

The Impact of Emotional Intelligence on Employees' Performance

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Abstract

Developing countries, like Pakistan, are rich in emotional sentiments due to their strong cultural influence of past experiences on future outcomes. This study is an attempt to find the relationship between the Emotional Intelligence (EI) and employees' productivity. So, the effective handling of EI particularly at workplace will provide immense outcomes which eventually will increase the productivity of organization and ultimately contributes toward the development of economy of developing countries like Pakistan. The objective of this study is to explore the way that can link the emotional intelligence with the employee's performance accurately. This study will help the Head of Departments of different public sector universities to develop and explore the concept of EI to ensure high level of employee's productivity resulting in increased achievement of organizational and individual goals.

Keywords: Emotional Intelligence, Leadership, Productivity, Higher Education

Introduction

According to Ashkanasy and Daus (2005); Giardini and Frese (2006), the concept of Emotional Intelligence has emerged as an important but still relatively ignored topic. Mayer, Salovey and Caruso (2008) stated in their study that emotional intelligence basically refers to the ability of recognizing and then regulating the emotions of oneself and that of the others. This information about the emotions will assist the leaders to guide the actions and behaviors of one-self and that of the others. There are some topics in the psychology which are controversial due to some hurdles and emotional intelligence is the one among them which attracted much controversy along with its popularity.

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Many researchers have worked to find out the relationship between the emotional intelligence and employees performance. Lam and Kirby (2002) and Semadar, Robins and Ferris (2006) in their research found that emotional intelligence is also the best predictor of the employee's performance as it can forecast the productivity of the employees by understanding and handling their emotions in the desired manner accordingly. Emotional intelligent person can easily achieve his/her goals and that is the reason that most of the jobs nowadays need some level of emotional intelligence.

Possessing emotional intelligence alone cannot help in getting higher performance until it is not known that how people utilize their emotions effectively to achieve their goals and destiny. According to Kim, Cable, Kim and Wang (2009), people with high emotional level can gather and regulate the emotions accurately and then use that information to make decisions and to enhance the performance by changing the behaviors in a desired manner.

Thus, the objective of this study is to explore the way that can link the emotional intelligence with the employee's performance accurately. Our study will help the Head of Departments of different public sector universities to develop and explore the concept of EI to ensure high level of employee's productivity resulting in increased achievement of organizational and individual goals.

Goleman (1998) stated that emotional intelligence is a person's ability to recognize the inner feelings and feelings of others and then to manage those emotions within themselves and also in their relationships with other people. Salovey & Mayer (1996) used the term emotional intelligence by stating it 'social intelligence' that also involves the ability to recognize one's own and that of the others' feelings and emotions. He further stated that the information about the emotions can be utilized to guide the people in order to achieve the desired response(s).

As far as Fullan (2002) study is concerned, he emphasized in his research that emotionally intelligent leaders are fully aware of their own emotional feelings and of other people in an attempt to solve all routine hurdles in face of new changes in the workplace. Goleman (1998) identified five key factors of Emotional Intelligence at Work which gave huge popularity to this term. The five factors or determinants which he presented to evaluate the emotional intelligence level of leaders are as follows;

- Self-Awareness
- Self-Regulation
- Self- Motivation
- Empathy
- Social Skills (or Relationship Management).

According to Goleman (2001), self-awareness is the recognition of one's own feelings and feelings of the others. It is an important factor in determining the emotional intelligence. On the basis of this definition by Goleman, it is safely assumed that self-awareness is correlated with productivity of employees. However the relationship needs to be tested in education sector of Pakistan. According to Goleman (1998), self-management is the ability of managing the emotions of oneself. It is the crucial driver that can show the level of emotional intelligence. So on the basis of Goleman's definition of self-management; it is considered that emotional intelligence is correlated with employee's productivity. However the relationship needs to be tested in education sector of Pakistan. Self-motivation is the force that motivates the inner emotions of human beings to continue to work without getting stopped on some point of time. Goleman (1998) stated that it is an important player of emotional intelligence and that is why it is safely assumed that self-motivation is correlated with productivity of employees. However the relationship needs to be tested in education sector of Pakistan. Goleman (1998) stated that social awareness refers to the ability that one must know that what is socially acceptable and then work accordingly. It is therefore assumed that social awareness is correlated with employee's productivity. However the relationship needs to be tested in education sector of Pakistan. Relationship management includes a set of social skills and therefore it is needed to be tested in relation to the performance of employees in education sector of Pakistan.

Literature Review

Within the domain of business administration, emotions are considered and also taken into negative aspect as these are not given space into business decisions. But the term 'Emotional Intelligence' is taken into positive sense as it is used to predict the outcomes in the organizations. According to Mayer, Caruso & Salovey (1999), emotions are psychological subsystems such as cognition, responses and awareness. Mayer, Caruso & Salovey (1999) termed emotional intelligence as the convergence of emotions and cognition. Mayer, Caruso & Salovey (1999) termed emotional intelligence to be a true intelligence which shows mental abilities and the established intelligence. According to their research, intelligence can be developed with the passage of time, age and experiences.

Emotional Intelligence and Employee's Performance

Emotional Intelligence

Goleman (1998) presented the term emotional intelligence. Controlling impulses is an important task for the leaders which is meant to recognize

the emotions of one another. There are various definitions of emotional intelligence presented by different scholars based on their researches.

Goleman (2001) presented an elaborate and complete definition of emotional intelligence by stating that EI is the ability of knowing one's own feelings and then controlling and motivating those feelings accordingly. He also mentioned that EI also includes the ability of understanding other's emotions and then managing those emotions to perform the job effectively. Martinez (2005) stated the definition of Emotional Intelligence to be the non-cognitive skills and capabilities to affect the man's ability to deal with the demands and external pressures exerted by the environment. He was of the view that EI is not only the cognitive ability but also a skill that can help the man in his routine life and day to day activities. As far as Salovey and Mayer (1990) are concerned, they described Emotional Intelligence to be a social intelligence which included the ability of understanding not only one's own emotions but also the feelings and emotions of others. He was of the opinion that this information of emotions can help the people in their activities and decisions.

Importance of Emotional Intelligence

Moghadam, Jorfi & Jorfi (2010) stated that both public and private sector organizations need to cope with the change in an effective way and Emotional Intelligence is the useful ornament in helping the leaders of the organizations to deal effectively with the change that takes place in the organizational environment.

Singh (2007) was of the view that emotional intelligence supports the leadership of the organization in recognizing the emotions of their own as well as those of others. It not only recognizes but also manages those emotions for the benefit of the organization. Bar-On et al (2000) stated that emotional intelligence not only includes the recognition and management of emotions but also include the development of employees and for that the leaders of the organization needs to develop the skills of the employees to enable them to perform their assigned tasks effectively for the success of the organization.

Many researchers have written about the impact and importance of emotional intelligence and many of them have described the emotional intelligence according to their own perspectives. They developed three models of the emotional intelligence such as the ability models, the mixed model and the trait model. Mayer and Salovey (1993) described emotional intelligence to be the ability to recognize one's own emotions as well as the emotions of others and also to manage those emotions for the success of the organization. Bar-On (2000) described emotional intelligence the ability of understanding oneself as well as others in order to fulfill the demands of the organizational environment effectively.

Goleman (1998) described emotional intelligence the capacity to recognize the feelings in order to motivate one's own feelings and that of the others. All these researchers have defined EI according to their own perspectives, but the basic purpose and role of the emotional intelligence shown by them was that the emotional intelligence skills are required by the leaders of the organization for its success.

Why Emotional Intelligence matters & how can it make a Difference?

According to Orme (2003), Emotional Intelligence plays an important role in understanding emotions. He also defined EI as the ability of understanding and taking favorable actions accordingly. Orme (2003) described three important points in his definition of EI.

- Understanding emotions of one-self.
- Understanding emotions of others
- Taking favorable actions on the basis of our understanding of these emotions.

Orme (2003) stated in his study that emotional intelligence does not mean that a man should cope with life experiences more effectively, but it also means to deal with life problems such as divorce, disputes, child loss, job problems etc. the basic purpose of emotional intelligence is to use the emotions for solving the problems which can enhance the effectiveness of workplace as well as life.

According to the study of Cooper and Sawaf (1997), the answer of the question that why our emotions matter a lot was examined and explained with elaborated research. Cooper and Sawaf (1997) stated that emotions contain our historical backgrounds and experiences of lives, while our bodies and minds have no idea of such experiences of life. They explained the role of emotional intelligence in workplace and general life by stating that it will improve the workplace environment and our mutual relationships.

Five determinants of Emotional Intelligence

According to Cherniss and Goleman (2001), a person needs to have two sets of competencies which can truly determine the emotional intelligence level of a person. He or she can be called emotionally intelligent if he or she possesses such competencies within him or her.

- i). Personal competencies
- ii). Social competencies

Personal Competencies

According to Cherniss and Goleman (2001), personal competencies can be determined by the help of three determinants. If a person possesses

these three determinants, then he will have high level of personal competency of emotional intelligence.

Those elements or determinants are;

- Self-awareness
- Management of emotions
- Self-motivation

These skills will show the inner intelligence of a person. These are concerned with the recognition and management of emotions of oneself.

Social Competencies

According to Cherniss and Goleman (2001), social competencies can be determined by two factors:

- a). Relationship management
- b). Emotional Coaching

These skills will show the outer intelligence of a person. These are concerned with the recognition and management of emotions of others.

All these determinants are needed to be explained in detail in the following lines:

Self-awareness

According to Chapman (2011), self-awareness is the ability of a person to be aware of one-self. He must be aware of his goals and objectives. He must know his short term and long term goals. A Self-aware person knows about his weaknesses and strengths and is able to see all those factors which can influence him.

Chapman (2011) further used some tools to measure the level of self-awareness among persons such as:

- Individual awareness of his or her senses: A person must be aware of what his senses saw, touched or heard etc. He should have full awareness of the functions or testimonies of his senses.
- Individual awareness of his or her feelings: A self-aware person must be aware of his emotions.
- Individual awareness of his or her personal goals: If a person is aware of his goals, he or she will make strategies accordingly in order to achieve those goal.

Management of Emotions

Chapman (2011) mentioned in his study that managing emotions will help the leaders to manage all those emotions which are not useful and are inappropriate for the success of the organization. According to Chapman (2011), there must be some kind of relationship between emotions and actions in order to achieve the goals effectively.

Self-motivation

According to Chapman (2011), all the weaknesses must be removed and all efforts and emotions must be put on the track to achieve the goals and objectives. Chapman (2011) mentioned that four actions are needed for self-motivation.

- a). Self-Talk
- b). Support Network
- c). Inspiring Mentor
- d). Useful Environment

Relationship Management

Chapman (2011) stated that relationship management is the way of managing relations with others. It plays a crucial role in personal development.

Emotional Coaching

Leaders need to understand their people rather than just controlling them. The coaching of emotions by the leaders helps the leaders to understand the emotions of others and then create the desired response.

Goleman's competency framework of the Emotional Intelligence

Goleman (1998) played a crucial role in giving popularity to the Emotional Intelligence in the domain of management and business. Goleman (1998) identified five factors which he considered important for the Emotional Intelligence. Nowadays, these five factors are also taken by the organizations to measure the level of emotional intelligence too. These five factors are as follows;

- i). Self-awareness
- ii). Self-regulation (or self-management)
- iii). Self-motivation
- iv). Empathy (or Social awareness) and
- v). Social skills (or relationship management).

Self-awareness

According to Boyatzis (2002), self-awareness is concerned with the importance of one's own feelings and emotions. It is also concerned with the affects it has on the performance of the employees of the organization. Self-awareness can also be used to find out one's own strength and weaknesses as it is the best way of finding about inner feelings and emotions. High level of Self-awareness is responsible for high level of productivity and performance of the employees of the organization. Those people who are aware of their competencies and skills can use their skills for producing greater level of productivity. People who possess self-awareness are much confident as they know

their strong and weak points to face the untoward action. They can rectify their mistakes according to the feedback given by the employees regarding the leaders. According to Holahan & Sears (1995), self-awareness is the key factor in stimulating self-confidence while in return self-confidence is the key of success and good performance in the organizations.

Self-management

According to Rahim & Psenicka (1996), self-management is the way of managing oneself. They stated that self-management is basically the crucial factor which can affect the performance of the employees and other people of organizations. Boyatzis (2002) mentioned in the study that self-awareness is the strong forecaster and tool of performance in any organization. Barrick & Mount (1991) stated that self-discipline is also an important part of the self-management which focuses on fulfilling all responsibilities that can bring high level of performance in return in almost all level of organizational hierarchy.

According to Spencer & Spencer (2008), the quality of adaptability is also the important element of the self-management because if a leader possesses this quality of adaptability, he or she can create a high level of employee's productivity and performance in the organization. This quality is also being used by all the superiors of the organizations for getting success in short period of time. Spencer & Spencer (1993) added one other factor in measuring the level of self-management by stating that self-management can be gauged on the basis of achievements (that has been achieved) because performance can be measured by studying all the achievements that the leaders possessing high level of self-management has achieved. Schulman (1995) in his research mentioned that the ability of being proactive is also an important part of self-management which can augment the performance of the overall organizational activities. He further mentioned that optimism also adds to the self-management as it indicates high level of self-management because this quality of optimism can only be achieved if a person controls his emotions of pessimism in an effective way.

Self-motivation

The research works on this topic of self-motivation cannot be found in huge numbers as only limited number of researches have been conducted on this topic.

Ziegler, Bühner, Atzert & Krumm (2007) contributed in this field by conducting researches on self-motivation in connection with the productivity or performance of the employees or overall organization. Cassidy and Lynn (1989) in their research defined self-motivation in terms of general perspective as well as from the personal perspective of

people. They considered self-motivation to be useful in attaining goals in the social environment of the organization. According to Spinath (2001), self-motivation includes all those domains which are helpful in getting excellence and competitiveness.

Social-awareness

Social awareness means that one should have the capability to know what is socially acceptable in the society and how a person should act in that manner accordingly. An empathic person is the one who is socially conscious of the emotions and concerns of other people. In business environment, the communication among the people is a tough job because it requires that only those persons can interact well who are empathetic in interactions to achieve better performance in return.

Goleman (1998) stated in his study that only socially aware person can put himself or herself in the place of others in order to understand the emotions of others and then move forward to perform suitable actions accordingly. According to Spencer & Spencer (1993), product development teams mainly focus on the emotions of others as they have to satisfy their needs and demands accordingly. So the managers of product development organizations create their products by reading the emotions of the customers in order to enhance the product demand. Making products on the basis of customer's demands will also motivate the innovations and augment the overall performance of the employees. According to Goleman (1998), empathy can be used as a factor to measure the level of the social awareness of emotional intelligent people. Steele (1997) stated that the quality of empathy can be used to evade all performance shortfalls among the organizations of the diverse working environment. According to McBane (1995), in service industry, social awareness plays an important role as this sector needs to work on the basis of demands and emotions of its customers. Their products and services indicate the customer's point of view. Service sector industry uses the emotions of the customers in designing their services packages according to the customer's preferences.

Relationship management

Relationship management includes a set of competencies such as essential and basic social skills, the ability of analyzing and influencing the emotions and actions of others and also persuading desirable responses in them in return. According to Spencer & Spencer (1993) and Goleman (2000), the quality of relationship management must be an essential skill of supervisors and managers or leaders who can control their subordinates effectively. According to Goleman (1998), effective communication channels are needed for the success of organizations as effective communications channels will help the leaders to give and take

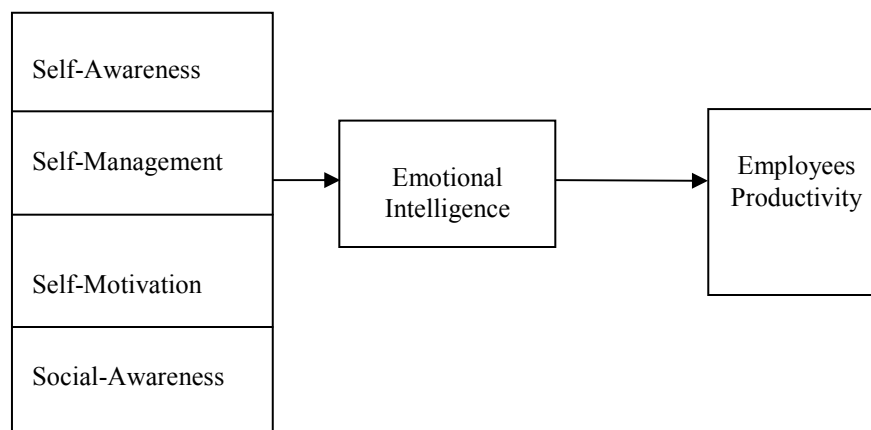
information from the customers. This will also help the leaders to recognize the emotions of customers. Therefore, good listening skills are the useful factor in judging the relationship management because a good listener always welcome the ideas, emotions and knowledge conveyed from the speaker's side. According to Ganesan (1993), conflict management is an important determinant of finding the level of relationship management skill because only people having good relationship management skill can resolve the conflicts because of their understanding of other's emotions.

Theoretical Framework

Exhibit 1 Framework for emotional intelligence.

Personal competence		Social competence	
Self-awareness	Emotional awareness Accurate self assessment Self confidence Leveraging diversity Political awareness	Social awareness	Empathy Service orientation Developing others
Self-regulation	Self control Trustworthiness Conscientiousness Adaptability Innovativeness	Social skills	Influence Communication Leadership Change catalyst Conflict management Building bonds Collaboration and cooperation Team capabilities
Self-motivation	Achievement drive Commitment Initiative Optimism		

Source: (Consortium for Research on Emotional intelligence(2004), cited in Adhia et al.(2010))



Purpose of the study

Developing countries like Pakistan are rich in emotional sentiments due to strong cultural influence of past experiences on future outcomes. This study is an attempt to find the relationship between the EI and employees' productivity. So, the effective handling of EI particularly at work place will provide immense outcomes which eventually will increase the productivity of organization and ultimately contributes toward the development of economy of developing countries like Pakistan.

Statement of the research problem

To find out the role of emotional intelligence, applied by the leadership in management-employees workplace relationship, with a view to determine its impact on the employees' productivity in organizational context

Research objectives

The research intends to fulfill following objectives:

- To investigate the level of Emotional Intelligence of the head of the departments of the universities.
- To determine and describe the employees productivity at the work place.
- To establish the relationship between the leader's (head of the departments) Emotional Intelligence and the employees' productivity.
- To the conduct comparative analysis of the two public sector universities which will be selected for the purpose of our research.

Research hypotheses

Main Hypothesis: There exists significant relationship between emotional intelligence of the head of the department and employees' productivity.

Sub-Hypotheses:

- H1: There exists significant relationship between self-awareness of the head of department and employees' productivity.
- H2: There exists significant relationship between self-management of the head of department and employees' productivity.
- H3: There exists significant relationship between self-motivation of the head of department and employees' productivity.
- H4: There exists significant relationship between social-awareness of the head of department and employees' productivity.
- H5: There exists significant relationship between relationship-management of the head of department and employees' productivity.

Scope of research & research questions

The scope of research would be limited to the head of departments of different public sector universities and application of the Big Five factors of the EI on the employees' productivity in order to determine the intensity of each factor of EI. Therefore, the research would attempt to seek the answers of the following questions:

- What is the impact of the emotional intelligence of head of departments of public sector universities on their employees' productivity?
- What is the impact of self-awareness of the head of department on the employees' productivity?
- What is the impact of self-management of the head of department on the employees' productivity?
- What is the impact of self-motivation of the head of department on the employees' productivity?
- What is the impact of social awareness of the head of department on the employees' productivity?
- What is the impact of relationship management of the head of department on the employees' productivity?

Method

The research is descriptive as well as causal in nature. Initially the research had attempted to describe the prevailing level of EI amongst the sampled management and productivity of employees/ organization or department under focus of the research. Lately the research had established the causal relationship amongst the Level of EI and the productivity. At the end a comparative analyses between two public sector universities had been drawn in this regard. This research study was based on the primary as well as secondary data. It contains primary data as interviews had been conducted with the heads of the departments and from the employees through questionnaire. This research is a blend of quantitative and qualitative in its approach.

Population & Sample Plan

The population for this study was the two public sector universities in Peshawar i.e. University of Peshawar and Islamia College Peshawar. In order to achieve reliability of comparative analyses amongst the two, the research included only those departments in its working population which were commonly held in both of the institutions. Hence the sample frame of the working population comes as follows:

Table 1

Departments of Peshawar University	Departments of Islamia College University
Department of Physics	Department of Physics
Department of Mathematics	Department of Mathematics
Department of Statistics	Department of Statistics
Department of Chemistry	Department of Chemistry
Department of Theology	Department of Theology
Department of Botany	Department of Botany
Department of Zoology	Department of Zoology
Department of Management Sciences	Department of Management Sciences
Department of Pushto	Department of Pushto
Department of Arabic	Department of Arabic
Department of Urdu	Department of Urdu
Department of English	Department of English
Department of Economics	Department of Economics
Department of Political Science	Department of Political Science

Sample Size: The study had the 30% sample size of these departments for the research.

Sampling Technique: We had used the Simple Random Probability Sampling.

Sample: After applying the simple random sampling technique on the working population, the resulting sample equals to 30 % was found as follow:

Table 2

Departments of Peshawar University	Departments of Islamia College University
Department of Statistics	Department of Statistics
Department of Management Sciences	Department of Management Sciences
Department of English	Department of English
Department of Economics	Department of Economics
Department of Political Science	Department of Political Science

Data Analyses

The data collected from questionnaires through field survey of Peshawar University and Islamia College University Peshawar. The researcher distributed 95 Questionnaire among different departments of Peshawar University and Islamia College University Peshawar, and got feedback of 90 respondents, in which 54 respondents were from Peshawar University, and the remaining 36 were from Islamia college university Peshawar.

The research involved the three different types of analyses such as; descriptive analyses followed by statistical analysis by applying regression and correlation through SPSS in order to establish relationship between the dependent and independent variables. At the end, comparative analysis between the both universities outcome had been carried out.

The research model which the research intended to apply in case of regression analyses is as follow:

$$\text{Emp.Prod} = \alpha + \beta \text{E.I} + \mu$$

Where

α stands for intercept coefficient

β stands for slope coefficient

Emp.Prod stands for Employees Productivity

$\beta \text{E.I}$ stands for Emotional intelligence.

$$\text{Emp.Prod} = \alpha + \beta \text{S.A} + \beta \text{S.MGT} + \beta \text{S.MOT} + \beta \text{S.AWR} + \beta \text{R.M} + \mu$$

Where

α stands for intercept coefficient

β stands for slope coefficient

Emp.Prod stands for Employees Productivity

$\beta \text{S.A}$ stands for Self Awareness

$\beta \text{S.MGT}$ stands for Self-management

$\beta \text{S.MOT}$ stands for Self-Motivation.

$\beta \text{S.AWR}$ stands for Social Awareness

$\beta \text{R.M}$ stands for Relationship Management.

Table 3: Descriptive Statistics

	Frequency #	Percentage %
Faculty Of University Of Peshawar		
Department of Statistics		
Professor	1	14
Associate professor	2	29
Assistant professor	3	43
Lecturer	1	14
Total	7	100
Department of Political Science		
Professor	4	40
Associate professor	0	0
Assistant professor	4	40
Lecturer	2	20
Total	10	100

Department of Economics		
Professor	3	27
Associate professor	3	27
Assistant professor	2	18
Lecturer	3	27
Total	11	100
Department of English		
Professor	3	33
Associate professor	2	22
Assistant professor	0	0
Lecturer	4	44
Total	9	100
Department of Mgt. Science		
Professor	3	18
Associate professor	0	0
Assistant professor	5	29
Lecturer	9	53
Total	17	100
Faculty of Islamia College Peshawar		
Department of Statistics		
Professor	1	14
Associate professor	0	0
Assistant professor	2	29
Lecturer	4	57
Total	7	100
Department of political science		
Professor	0	0
Associate professor	0	0
Assistant professor	2	67
Lecturer	1	33
Total	3	100
Department of Economics		
Professor	0	0
Associate professor	1	33
Assistant professor	0	0
Lecturer	2	67
Total	3	100
Department of English		
Professor	1	6
Associate professor	0	0
Assistant professor	4	22

Lecturer	13	72
Total	18	100
Department of Mag. Science		
Professor	0	0
Associate professor	1	20
Assistant professor	1	20
Lecturer	3	60
Total	5	100

Findings

- By comparative analysis of two public sectors Universities, Peshawar University and Islamia College University Peshawar, the emotional intelligence has greatly impacted employee performance, productivity and satisfaction. Peshawar University employees are looking more satisfied in contrast to Islamia College University employees.
- The employees of Peshawar University seem to be more satisfied, by getting more regards from their Head of department, as compared to Islamia College University.
- By the impact of EI, the employees of Peshawar are more satisfied by getting more and more promotion opportunities, as compared to Islamia College University, so this factor will improve their productivity also.
- Most of the respondents of Peshawar University argued that their job is appealing and so this shows that they are more satisfied and will be more committed to their job, as compared to Islamia college university Peshawar.
- Most of the respondents of Peshawar university feel satisfied with their working environment, which show contentment and dedication to their job, while employees of Islamia College University lack the feeling of satisfaction with respect to providing a proper working environment.
- The findings show that head of the departments of Peshawar University are far fairer as compared to Islamia College University, which encourages a feeling of satisfaction and productivity among the employees.
- This shows the satisfaction of Peshawar university employees, that they feel pride in their job, while Islamia college satisfaction ratio is less than Peshawar University.
- The EI has greatly impact on Peshawar university employee that they never engaged in any kind of conflict within organization, this show cohesiveness amongst employee, and encourage to do best efforts for their organization.

- Most of the employee of Peshawar University showed that they are achieving their objectives in their best way, which leads to employee satisfaction and more productivity.

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