

# International Journal of Research in Human Resource Management



E-ISSN: 2663-3361  
P-ISSN: 2663-3213  
IJRHRM 2020; 2(1): 26-31  
Received: 10-01-2020  
Accepted: 12-02-2020

**Kazi Omar Siddiqi**  
Assistant Professor,  
Department of Management  
Studies Comilla University  
Kotbari, Cumilla, Bangladesh

**Md. Sahedur Rahman**  
Assistant Professor,  
Department of Management  
Studies Comilla University  
Kotbari, Cumilla, Bangladesh

**Husne Jahan Chowdhury**  
Assistant Professor,  
Department of Management  
Studies Comilla University  
Kotbari, Cumilla, Bangladesh

**Corresponding Author:**  
**Kazi Omar Siddiqi**  
Assistant Professor,  
Department of Management  
Studies Comilla University  
Kotbari, Cumilla, Bangladesh

## Relationship between emotional intelligence and organizational commitment: An empirical study on hotel staffs in Bangladesh

**Kazi Omar Siddiqi, Md. Sahedur Rahman and Husne Jahan Chowdhury**

### Abstract

The main objective of this study is to investigate the relationship between hotel staffs' emotional intelligence and their organizational commitment in Bangladesh. This study also sought to identify the significance of emotional intelligence and organizational commitment on hotel staffs in Bangladesh. A review of literature was conducted to find out the relationship between emotional intelligence and organizational commitment. The literature review confirms the relationship. A survey was conducted to collect data. The sample size of 72 hotel staffs was drawn from different hotels (Dhaka and Coxsbazar) in Bangladesh. The result shows that emotional intelligence is positively correlated with continuance commitment and normative commitment. Normative commitment demonstrates the highest positive correlation with emotional intelligence and continuance commitment shows small positive correlation with emotional intelligence on hotel staffs in Bangladesh. This study also finds that there is no correlation between emotional intelligence and affective commitment. This study suggests that future research should concentrate on a bigger sample size and all types of hotels in Bangladesh. In addition, more decision making variables should also be considered in the study.

**Keywords:** Emotional intelligence, affective commitment, continuance commitment, normative commitment

### 1. Introduction

Commitment is an individual's loyalty towards organization. A committed individual always intends to continue job with an organization and makes sincere efforts to attain its goals. On the contrary, an uncommitted employee is not motivated towards the attainment of organizational goals (Kemp, 1967) [13]. Mayer and Allen (1991) [14] reported three fundamental philosophies of commitment i.e. emotional and mental attachment (affective commitment), cost of leaving an organization (continuance commitment), and organizational value of employee or sense of responsibility (normative commitment). Alavi *et al.* (2013) [3] defined organizational commitment as an employee's positive or negative attitude towards organization. Likewise, emotional intelligence is very important for an individual's success. Salovey and Mayer (1990) [23] conceptualized emotional intelligence as type of social intelligence enabling workers to control and discriminate their own emotions and that of others. Goleman (1998) [9] defined emotional intelligence as understanding of personal and others feelings, and further to employ them in the decision making process. Salkojani *et al.* (2012) [22] elaborated emotional intelligence as non-cognitive competencies, making an individual stronger against all external and internal elements of pressure.

Managers of hotels and residential centers who are always concerned about quality of services, guest satisfaction, productivity, competitiveness, and achievements face with the question of how to achieve these goals. Organizational commitment that can be defined as holding conviction to organization goals and values, having tendency towards significant efforts leading to achievements of such goals as well as consuming interest to continue with the organization can be one of the most fundamental ways satisfying the managers' concerns. The hotel which is able to attract, employ, train and maintain the committed staff, in fact possesses a valuable human resource who believe in their organizational values, recognize their role and status in the organization, are satisfied with their jobs and play an acceptable role in delivering services to their guests (Clark *et al.* 2011).

In order to enhance the staff organizational commitment, in general and hotel staff, in

particular significant efforts have been made in theoretical and professional aspects. Few researchers in reliable sources confirm the accuracy of this claim. Different elements and factors are investigated and studied for enhancing and affecting this key variable however, little deliberation in staff emotional intelligence of hotel staff and its correlation or effectiveness on their organizational commitment is witnessed (Abraham, 2000) <sup>[1]</sup>. Bradberry and Greaves (2005) <sup>[5]</sup> believe that concerning the effect of emotional intelligence on the job success, rarely can one find jobs in which the staff actions have little relation to the emotional intelligence. Studying the emotional intelligence in hotel industry is of paramount importance because they are in constant relationship and interaction with guests. Their behaviours and attitudes therefore impact guest directly and impress quality of delivering services to guests. The most typical reason of addressing such realm by researchers is that there is not any research available in hotels and residential centers and in the next place is the possibility of positive correlation between the two (Abraham, 2000) <sup>[1]</sup>.

### 1.1. Objectives of the study

- To identify the significance of emotional intelligence of the hotel staffs in Bangladesh.
- To find out the importance of organizational commitment of the hotel staffs in Bangladesh.
- To investigate the relationship between hotel staffs' emotional intelligence and their organizational commitment in Bangladesh.

### 2. Review of Literature

This section gives an overview of the key concepts and selected research studies. Firstly, literature is developed on emotional intelligence and organizational commitment. Then, the relationship between the emotional intelligence and organizational commitment are explored.

Goleman (1980) <sup>[9]</sup> defined emotional intelligence as understanding of one's own feelings and those of others, and to employ them in decision making process. Salkojani *et al.* (2012) <sup>[22]</sup> elaborated emotional intelligence as non-cognitive competencies, making an individual stronger against all external and internal elements of pressure. FLICC (2011) <sup>[8]</sup> model operationally defined emotional intelligence as competencies pertaining to conflict management, external awareness, flexibility, negotiation, interpersonal skills, self-management, teamwork and collaboration.

A successful organization is dependent on committed employee (Guenzi & Pelloni, 2004) <sup>[11]</sup>. Workers' low level of commitment tends to display negative work behaviours (Nordin, 2012) <sup>[18]</sup>. Organizational commitment is conceptualized as workers' positive or negative feelings about organization (Alavi *et al.*, 2013) <sup>[3]</sup>. A committed employee is loyal to organization and believes in organization as an identity. Three major components of organizational commitment are affective, continuance and normative. Affective commitment indicates extent of identification and involvement of a worker in an organization. Continuance commitment is achieved when a worker thinks of consequences in term of leaving an organization. In normative commitment an employee stays with organization due to feeling of moral obligations or sense of responsibilities. This kind of commitment is developed in workers through rewards, long term

contract/firing, training etc.

Many researchers' studies have examined the relationship between emotional intelligence and organizational commitment.

One of the early studies conducted on the relationship of emotional intelligence to organizational commitment was by Abraham (2000) <sup>[1]</sup>. He explored the idea that individuals possessing higher emotional intelligence were more committed to their organizations. It was significant to note that their commitment to the employing organization was higher in the absence of some sort of control, dictating a stronger and internalized form of commitment which can said to be of the affective type. It is worthwhile to note that Abraham (2000) <sup>[1]</sup> further hypothesized that the social skills facets of emotional intelligence may exercise a strong control on organizational commitment by helping form strong working relationships among the colleagues. This strong relationship between colleagues at organization may enhance emotionally intelligent workers' affective attachment to their organization. This form of commitment associated with emotional intelligence is said to be affective commitment, which employers value most.

Nikolaou and Tsaousis (2002) <sup>[17]</sup> explored the relationship between emotional intelligence and emotional commitment. They concluded that employees with higher levels of emotional intelligence felt respected and more valued in their positions in the organization, with less agony, resulting in increased feelings of loyalty and commitment to their organizations.

Carmeli (2003) <sup>[6]</sup> conducted a study to determine the organizational commitment of senior finance managers employed by the local Israeli government. It was revealed that those who scored higher in emotional intelligence were more committed to their employing organizations. Carmeli discussed the primary reason for finance managers' attachment to their organizations was due to their emotional intelligence. Managers had the ability to place themselves in positive emotional states, which resultantly contributed to their sense of commitment to their organization. He similarly hypothesized that in the emergency of challenges and obstacles in the course of routine work in organizations, emotionally intelligent managers were not convinced that the fault, difficulties or the challenges were created by the employing organization; rather, they focused on the solutions to those issues with a positive attitude. In Carmeli's understanding, this positive attitude reduced the unpleasant effects of stress on personal commitment to the organization. Carmeli's inference has clearly supported emotional self-management over other facets of emotional intelligence in predicting affective organizational commitment.

Sinha and Jain (2004) <sup>[24]</sup> explored the relationship of emotional intelligence to organizational commitment in an Indian context. The results of their study showed that those persons who scored higher on the facet of Reality Awareness of emotional intelligence also scored slightly higher on the affective and normative facets of organizational commitment. By exploring the relationship of all the three facets of organizational commitment and one major facet of emotional intelligence, it can be suggested that understanding emotions in employees in an organizational context may be the most important predictor of organizational commitment.

Petrides and Furnham (2006) <sup>[20]</sup> investigated the

relationship between the trait or emotional intelligence and organizational commitment. In their study, they examined the links between the trait of emotional intelligence and four related variables, including organizational commitment. Higher emotional intelligence was associated with lower degrees of stress and higher degrees of organizational commitment.

Adeyemu (2007) [2] examined the correlation of job satisfaction with organizational commitment, while emotional intelligence was applied as a moderating variable. It was found that emotional intelligence had significant influence on organizational commitment. When the interaction terms were added to the regression equations, there was significant increase in the variance of organizational commitment, thus providing evidence about the moderating role of emotional intelligence in the relationship of job satisfaction to organizational commitment. From research evidence, Adeyemu concluded that emotional intelligence skills and competencies are useful, valuable tools in understanding, supporting, maintaining and enhancing high levels of job satisfaction and organizational commitment.

Salami (2008) [21] conducted a study to investigate the relationship of emotional intelligence to organizational commitment of industrial workers in Nigeria. Results demonstrated that emotional intelligence significantly predicted organizational commitment of the employees. Findings suggested organizational managers and academics should look into the factor of emotional intelligence while planning programmes of staff development for the enhancement of the organizational commitment of workers.

Nederi and Sodani (2010) [16] conducted an experimental research study to investigate the effects of interpersonal skills training on the emotional intelligence and organizational commitment of male employees in Iranian context. The hypothesis was supported, demonstrating positive influence of training in interpersonal skills of emotional intelligence on organizational commitment of employees.

Keeping in mind the above discussion, the present study has been designed to explore the relationship between emotional intelligence and organizational commitment of hotel staffs in Bangladesh.

After analyzing the literature, the following hypotheses were developed-

**H1a:** There is a positive correlation between emotional intelligence and Affective commitment between the hotel staffs in Bangladesh.

**H0a:** There is no correlation between emotional intelligence and Affective commitment between the hotel staffs in Bangladesh.

**H1b:** There is a positive correlation between emotional intelligence and Continuance commitment between the hotel staffs in Bangladesh.

**H0b:** There is no correlation between emotional intelligence and Continuance commitment between the hotel staffs in Bangladesh.

**H1c:** There is a positive correlation between emotional intelligence and normative commitment between the hotel

staffs in Bangladesh.

**H0c:** There is no correlation between emotional intelligence and Normative commitment between the hotel staffs in Bangladesh.

### 3. Methodology

#### 3.1. Selecting samples

The main objective of this research is to explore the relationship of emotional intelligence and organizational commitment of hotel staffs in Bangladesh. Therefore, the samples for this study were selected from different hotel staffs in Bangladesh.

#### 3.2. Data collection

Data collected from different hotel staffs in Bangladesh. A survey questionnaire distributed to hotel staffs in different places (Dhaka and Coxsbazar) in Bangladesh. Five postgraduate students and the researchers conducted the survey. The interviewers explained each part of the questionnaire to the respondents.

#### 3.3. Instrument and measurement

In this study, emotional intelligence is considered as independent variable and measures their effects on dependent variable, organizational commitment. Variable measurements to be employed in this study are developed by a survey questionnaire. To assess the result, five-point Likert Scale is used in which

1. Indicates "strongly disagree",
2. Indicates "disagree",
3. Indicates "undecided",
4. Indicates "agree"
5. Indicates "strongly agree".

The Assessing Emotions Scale (Schutte *et al.*, 2007) is used to assess the emotions or reactions of the hotel staffs and the commitment of the staff is measured by Commitment Scales (Mayer, Allen & Smith, 1993).

The internal reliability of the items used will be verified by adapting the Cronbach's alpha (George and Mallery, 2003). George and Mallery provide the following rules of thumb: >.9-'Excellent', >.8-'Good', >.7-'Acceptable', >.6-'Questionable', >.5-'Poor', and <.5-'Unacceptable'. For the purpose of in-depth analysis and for drawing conclusion, statistical tools such as: descriptive statistics and correlation technique are also used. Data are analyzed in SPSS.

#### 3.4. Validity

Hair *et al.* (2007) [12] defined the validity as "the degree to which a measure accurately represents what it is supposed to". Validity is concerned with how well the concept is defined by the measures(s).

Fujun *et al.* (2007) mentioned [cited from Nunnally and Bernstein, 1994] about three types of validity: content validity, Predictive validity, and Construct validity. Duggirala *et al.* (2008) defined the content validity as the assessment of the correspondence between the individual items and concept. Malhotra (2010) defines the content validity as face validity. This study addresses content validity through the review of literature and adapting instruments used in previous research.

#### 3.5. Reliability

Fujun *et al.* (2007) pointed out [cited from Nunnally and Bernstein, 1994] that the Cronbach alpha with acceptable cut off point 0.70 demonstrates that all attributes are

internally consistent. This is Cronbach’s alpha, which, in this case is 0.724 in table 1.

**Table 1: Reliability Statistics**

Cronbach's Alpha	N of Items
.724	4

Source: Calculated

**Table 2: Item-Total Statistics**

Items	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Emotional intelligence	10.0186	1.950	.323	.139	.716
Affective commitment	10.6690	1.485	.311	.124	.710
Continuance commitment	10.3714	1.472	.453	.205	.695
Normative commitment	10.2868	1.627	.370	.167	.72

Source: Calculated

Pallant (2001) [19] also stated that if any of the values in the Cronbach’s Alpha If Item Deleted column are higher than the final Alpha value then the researcher may want to consider removing this item from the scale. In this study, in table 2, all the values are less than the final Alpha value; therefore, all the values are reliable. Finally, it can be concluded that the entire variable are internally consistent in this study.

**4. Analysis and Findings**

This section explains the descriptive statistics of each study construct. Then, a hypothesis test has been conducted to find out the relationships between each of the variables of this study.

**4.1. Descriptive statistics**

**Table 3: Statistics**

	Emotional Intelligence	Affective Commitment	Continuance Commitment	Normative Commitment
N	72	72	72	72
Valid	72	72	72	72
Missing	1	1	1	1
Mean	3.7633	3.1129	3.4106	3.4951
Std. Deviation	.44047	.71705	.62229	.59479
Variance	.194	.514	.387	.354
Minimum	2.52	2.17	1.33	2.33
Maximum	4.44	4.67	4.50	4.67
Sum	270.96	224.13	245.56	251.65

Source: Calculated

**4.1. Descriptive statistics**

In table 3, Based on the 72 samples, emotional intelligence ranges from 1 to 5 with the Mean of 3.7633 and the standard deviation of 0.44047. Affective commitment ranges from 1 to 5 and the Mean and Standard Deviation is 3.1129 and 0.71705 respectively. For Continuance commitment, Mean and Standard Deviation is 3.4106 and 0.62229 respectively. Normative commitment ranges from 1 to 5 and the Mean and Standard Deviation is 3.4951 and 0.59479 respectively. It has been observed that in the above table that almost all

the mean are similar, which are above average of the range. High standard deviation means that the data are wide spread, which means that hotel staffs give variety of opinion and the low standard deviation means that hotel staffs express close opinion. In the above table all the standard deviations are low which means that data are consistent and the spreads are low.

**4.2. Hypothesis Test**

**Table 4: Correlations**

		EI	AC	CC	NC
Emotional Intelligence (EI)	Pearson Correlation	1	.123	.271*	.328**
	Sig. (2-tailed)		.304	.021	.005
	N	72	72	72	72
Affective Commitment (AC)	Pearson Correlation	.123	1	.342**	.188
	Sig. (2-tailed)	.304		.003	.115
	N	72	72	72	72
Continuance Commitment (CC)	Pearson Correlation	.271*	.342**	1	.310**
	Sig. (2-tailed)	.021	.003		.008
	N	72	72	72	72
Normative Commitment (NC)	Pearson Correlation	.328**	.188	.310**	1
	Sig. (2-tailed)	.005	.115	.008	
	N	72	72	72	72

\*. Correlation is significant at the 0.05 level (2-tailed).

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

A correlation coefficient is a very useful way to summarize the relationship between two variables with a single number that falls between -1 and +1 (Welkowitz *et al.* 2006) [25]. Morgan *et al.* (2004) stated that: -1 (a perfect negative correlation), 0.0 (no correlation) and +1 (a perfect positive correlation).

Pallant (2001) [19] suggested the following interpretation of r-value [cited from Cohen, 1988]. This value will indicate the strength of the relationship between two variables.

- $r = .10$  to  $.29$  or  $r = -.10$  to  $-.29$  Small
- $r = .30$  to  $.49$  or  $r = -.30$  to  $-.49$  Medium
- $r = .50$  to  $1.0$  or  $r = -.50$  to  $-1.0$  Large

The Pearson correlation analysis obtained for the three intervals scaled variables in the above table. The sample size is 72 and the significant level is 0.05.

The first hypothesis will examine the correlation between emotional intelligence and Affective commitment between the hotel staffs in Bangladesh.

**H1a:** There is a positive correlation between emotional intelligence and Affective commitment between the hotel staffs in Bangladesh.

**H0a:** There is no correlation between emotional intelligence and Affective commitment between the hotel staffs in Bangladesh.

In table 4, it can be seen that the correlation of affective commitment is 0.123. The table shows that the p-value is 0.304, which is more than 0.05. We therefore accept the null hypothesis, and concluded that there is no correlation between emotional intelligence and Affective commitment between the hotel staffs in Bangladesh.

**H1b:** There is a positive correlation between emotional intelligence and Continuance commitment between the hotel staffs in Bangladesh.

**H0b:** There is no correlation between emotional intelligence and Continuance commitment between the hotel staffs in Bangladesh.

It shows in table 4 that the correlation ( $r$ ) is .271 for continuance commitment and p-value is 0.021, which is less than the significant level (0.05). Therefore, the null hypothesis is rejected and concluded that emotional intelligence and continuance commitment is positively (small) related of the hotel staffs in Bangladesh.

**H1c:** There is a positive correlation between emotional intelligence and normative commitment between the hotel staffs in Bangladesh.

**H0c:** There is no correlation between emotional intelligence and normative commitment between the hotel staffs in Bangladesh.

Referring to table 4, it can be observed that the correlation ( $r$ ) of normative commitment is 0.328 and p-value is 0.005. Therefore, the null hypothesis is rejected and it can be concluded that normative commitment is positively (Medium) related to emotional intelligence with the hotel staffs in Bangladesh.

## 5. Conclusion and Recommendations

It is evident from the findings of this research that there is a

significant relationship between hotel staffs' emotional intelligence and their organizational commitment. The staffs who had higher levels of emotional intelligence displayed higher degrees of organizational commitment to the hotel where they were working, therefore the null hypothesis was rejected on continuance commitment and normative commitment but the null hypothesis was accepted on affective commitment. That means there is no significant relationship between emotional intelligence and organizational commitment of hotel staffs in Bangladesh. The positive and statistically significant relationship of emotional intelligence to continuance and normative commitment proves this notion that hotel staffs who possess a higher degree of emotional intelligence tend to develop good working relationships, are tolerant when facing emotional labour or emotional pressure and can handle the odd feelings and emotions without losing their tempers. They may deal work-family conflicts in a befitting manner. The study finds that there is no significant relationship exists between emotional intelligence and affective commitment. Hence proves this notion that hotel staffs who possess higher degrees of emotional intelligence are not affectively attached to the employing hotel, employees are not affectively committed strongly identifies with the goals of the hotels and desires to remain a part of the hotel. Emotionally intelligent staffs show a moderate degree of continuance commitment and tend to remain with the hotel. Continuance commitment is the attachment of an employee in which he/she cares about investments and achievements and hopes to carry these achievements to fruition until the time of retirement or leaving the hotel. In other words, he is self-centered and carries on with the same hotel for his/her own material gain. Normative commitment to the employing hotel may also be positively affected by emotional intelligence, with people feeling obliged and morally bound to their hotel. Keeping in mind the results of the present study, it is recommended that emotional intelligence should be included in the selection and recruiting standards for hotel staffs in Bangladesh at all levels.

## 6. Limitations and future research

The current study has shown the relationship between emotional intelligence and organizational commitment on the hotel staffs in Bangladesh. This study confirms the positive relationship between emotional intelligence and continuance and normative commitment. Among the three commitment construct, normative commitment shows medium positive correlation with emotional intelligence and affective commitment does not show any relation with emotional intelligence. As emotional intelligence demonstrates effects up to reasonable extent, to enhance the organizational commitment of prospective and in-service staffs, emotional intelligence may be taught to them, as it will definitely contribute to a conducive environment in the hotels.

Future research should concentrate on a bigger sample size and all types of hotels in Bangladesh. In addition, more decision making variables should also be considered in the study.

## 7. References

1. Abraham R. The role of job control as a moderator of emotional dissonance and emotional intelligence-

- outcome relationships. *Journal of Psychology*. 2000; 134(2):169.
2. Adeyemu DA. Emotional intelligence and the relationship between job satisfaction and organizational commitment of employee in public parastatals in Oyo State, Nigeria, *Pakistan Journal of Social Sciences*. 2007; 4(2):324-330.
  3. Alavi SZ, Mojtahedzadeh H, Amin F, Savoji AP. Relationship between emotional intelligence and organizational commitment in Iran's Ramin thermal power plant. *Procedia-Social and Behavioural Sciences*. 2013; 84(20):815-819.
  4. Anderson *et al.* *Multivariate Data Analysis*. 5<sup>th</sup> edition, London: Upper Saddle River, 1998.
  5. Bradberry T, Greaves J. *Emotional intelligence: Skills and Tests*, 2005.
  6. Carmeli A. The relationship between emotional intelligence and work attitudes, behavior and outcomes: An examination among senior managers. *Journal of Managerial Psychology*. 2003; 18(8):788-813.
  7. Curwin J, Roger S. *Quantitative Methods for Business Decisions*. 6<sup>th</sup> edition, London: Thomson Learning, 2008.
  8. FLICC (2011). *FLICC competencies model for federal librarians*. Retrieved from: [http://www.loc.gov/flicc/publications/Lib\\_Compt/2011/2011Competencies.pdf](http://www.loc.gov/flicc/publications/Lib_Compt/2011/2011Competencies.pdf).
  9. Goleman D. *Working with emotional intelligence*. New York: Bantam Books, 1998.
  10. Greenhalgh T, Taylor R. Paper that go beyond Numbers, *British Medical Journal*. 1997; 315(7110):1-35.
  11. Guenzi P, Pelloni O. The impact of interpersonal relationships on customer satisfaction and loyalty to the service provider. *International Journal of Service Industry Management*. 2004; 15(4):365-384.
  12. Hair J, Black W, Babin B, Anderson R, Tatham R. *Multivariate Data Analysis*. 6<sup>th</sup> ed. New Jersey: Pearson Education, Inc, 2007.
  13. Kemp PE. Commitment and job satisfaction. *Journal of Cooperative Extension*, 1967, 171-177.
  14. Mayer JP, Allen NJ. A three-component conceptualization of organizational commitment. *Human Resource Management Review*. 1991; 1(1):61-89.
  15. Morgan G, Leech N, Gloeckner G, Barrett K. *SPSS for Introductory Statistics*. 2<sup>nd</sup> ed. New Jersey: Lawrence Erlbaum Associates, Inc, 2004.
  16. Nederi N, Sodani M. The effect of training of interpersonal skills of emotional intelligence on job satisfaction and organizational commitment in employees of industrial company. *Advances in Business-Related Scientific Research Journal*. 2010; 1(2):109-118.
  17. Nikolaou I, Tsaousis I. Emotional intelligence in the workplace: Exploring its effects on occupational stress and organizational commitment. *The International Journal of Organizational Analysis*. 2002; 10:327-342.
  18. Nordin N. The influence of leadership behavior and organizational commitment on organizational readiness for change in a higher learning institution. *Asia Pacific Educational Review*. 2012; 13(2):239-249.
  19. Pallant J. *SPSS: Survival Manual*. 1<sup>st</sup> ed. Buckingham: Open University Press, 2001.
  20. Petrides KV, Furnham A. The role of trait emotional intelligence in a gender-specific model of organizational variables. *Journal of Applied Social Psychology*. 2006; 36(2):552-569.
  21. Salami O. Demographic and psychological factors predicting organizational commitment among industrial workers. *Anthropologists*. 2008; 10(1):31-38.
  22. Salkojani MA, Chegini MG, Kilidbari HR. The relationship between emotional intelligence and mental health of employees. *Trend in Social Sciences*. 2012; 4(1):51-57.
  23. Salvey P, Mayer JD. *Emotional intelligence*, 1990. Retrieved from: [http://www.unh.edu/emotional\\_intelligence/EI%20Assets/Reprint...EI%20Proper/EI1990%20Emotional%20Intelligence.pdf](http://www.unh.edu/emotional_intelligence/EI%20Assets/Reprint...EI%20Proper/EI1990%20Emotional%20Intelligence.pdf)
  24. Sinha A, Jain AK. Emotional intelligence: Imperative for the organizationally relevant outcomes. *Psychological Studies*. 2004; 49(2), 81-96.
  25. Welkowitz J, Cohen BH, Ewen RB. *Introductory Statistics for the Behavioural Sciences*, 6<sup>th</sup> ed., New Jersey: John Wiley and Sons, Inc, 2006.