

EMOTIONAL INTELLIGENCE AND ITS RELATIONSHIP WITH LEADERSHIP EFFECTIVENESS AMONG THE EXECUTIVES

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ABSTRACT

Emotional intelligence is a set of acquired skills and competencies that predict positive outcomes at home with one's family, at school, and at work. People who possess these are healthier, less depressed, more productive at work, and have better relationships (Mayer, et al., 1999). The present world demands higher level of inter-relationships, mutual understanding and greater productivity at work place. The researcher has intended to study the level of emotional intelligence and its relationship with leadership effectiveness among the executives of Dharangadhara Chemical Works Private Limited at Sahupuram in Tuticorin District in Tamil Nadu. The study also has analyzed various aspects of the emotional intelligence and its association with effective communication and conflict resolution skills. The researcher for the purpose of the study has selected Dharangadhara Chemical Works Private Limited at Sahupuram which is one of the leading Chemical Company located in Tuticorin District. The total workforce of DCW Pvt Ltd., is 1275, which include 500 workers who come under workmen's category, 175 workers who come under Managerial category and remaining 600 workers who come under Executives category. Hence, the universe of the present study includes 600 executives of this company. They were selected through Stratified Proportionate Random Sampling Technique. Finally sample taken for the analysis consists of 300 executives of DCW Pvt. Ltd.

KEYWORDS: *Emotional Intelligence, Work Performance, Resolution Skills & Effective Communication.*

Introduction

Emotional Intelligence is the innate potential to feel, use, communicate, recognize, remember, describe, identify, learn, manage, understand and explain emotions. Each baby is born with a certain unique potential for emotional sensitivity, emotional memory, emotional processing and emotional learning ability (Mayer, et al., 1998). The emotionally intelligent person actively monitors his or her emotions, uses them to guide his or her behavior. Emotional intelligence also involves understanding others emotions, recognizing what others are feeling, their motivation, and feeling empathy for them and using formation to work effectively and cooperatively with others (Mayer, et al., 2000). Emotional intelligence as the single most important variable influences personal achievement, career success, and physical health. Some of the immediate benefits of emotional intelligence are: increasing productivity; speeding up adoption to change; developing leadership skill; stimulating creativity; cooperation; responding effectively to competition; innovative thinking about work environment; reducing stress level and frustration and developing sense of competence (Mayer, 2001). Emotional intelligence is increasingly relevant to organizational development and developing executives, because the principles of Emotional Intelligence provide a new avenue to understand and assess the potentiality of an individual (Mayer and Ciarrochi, 2006).

An executive is a person who has to manage the mood of their organizations. The most gifted corporate leaders accomplish that by using a mysterious blend of psychological abilities known as emotional intelligence (Lopes et al., 2004). They can read and regulate their own emotions while

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intuitively grasping how others feel and gauging their organization's emotional state. Intelligence has been recently validated with major skill areas that can influence one's career and create abilities that improve one's worth at work. Emotional Intelligence can help in increasing productivity, speeding up adaptation to change, developing leadership skills, stimulating creativity and cooperation, responding effectively to competition, encouraging innovating thinking and improving retention of key employees (Matthews, et al., 2006). It can also help to create an enthusiastic work environment, improve the way employees feel about themselves and how they relate to others, reduce stress levels and resolve emotional issues, help employees attain emotional power, enable employees to experience greater fulfillment. Emotional Intelligence can facilitate in resolving past issues, help employees attain emotional power, accomplish their goals at all levels--physical, mental, emotional and spiritual and improve their mental abilities such as memory, clarity in thinking and decision making or coordinating the work of their subordinates (Mayer and Salovey, 2004) in the work place.

The Effective leaders manage and steer their own feelings, acknowledge subordinates feelings about their work situation, and intervene effectively to enhance morale. The Leadership effectiveness depends on many factors such as emotional intelligence, integrity, drive, self-confidence, intelligence, and knowledge of the selective discipline (Baruch and Eckhardt, 1996). The study indicated a positive correlation between Emotional Intelligence and Managerial Innovation and Managerial Effectiveness implying that with the help of emotional intelligence, one could successfully complete the activities of his position and achieve desired result, also an emotionally intelligent manager could undertake activities of developing his or her potential further which would lead to the development of the organization. Hence emotional intelligence should be an integral part of an organization's recruitment and development process. The study helps to understand various factors that influence the Emotional Intelligence and leadership effectiveness of the Executives in the company and to provide better suggestions for the further development of Emotional Intelligence among the executives. Thus, the present study has a vast scope of utilization in framing policy in industrial areas for the improvement of executives and action towards the Emotional Intelligence issues of executives.

Objectives of the Study

- To find out levels of Emotional Intelligence and Leadership Effectiveness among the executives.
- To assess the association between effective communication and conflict resolution skill on various dimensions of emotional intelligence.
- To analyze the association between organizational commitment and Work Performance on various dimensions of emotional intelligence.
- To suggest suitable measures for enhancing emotional intelligence and leadership effectiveness among the executives.

Methods and Materials

For the purpose of the study, the researcher has selected Dharangadhara Chemical Works Private Limited at Sahapuram which is one of the leading Chemical Industries located in Tuticorin District. The total workforce of DCW Pvt. Ltd., is 1275, which include 500 workers who come under workmen's category, 175 workers who come under Manager's category and remaining 600 workers who come under Executives category. Hence, the universe of the present study includes 600 executives of Dharangadhara Chemical Works Private Limited at Sahapuram in Tuticorin District. These 600 executives are in 6 departments of this company such as Civil and Mechanical, Production, Human Resource, Stores and Sales, Electrical, and Marketing. From this sampling frame, the researcher selected 50 percent of the executives from each department through stratified proportionate random sampling technique. Finally the sample taken for the analysis consists of 300 executives of DCW Pvt Ltd., Hence, for this research descriptive design has been adopted. From the study it was observed that more than one-fifths (28.0 Percent) of the respondents have had high level of Executive Emotional Intelligence, two-fifths (26.7 Percent) of the respondents have had moderate level of Executive Emotional Intelligence and nearly half (45.3 Percent) of the respondents have had low level of Executive Emotional Intelligence. The researcher also found out that in the overall level of leadership effectiveness, one-fifths (24.3 percent) of the respondents were with high level of leadership effectiveness, two-fifths (28.3 percent) of the respondents were with moderate level of leadership effectiveness and nearly half (47.4 percent) of the respondents were with the low level of leadership effectiveness. The correlation matrix shows that emotional intelligence and leadership effectiveness are significantly correlated (correlations coefficient value is $r = 0.752$, positively significant at 1%). It means that who have had higher level of

perception on emotional intelligence lead to have higher level of perception on leadership effectiveness. The researcher has suggested that the management shall organize Emotional Intelligence and Leadership Effectiveness programmes to build organizational capacity for bringing out the best in the executives and forming powerful workplace relationships. This may help to increase involvement, trust and integrity to build more effective teams, retain great executives and provide exceptional customer care and effective change in the management.

Results and Discussion

Table 1: Distribution of the respondents according to their opinion on Organizational Commitment and its relationship with Emotional Intelligence

S. No.	Organizational Commitment	No. of Respondents (n :300)	Percentage
1	Positive	241	80.3
2	Negative	59	19.7

It is clear from the Table 1 that the vast majority (81.3 percent) of the respondents were positive about the organizational commitment prevalent among them and its relationship with emotional intelligence and below one-fifths (19.7 percent) of the respondents were negative about the organizational commitment prevalent among them and its relationship with emotional intelligence. The researcher suggests that organizations should focus on hiring executives with high emotional and social competency and also provide emotional intelligence training and development opportunities to executives to enable them establish a positive organizational commitment. The current findings were similar to those of previous studies where they revealed that the dimensions of emotional intelligence were related with job satisfaction, personal effectiveness, organizational commitment, reputation effectiveness, general health, turnover intention, organizational effectiveness and organizational productivity. The study also revealed a strong relationship between positive work-related emotions and organizational commitment levels in the organization, which leads to higher intention to retention of the executives in the organization.

Table 2: Distribution of the respondents according to their opinion on Work Performance and its relationship with Emotional Intelligence

S. No.	Work Performance	No. of Respondents (n :300)	Percentage
1	Positive	234	78.0
2	Negative	66	22.0

It is evident from the Table 2 that the majority (78.0 Percent) of the respondents have answered positively that the work performance have highly correlated with the level of emotional intelligence and one-fifths (22 Percent) of the respondents have responded negatively that the work performance has highly correlated with the level of emotional intelligence. The researcher observed from the survey that higher levels of emotional intelligence are associated with better performance in following areas: participative management, putting people at ease, self awareness, balance between personal life and work, straight forwardness and composure, building and mending relations, decisiveness, confronting problem of employees and change management. The findings have been corroborated with the study of Kafetsios and Zampetakis, (2008) where they demonstrated that emotional intelligence is an important predictor of work performance and job satisfaction.

Table 3: Distribution of the respondents according to their Level of Perception towards various dimensions of Emotional Intelligence

S. No.	Emotional intelligence	No. of Respondents (n :300)	Percentage
	I. Managing Emotions		
1	Life Events		
	Low	145	48.4
	Moderate	112	37.3
	High	43	14.3
2	Work Pressures		
	Low	141	47.0
	Moderate	100	33.3
	High	59	19.7

3	Personal Pressures		
	Low	171	57.0
	Moderate	76	25.3
	High	53	17.7
	II. Understanding Emotions		
4	Emotional Self-Awareness		
	Low	136	45.4
	Moderate	115	38.3
	High	49	16.3
5	Emotional Expression		
	Low	103	34.3
	Moderate	119	39.7
	High	78	26.0
6	Emotional Awareness of Others		
	Low	131	43.7
	Moderate	110	36.7
	High	59	19.6
7	Intentionality		
	Low	119	39.7
	Moderate	121	40.3
	High	60	20.0
8	Creativity		
	Low	141	47.0
	Moderate	99	33.0
	High	60	20.0
9	Resilience		
	Low	125	41.7
	Moderate	98	32.7
	High	77	25.6
10	Interpersonal Connections		
	Low	159	53.0
	Moderate	90	30.0
	High	51	17.0
11	Constructive Discontent		
	Low	122	40.7
	Moderate	116	38.7
	High	62	20.6
	IV. Perceiving Emotions		
12	Compassion		
	Low	122	40.7
	Moderate	109	36.3
	High	69	23.0
13	Outlook		
	Low	120	40.0
	Moderate	117	39.0
	High	63	21.0
14	Intuition		
	Low	138	46.0
	Moderate	89	29.7
	High	73	24.3
15	Trust Radius		
	Low	151	50.3
	Moderate	69	23.0
	High	80	26.7
16	Personal Power		
	Low	155	51.7
	Moderate	72	24.0
	High	73	24.3

17	Integrity		
	Low	142	47.4
	Moderate	112	37.3
	High	46	15.3
	V. Effects Of Emotions		
18	General health (Physical Symptoms)		
	Low	113	37.7
	Moderate	73	24.3
	High	114	38.0
19	General health (Behavioural Symptoms)		
	Low	121	40.3
	Moderate	54	18.0
	High	125	41.7
20	General Health (Emotional Symptoms)		
	Low	122	40.7
	Moderate	49	16.3
	High	129	43.0
21	Quality of Life		
	Low	111	37.0
	Moderate	108	36.0
	High	81	27.0
22	Relationship Quotient		
	Low	102	34.0
	Moderate	99	33.0
	High	99	33.0
23	Optimal Performance		
	Low	145	48.3
	Moderate	101	33.7
	High	54	18.0
24	Overall Level of Emotional Intelligence		
	Low	136	45.3
	Moderate	80	26.7
	High	84	28.0

Table 3 indicates the level of executive's perception towards various dimensions of emotional intelligence. A majority of the respondents have had low level of perception towards various dimensions of emotional intelligence such as Life Events, Work Pressures, Personal Pressures, Emotional Self-Awareness, Emotional Expression, Emotional Awareness of Others, Intentionality, Creativity, Resilience, Interpersonal Connections, Constructive Discontent, Compassion, Outlook, Intuition, Trust Radius, Personal Power, Integrity, General Health (Physical Symptoms, General Health (Behavioural Symptoms, General Health (Emotional Symptoms), Quality of Life, Relationship Quotient and Optimal Performance

In viewing overall level of executive's Emotional Intelligence, more than one-fifths (28.0 Percent) of the respondents have had high level of executive's Emotional Intelligence, two-fifths (26.7 Percent) of the respondents have had moderate level of executive's Emotional Intelligence and nearly half (45.3 Percent) of the respondents have had low level of executive's Emotional Intelligence. The researcher suggest the fact that well managed emotions can assist one to extend trust, loyalty and commitment, with their selves, their groups and their firms. These findings were in line with the some of the research studies which have indicated that individuals with higher level of EI are more likely to experience performance related success than individuals with lower levels of EI. Successful leaders may use information to develop influential, high trust worthy relationships with followers and leaders with higher emotional capability and may be able to excite and motivate followers to engage in behaviors that are beneficial to the organization (Eskandarpour and Amiri 2012 and Indoo and Ajeya, 2012). Managers' emotional intelligence had a more positive correlation with job satisfaction and work performance for employees with low emotional intelligence than for those with high emotional intelligence (Loretto, 2010). Emotional intelligence has gained much popularity as an absolute necessity for effective leadership, and predicted that executives with greater emotional intelligence will be more effective executives. The role emotions and emotional intelligence play in the organization through change triggers, leadership effectiveness, training and organizational performance. They found that individuals with higher EI are

more likely to resolve conflict effectively and using more collaborative styles of conflict resolution (Ashforth and Lee, 2008 and Douglas, et al., 2004).

Table 4: Distribution of the respondents according to their Level of Perception towards various dimensions of Leadership Effectiveness

S. No.	Leadership Effectiveness	No. of Respondents (n :300)	Percentage
1	Communicator		
	Low	151	50.3
	Moderate	47	15.7
	High	102	34.0
2	Mutual Rewarder		
	Low	142	47.3
	Moderate	69	23.0
	High	89	29.7
3	Power Figure		
	Low	152	50.7
	Moderate	51	17.0
	High	97	32.3
4	Decision Maker		
	Low	171	57.0
	Moderate	40	13.3
	High	89	29.7
5	Positive Force		
	Low	153	51.0
	Moderate	64	21.3
	High	83	27.7
6	Overall Level of Leadership Effectiveness		
	Low	142	47.4
	Moderate	85	28.3
	High	73	24.3

Table 4 clearly shows the executives perception towards various dimensions of Leadership effectiveness. Half (50.3 percent) of the respondents were low level of communicators, mutual rewarders (47.3 percent), Power figures (50.7 percent) decision makers (57 percent), positive forces (51 percent), leadership effectiveness (47.4 percent). The finding of the study revealed that higher emotional intelligence was associated with higher leadership effectiveness. Transformational leadership positively correlated to emotional intelligence and leadership effectiveness (Palmer, 2012). The result indicates that the relationship between leadership effectiveness and Emotional Intelligence is positive and significant and synchronies with the earlier studies (Burbach, 2012; Higgs and Aitken, 2011 and Rosete and Ciarrochi, 2005).

Table 5 A: Multiple Stepwise Regression Analysis

Independent Variables: Years of working experience, Educational Qualification, Working Department, Marital Status, Monthly Income, Age
Dependent Variable: Overall level of Leadership Effectiveness
Model Summary^a

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.397a	.157	.537	21.93120

Table 5 B: ANOVA^b

Model	Sum of Squares	df	Mean Square	F	Sig.	
1	Regression	26234.110	7	3747.730	7.792	.000 ^a
	Residual	140445.420	292	480.977		
	Total	166679.530	299			

a. Predictors: (Constant), Years of working experience, Educational Qualification, Working Department, Marital Status, Monthly Income, Age

b. Dependent Variable: Overall level of Leadership Effectiveness

Table 5 C

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	159.772	14.333		11.147	.000
Age	0.605	.212	0.212	2.859	.005
Marital Status	10.041	3.442	0.190	2.917	.004
Educational Qualification	0.185	1.302	0.008	0.142	.887
Working Department	2.987	.791	0.209	3.775	.000
Monthly Income	0.000	.000	0.265	4.122	.000
Years of Working Experience	0.573	.147	0.254	3.892	.000

a. Dependent Variable: Overall Level of Leadership Effectiveness

The results of regression analysis for the dependent variable Leadership effectiveness are presented in Table 5A. In the column labeled R are the values of multi-correlation coefficient between the predictors and the outcome. When group of predictors is used, this is the correlation between the leadership effectiveness and predictors (0.397). The next column gives us a value of adjusted R^2 , which is a measure of how much of the variability in the outcome, is accounted for by the predictors. In this model value is 0.537, which means that group of predictor's accounts for 53 percent of the variation on leadership effectiveness is explained by five underlying variables of Years of Working Experience, Educational Qualifications, Working Department, Marital Status, Monthly Income and Age.

It can be seen from Table 5 B, the next part of the output contains an analysis of variance (ANOVA) that tests whether the model is significantly better at predicting the outcome using the mean. Specifically, the F-ratio represents the ratio of the improvement in prediction of results from fitting the model. For the initial model the F - ratio is 7.792, which is highly significant ($p < 0.000$), it means that group of predictors have positively influenced the executive's leadership effectiveness. It can be seen from Table 5 C years of experience, working department, marital status, monthly income and age of the respondents have positively related with the level of leadership effectiveness of executives in DCW Pvt Ltd., Age of the respondents having highest beta coefficient of 0.212 and t value of 2.859, $p < 0.005$ is statistically significant at 1 percent level. Marital status of the respondents having highest beta coefficient of 0.190 and t value of 2.917, $p < 0.004$ is statistically significant at 1 percent level. Working Department have highest beta coefficient of 0.209 and t value of 3.775, $p < 0.000$ is statistically significant at 1 percent. Monthly income is positively correlated with the leadership effectiveness and statistically found to be significant at 1 percent level (Beta value=0.265, $t=4.122$ $p < 0.000$). Years of working experience is an important factor has significantly affected on leadership effectiveness and makes statistically difference at 5 percent level (Beta value= 0.254, $t=3.892$, $p < 0.000$). The result shows that the regression analysis accepted years of working experience, working department, marital status, monthly income and age of the respondents are the significant predictors of leadership effectiveness. The overall study reveals both the predictors contributed Multiple R of 0.397. The F ratio computed for the significance of multiple R is 7.792, which is significant at 1 percent probability level. The researcher concluded from the table that among the various predictors monthly income of the respondents plays a dominant role in determining their level of leadership effectiveness. The researcher concluded from the table that the years of working experience, working department, marital status, monthly income and age of the respondents have been broadly linked with determination of leadership effectiveness.

The correlation matrix shows that emotional intelligence and leadership effectiveness are significantly correlated (correlations coefficient value is $r = 0.752$, positively significant at 1%). It means that who have had higher level of perception on emotional intelligence lead to have higher level of perception on leadership effectiveness. These finding were in corroboration with the study of Singh and Singh (2008) where he revealed that the relationship management aspect of emotional intelligence was found to be the most important predictor of leadership effectiveness. The study laid emphasis on employees to develop their relationship skills in order to become effective leaders. The other study by Mitrabinda Singh, LindaHii and Lum Goo Lean, (2012) where he found out that Emotional Intelligence has significant correlation with the effectiveness of the leadership.

Need Based Interventions

- **To improve Emotional Intelligence**

The executives may improve their level of emotional intelligence in the following ways such as the ability to deal with one's own negative emotions, the ability to stay cool under pressure, the ability to stay

proactive, not reactive in the face of a difficult person, the ability to be assertive and express difficult emotions when necessary and the ability to express intimate emotions in close and personal relationships. The researcher also suggests to improve the emotional intelligence through the following techniques such as self-awareness (understand their strengths, weaknesses, emotions, and impact on others), self-regulation (they can demonstrate maturity and restraint when revealing them), self-awareness (understand their strengths, weaknesses, emotions, and impact on others), motivation (resilient and optimistic in the disappointment), empathy (possess the compassion and understanding of human nature that enables them to connect emotionally with others), people skills (ability to quickly build rapport and trust).

- **To Improve Leadership Effectiveness**

A leader has an ability to communicate and be decision maker well then he will be effective leader and as a result he will bring positive change in an organization. When the executives are having poor or lack of communication skills and the inability to inspire or influence others have had low level of leadership effectiveness. The researcher pointed out certain leader's skills and abilities such as the leader's abilities to coach, communicate, motivate, involve others, build teams and award the rewards. The researcher also suggests the following strategies to improve leadership effectiveness such as finding great mentors, clarifying the leadership vision, being committed to the organization, building the emotional intelligence, treating the people right and learning from the mistakes.

- **To improve Conflict Resolution Skills**

Considering the data analysis and the obtained results, for improving the emotional intelligence and application of the best style of conflict management a number of recommendations could be provided: holding training courses for executives for teaching the effects of emotional intelligence, making executives aware of the importance of the emotional intelligence, place executives in managerial directions, using the measurement of emotional intelligence as one of the qualifications for obtaining executives post and fostering tolerance spirit, mutual tolerance, cooperation in organizations and working with groups and teams. It is also recommended to the executives that they may become familiar and make use of conflict management skills as:

- **To improve Effective Communication**

The executives should improve their level of effective communication through following strategies such as: Making communication a priority, Simplifying and staying on message, Engaging the listeners, Taking time to respond, Making sure that you are understood, Developing the listening skills, Focusing on Body language, Maintaining eye contact, Aim for a tone that is positive, honest, and trustworthy and Respecting the audience.

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