performance is vital to the success of the organization as low workers performance leads to high attrition rate, low output and high labour costs (Mohr & Zoghi, 2008, p. 12). On the other hand, high emotional intelligence and workers performance leads to improved work performance in terms of quality because the characteristics of the job match the expectations of the worker (Tantiverdi, 2008, p. 82).

The few studies in Nigeria that investigated on the topic emotional intelligence and workers' performance in public service include Ahmed, Sabir, Rehman, Khosa And Khan (2016), Agbor, Ebeh, Nwankwo and Agu (2014), Jimoh, Raji and Oyeniran (2012) and Bachman, Campell and Sitarenois (2000). From our search no similar studies has been carried out on the impact of emotional intelligence on workers performance in Oil and Gas. This study is therefore carried out to fill the gaps left opened in the literature. The aim of study is to examine the impact of emotional intelligence on workers' performance in Oil and Gas

Aim and Objective of the Study

1. To examine the extent of workers performance in Oil and Gas.
2. To examine the relationship between emotional intelligence and workers performance in Oil and Gas.
3. To examine the challenges affecting workers performance in Oil and Gas.

Conceptual Review

Emotional intelligence

Emotional intelligence plays an important role in ensuring success in the workplace (Van Jaarsveld, 2003, p. 45). It is an array of non-cognitive skills, capabilities and competencies that influence a person's ability to cope with environmental demands and pressures. It was first defined by Mayer and Allen (1997, p. 56) as the ability to monitor one's own and others feelings and emotions to discrimination among other employees and use the information gathered to guide one's thinking and action. This definition was letter adjusted by Salovey, Mayer and Caruso (2002), as the ability to feel one's emotion, integrate emotion to support one's thinking, understanding emotions for personal development. Hosan, Ali, Asad and Mohammed (2012, p. 43) defined emotional intelligence as the ability to identify, assess and control the emotions of oneself and others in a group.

Khanka (2008, p. 23) describe emotion as the strong mental and instinctive feelings such as love or fear". Bar-On (1997, p. 54), on his part posits that emotional intelligence is the collection and grouping of social and personal abilities including feelings that influences individuals' total ability to responds effectively to demanding situations and pressures within the environment. Goleman (1997, p. 22) see emotional intelligence" to be skill and ability that entail the capacity to recognize individual feelings, motivate and persist, control impulse, regulate ones mood and empathize to hope. Eskandarpour and Amiri (2012, p. 29) state that emotional intelligence depend on individual's knowledge of oneself and others, interpersonal relationship, environment consistency in the way of meeting one's own and social exchange.

Goleman (1997, p. 23) outline four dimensions that are associated with emotional intelligence; namely, self-awareness, self-management, social awareness and relationship management. He suggests that these four components of emotional intelligence can have a great impact on the individual's perceptions and reaction to organizational events.

According to Goleman (1997, p. 23), self-awareness is the cornerstone of emotional intelligence. He defines self-awareness as knowing one's internal states, preferences, resources, and intuitions. It is concerned with

recognizing one's emotions, strength and weaknesses, self-worth and capabilities. This is important to psychological insight and self-understanding. Individuals with accurate self-awareness are aware of their competences which mainly include self-confidence, self-assessment and emotion handling.

Self-management enables the individual to manage his own internal states, impulses and controls. It also involves self-monitoring, which allows the individual to adjust his behaviour according to external, situational factors. It helps in self-governing by managing one's own value, impulses, resources and disciplines. According to Lynn (2002) cited in Okon, Anietic and Abosedo (2015, p. 80), self-management is an ongoing process which directly affects the performance of employees. For instance, while facing job stress, a strong sense of control over one's beliefs and help to manage anger and depression at work place which acts as a strong tool for better performance. The element of self-management includes such as trustworthiness, self-control, conscientiousness, adaptability and innovation (Goleman, 1997 p. 23).

Social awareness implies an awareness of other people's feelings. It comprises at recognizing and responding to changes in the emotional states of other people by means of sensitivity and social self-confidence. Social awareness involves understanding others, developing other, having a service orientation, leveraging diversity, and possessing a keen political awareness means that one should know what is socially acceptable from him/her in the organization and how he/she should act in the manner. A socially aware person puts himself in other's position and then proceeds for certain appropriate actions. Empathy is an essential to measure social awareness (Goleman, 1997, p. 25). Empathy is particularly important today as a component of leadership for at least three reason; increasing use of the talents, rapid growth of globalization; and the growing need to retain talent (Goleman, 1997, p. 25).

Finally, relationship management can be seen as the effective handling of interpersonal relationships, to induce desirable responses in others. Goleman, (1997, p. 25) agrees that social skills involve influencing tactics; effective communication conflict management skills; leadership abilities; change management skills; instrumental relationship management; collaboration and co-operation abilities; and effective team membership capabilities. Effective social skills help in developing others which is a hallmark of good manager (Lynn, 2002 cited in Okon, Anietic and Abosedo, 2015, p. 84). The ability to sense other people's reactions and fine tune responses and be persuasive is a significant characteristic of star performers.

Employees' performance

Employee performance is the successful completion of tasks by a selected individual or individuals, as set and measured by a supervisor or organization, to pre-defined acceptable standards while efficiently and effectively utilizing available resource within a changing environment. Measurement of employee performance is an activity that is very important because it can be used as a measure of success in supporting the organization's employees (Khokhar and Kush, 2009:5). Factors used in the measurement of labor productivity include the quantity of work, quality of work and timeliness (Simamora in Khokhar and Kush, 2009, p. 5).

Afolabai, Awosola and Omole (2010, p. 150) described that "the definition of performance does not include the result of an employee's behaviour, but only the behaviors themselves. Performance is about behavior or what employees do, not about what employees produce or the outcome of their work". Perceived employee performance represents the general belief of the employee about his behaviour and contributions in the success of organization. Employee performance may be taken in the perspective of three factors which makes possible to perform better than others, determinants of performance may be such as "declarative knowledge", "procedural knowledge" and "motivation" (Harns and Crede, 2010, p. 157).

Carmeli (2003, p. 789) proposed five human resource management practices that affect performance which are setting competitive compensation level, training and development, performance appraisal, recruitment package and maintaining morale. Testa (2001, p. 226) have carried out study on eight HR practices including recruitment and selection practices, placement practices, training, compensation, employee performance evaluation, promotion, grievance procedure and pension or social security in relation with the perceived performance of employees. Therefore, it is concluded that these HR practices have positive and significant associations with the perceived performance of employees.

Emotional intelligence and employees' performance

Organizations are setting that require interpersonal interaction. Most of these interactions are related to the performance of job duties. Emotions can influence thought process by promoting different information processing strategies (Rendall, 2007, p. 11). For example, positive emotions tend to promote heuristic processing and may be used for creative tasks and short-term memory tasks (van Jaarsveld, 2003, p. 43).

Emotion and cognition can be integrated to influence employees' performance on variety of tasks (gray, 2004, p. 70). Austin (2004, p. 23) examined the relationships between trait emotional intelligence and tasks involving the recognition of facial expression of emotion. Two facial expression recognition tasks using the inspection time (IT) paradigm assessed speed of emotional information processing. Result showed that, general emotion-processing ability contributes to performance on these tasks.

Quiodbach and Hansenne (2009, p. 345) investigated the relationship between emotional intelligence, performance, and cohesiveness in 23 nursing teams. Results showed that, emotional intelligence provided an interesting new way of enhancing nursing teams' cohesion and patient/client outcome. Among psychologist, emotional intelligence is proposed as an important predictor of key organizational outcome including job satisfaction and employee' performance tested the extent to which positive and negative effect at work mediate emotional intelligence on employees' performance, results indicated that positive and negative effect at work substantially mediate the relationship between emotional intelligence and employees' performance with positive affect exerting a stronger influence (Daus and Ashkanasy, 2005; Boyatzia, Goleman and Rhee, 2000).

Eugene and Fernandez (2004, p. 32), investigated how salespersons' emotional intelligence affects adaptive selling and positive emotional expression during the process of interaction with customer and how such adaptive selling and positive emotional expression affect the quality of service perceived by customers. The result showed those greater salespersons' emotional intelligence results in better adaptive selling and positive emotional expression. He found that a person with positive emotional intelligence in work has better sales. Some research revealed emotional, such as excitement or enthusiasm, could stimulate employees to provide better customer service, complete their work assignments or contribute to the organization. Conversely, negative emotions, such as anxiety, could facilitate employees' ability to focus on their work tasks. Employees with high emotional intelligence should be more adept regulating their own emotions and managing others' emotions to foster more positive interactions, which could lead to more organizational citizenship behaviours that contribute to performance (Wong and Law, 2002, p. 67). Van Rooy and Viswesvaran (2004, p. 22) also found a positive relationship between "empathy" (a sub dimension of emotional intelligence) and performance in employees' teams.

Lynn, 2002 cited in Okon, Anietie AND Abosede (2015, p, 85) discussed that emotional intelligence may contribute to work performance (as reflected in salary, salary increase, and company rank) by enabling people to nurture positive relationship at work, work effectively in teams, and build social capital. Emotional intelligence may also contribute to employees' performance by enabling employees regulate their emotions so as to cope effectively with stress, perform well under pressure, and adjust to organizational change.

Theoretical Framework

This study adopted social exchange theory by Thibaut and Harold in 1959. The basic assumptions of the social exchange theory are built on the nature of individual and its relationship (Sabataelli and Sheham, 1993, p, 111). This relationship assumes the fact that individuals who involve in any interaction with others are rationally seeking to maximize profit for their business while minimizing cost. Individuals always seek for rewards while avoiding punishment in organizations and they are goal oriented in a free competitive economic system and that most rewards of human come from others. The exchange relationship here centers on the interdependence of individuals. The interdependence rest on the norms of reciprocity which means repayment or results comes from the combination of both efforts (Gouldner, 1960, p. 77).

Cropanzano and Mitchell (2005, p. 90) post "that the exchange relationship develop when employers show concern to employees which emanate to beneficial consequence". This simply means that an organization that wants to attain greater heights in their quest for higher performance and productivity should pay specific attention to its workers' emotions. This is the only way such workers can be motivated and committed to duty

within the organization. Witt and Broach (1993, p, 32) argue that employees' level of performance at work can increase when the exchange ideology is strong with adequate training. Aslage and Eisenberger (2003) cited in Wikhamn and Hall (2012, p, 32) believed that the exchange relationship becomes solidified if parties involved in it are ready to offer valuable resources to each other where workers' seek fair treatment from owners of business, employer's desire total commitment and loyalty from workers.

Emotional intelligence and worker's performance cannot be overemphasized in the sense that social exchange as the baseline theory of this study involves series of interactions that evolve into trusting, loyalty and mutual commitments (Cropanzano and Mitchell, 2005, p, 456). These interactions between the leadership and employees who work together grow on daily bases and become stronger as both parties believe on the norms of reciprocity. This reciprocity leads to interdependence of both parties where outcomes are combination of both effort and contributions. Wikhamn and Hall (2012, p. 33) are of the view that emotionally committed employee are important organizational resources and such employees offer many benefit to their employing organizations. If this is true, then, organizations need to consider the feelings of employees when making decisions that will affect them at workplaces.

METHODOLOGY

The study focused on Oil and Gas. The target population of the study comprised all the workers (male and female) in the Oil and Gas. The commission has thirteen (13) department and 3,780 worker force. The study adopted simple random sampling technique in selecting two (2) departments (Human Resource and Administration). This method gave the representative population equal chance of being included in the research study. Given the large size of the population, a sample of two hundred (200) workers which cut across senior and junior in the commission was selected using the convenient sampling technique. However, 180 questionnaires were returned and analyzed. The research methods used in this work are quantitative in nature. Quantitative structured into two sections was used to collect data for analysis. Section A- involves the Bio-data information of respondents. Section B- presents the research questions. The researcher adopted 4-point Very high, High, Very low, Low; Very Large extent, Large Extent, Very Low Extent, Low Extent, Strongly Agree (SA) Agree (A) Strongly Disagree (SD), Disagree (D).

DATA PRESENTATION

Sex	Frequency	Percentage
Male	100	55.6%
Female	80	44.4%
Total	180	100%
Age	Frequency	Percentage
21-30	20	11.1%
31-40	63	35%
41-50	92	51.1%
50 and above	5	2.8%
Total	180	100%
Marital status	Frequency	Percentage
Single	78	43.3%
Married	97	53.9%
Widow	2	1.1%
Divorced	3	1.7%
Total	180	100%
Qualification	Frequency	Percentage
SSCE	25	16.7%
NCE/ND	46	25.6%
HND/B.SC	94	52.2%
PGD/M.SC	10	5.6%
PHD	5	2.8%
Total	180	100%

Field Work 2019

From the results of analysis in tables 1, male and female respondents constituted 55.6% and 44.4% respectively; 11.1% were aged between 21 and 30 years, 35% respondents were aged between 31 and 40 years, 51.1% were aged between 41 and 50 and 2.8% were 50 years and above of age; 43% respondents were single, 53.9% respondents were married, 1.1% respondents were widow and 1.7% respondents were divorce. Also 16.7% were holders of SSCE, 25.6% were holders of NCE/ND, 52.2% were holders of HND/B.SC., while 5.6% were holders of PGD/M.SC certificates, and 2.8% were holders of Ph.D.

DATA ANALYSES

Research question one: the extent of workers performance in Oil and Gas

Table 2:1 level of performance of the respondents

Option	VH	H	VL	L	TOTAL
Job Documentation	88(48.8%)	37(20.6%)	26(14.4%)	29(16.1%)	180(100%)
Job Accomplishment	79(43.9%)	48(26.7%)	22(12.2%)	31(17.2%)	180(100%)
Meeting Oil & Gas Goals	81(45%)	58(32.2%)	16(8.9%)	25(13.9%)	180(100%)
Meeting the people goals	85(47.2%)	47(26.1%)	18(10%)	30(16.7%)	180(100%)

Source: Field Survey in Oil and Gas, 2019

Table 2 shows that workers in Oil & Gas considered their level of productivity to be very high judging by the figure which revealed that 88(48.8%) and 37(20.6%) respondent agree that workers performance on job documentation in Oil and Gas is very high and high respectively; 79(43.9%) and 48(26.7%) respondent agree that workers performance on job accomplishment in Oil & Gas is very high and high respectively; 81(45%) and 58(32.2%) respondents agree that workers performance on meeting Oil & Gas goals is very high and high respectively and 85(47.2%) and 47(26.1%) respondents agree that workers performance on meeting Oil & Gas goals is very high and high respectively.

Research Question Two: The level of emotional intelligence and workers performance in Oil and Gas

Table 3: level of emotional intelligence and performance of the respondents

Options	VLS	LS	VLS	LS	TOTAL
Self-awareness	90(50%)	57(31.7%)	17(9.4%)	16(8.9%)	180(100%)
Relationship management	92(51.1%)	48(26.7%)	23(12.8%)	17(9.4%)	180(100%)
Self-management	88(48.9%)	57(31.7%)	21(11.7%)	14(7.8%)	180(100%)
Social awareness	97(53.9%)	50(27.8%)	19(10.6%)	14(7.8%)	180(100%)

Source: field survey in Oil & Gas, 2019

Table 3 shows that 90(50%) and 57(31.7%) respondents believe that self-awareness of emotional intelligence can enhance workers performance in Oil & Gas to a very great extent and large extent respectively; 92(51.1%) and 48(26.7%) respondent believe that relationship management of emotional intelligence can enhance workers performance in Oil & Gas to a very great extent and large extent respectively; 88(48.9%) and 57(27.8%) respondents believe that self-management of emotional intelligence can enhance workers performance in Oil & Gas to a very great extent respectively and 97(53.9%) and 50(27.8%) respondents believe that social awareness of emotional intelligence can enhance workers performance in oil & gas to very great extent and large extent respectively.

Research question three: the challenges affecting workers performance in Oil & Gas**Table 4:** Challenging issues affecting workers performance

Option	SA	A	D	SD	Total
Non-payment of similar allowances payable to other public service	77(42.8%)	59(32.8%)	27(15%)	17(9.4%)	180(100%)
Irregular payment of salary and wages	82(45.6%)	48(26.7%)	30(16.7%)	20(11.1%)	180(100%)
Lack of conducive work Environment	91(50.6%)	50(27.8%)	28(15.6%)	11(11.7%)	180(100%)
Undemocratic leadership styles in Oil & Gas	79(43.9%)	52(28.9%)	33(18.3)	16(8.9%)	180(100%)

Source: Field Survey in Oil & Gas, 2019

Table 4 shows that 77(42.8%) and 59(32.8%) respondents strongly agree and agree respectively that non-payment of similar allowance payable to other public service affects workers performance in Oil & Gas; 82(45.6%) and 48(26.7%) respondent strongly agree and agree respectively that irregular payment of salary and wages affects workers performance in Oil & Gas; 91(50.6%) and 50(27.8%) respondents strongly agree and agree respectively lack of conducive work environment affects workers performance in Oil & Gas and 79(43.9%) and 52(28.9%) respondents strongly agree and agree respectively that undemocratic leadership styles in oil & gas affect workers performance in Oil & Gas.

DISCUSSION OF FINDINGS

Question one showed that workers contribution to the success of Oil & Gas in getting the job done was the greatest measure of their output in the commission. The study revealed that majority of respondent agree that workers performance on job documentation, job accomplishment in Oil & Gas, meeting oil & gas goal and meeting the people goals is very high and high respectively. This finding is in line with the study by Kahtani (2013) who found that emotional intelligence is significantly related to workers' performance and opine that cluster of emotional intelligence allow assessment of the synergy derived from a combination of emotional competencies that enable exceptional worker' performance.

Question two showed that workers considered their self-awareness, social awareness and relationship management, as the greatest measure of their emotional intelligence in Oil & Gas. This means that for emotional intelligent to enhance to positive impact on workers performance there is the need for workers to collaborate with each other and the with the leadership in order to achieve the goals of the commission. This outcome of the finding agreed with the study of Ziv (2014), who noted that, an individual who has a strong effect on the behaviour of another person or group of people in the organization or in the entire human society. He believed that these types of people were able to help other people in the organization to see the big picture and influenced them in seeking out desired positive outcomes while adhering to ethical values and principles.

The findings also revealed unequal payment of allowance payable to other public service, irregular payment of salary and wages, lack of conducive working environment, undemocratic leadership styles as the highest problem affecting workers performance in Oil & Gas. This finding confirmed the submission of Nwosu (2013) that majority of workers in Nigeria public service were being poorly paid, working in poor environment and under poor leadership. It could be noted that with such composition, the morale of workers in Oil & Gas would be low and this would as well affected the level of their performance and output.

CONCLUSION

Based on the outcome of the impact of emotional intelligence on workers' performance in Oil & Gas we found that self-awareness, self-management, social awareness and relationship management all have positive and significant relationship with workers' performance. Findings also identifies that emotional intelligence is

an important variable that create awareness, help workers, to learn from others, share information, and create trust and concerns for others.

After a review of the various literatures on emotional intelligence and workers' performance in Oil & Gas, no similar studies to this research could be found. This research therefore adds a new dimension to emotional intelligence and worker performance as this research looks at Oil & Gas.

RECOMMENDATIONS

Based on the findings arrived at, the study recommends the following:

1. The Oil & Gas in conjunction with ministry of Niger Delta should organized workshops, seminars and other sensitization programme for the workers of the Oil & Gas; this will help to teach them the need and importance of emotional intelligence to life activities.
2. The Oil & Gas should try to incorporate the assessment of emotional intelligence applicant they want to employ during recruitment exercise. This will help the commission to filled with workers high sense of efficacy and thereby increase the performance of employees.
3. The management Oil & Gas should be aware of the employees' psychological capital and train and re-train workers to understand their psychological ability as it will enhance not only employees' performance but also the improvement of the organization's productivity.
4. Management are recommended to consider the uniqueness of individual worker and development in work environment, knowing that the performance of individual is also an achievement to all; therefore employee should be treated with value, knowing that carefully managed emotions can drive trust, loyalty and commitment as well as increase productivity.
5. Moreover, since the study survey the Oil & Gas. The finding will only be limited to the commission. Therefore, a repetition of this study is suggested on wider scope both in context and location so as to validate the generalization of the findings.

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