

DOES EMOTIONAL INTELLIGENCE REALLY IMPACT EMPLOYEE JOB SATISFACTION? AN EXPERIENCE FROM RESOURCES AND ENERGY SECTOR IN BHUTAN

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ABSTRACT

To identify the relationship between emotional intelligence and job satisfaction as the main issue for employees of Resources and Energy Sector in Bhutan in the new competitive market, a quantitative study was undertaken by the above mentioned two research workers. A total of 110 questionnaires were administered to the employees of Resources and Energy Sector in Bhutan and 101 employees responded to the questionnaire showing the response rate of 91.82%. Thus, this research presents the analysis based on the opinions of these 101 respondents. The data collected were processed using SPSS software and accordingly Correlation, Regression and Beta Analysis, ANOVA and Post Hoc Tests were performed to arrive at the required results.

The insights obtained from the analysis of the data revealed that emotional intelligence and job satisfaction of employees are positively correlated and also the factors which affect emotional intelligence affect job satisfaction as well. As per Pearson's correlation, regressions, ANOVA and Post Hoc tests, the extent of influence emotional intelligence has on job satisfaction is "*Job Satisfaction = 1.754 (Constant) + .556 (Slope) * emotional quotient*". The stepwise regression revealed that self-awareness (variable of emotional intelligence) is the most significant factor predicting employee job satisfaction as compared to other variables of emotional intelligence and the extent of influence is "*Job Satisfaction = 1.901 (Constant) + .506 (Slope) * self-awareness*".

The results of one way ANOVA and Post-Hoc tests revealed that employees in different age groups have different levels of emotional quotients and lower the age, lower is the emotional intelligence; higher the age, higher the emotional intelligence. The analysis also revealed that there is significant difference in level of job satisfaction of employees belonging to different age group, especially when the difference in the age group is large. The observations and analysis also revealed that employees belonging to lower age bracket have comparatively low level job satisfaction as compared to those belonging to higher age bracket. It is also found that academic qualifications of the employees cause variation in the level of emotional intelligence and job satisfaction among the employees of Resources and Energy Sector in Bhutan and of course, the variation becomes more prominent when the differences in educational level are high among employees.

Keywords: Emotional Intelligence, Job Satisfaction, Self-Awareness, Emotional Resilience, Conscientiousness.

INTRODUCTION

The concept of emotions and intelligence has been debated throughout the history, every individual possess both but the level of use differ from person to person (Mustafa & Amjad, 2018; Carmeli, (2003) stated in (Mustafa & Amjad, 2017). Prior to 1990s, the concept of EI got very little attention and the main focus of researchers was on the significance of cognitive intelligence for obtaining workplace goal achievement. However, in the present scenario due to cut throat competition, stretched goals, cultural differences among the diverse workforce and imbalanced work life have led to increasing levels of stress in employees, thereby gaining the attention of the researchers. Trivellas et al. (2017) had confirmed the existence of strong association between emotional intelligence and turnover intention as well as significant relationship between job satisfaction and turnover intention.

Job satisfaction has greater role to play in today's business successes. Organizations look for talented people and it has become a must to keep them satisfied so that they are retained as a team of highly enlightened and committed employees. Organizations have realized that employee job satisfaction is the most essential element to increase customer satisfaction and keep their business running as competition is getting more intense at domestic as well as global level. Dissatisfied employees spread their problems to their workmates and word of mouth do a lot of harm to the organization.

Today's organizations must work towards developing emotional intelligence in their employees so as to improve their performance through increased job satisfaction. Emotional Intelligence (EI) would enable employees to be self-aware, especially in the professional front. Further, it helps to regulate (self-regulation) their own emotions that has far reaching impact on their performance in the organization. It also motivates the employees for higher contribution and commitment to the organization. Last, but not the least, emotional intelligence helps employees to have empathy and enhances their social skills in pursuit of their engagement in the organization. The overall impact of having emotional intelligence in employees is better performance on the part of employees, organizational effectiveness and employee job satisfaction leading to higher level of commitment and of course better customer service in general.

Resources and Energy Sector in Bhutan

The study mentioned hereunder was conducted in Resources and Energy Sector in Bhutan which manages and controls public resources such as water, forests, minerals, etc. and makes these resources available, accessible and affordable to the Bhutanese and support government's efforts of sustainable economic development. However, these resources are to be managed keeping in mind the constitutional mandates of maintaining at least 60% forest cover for all times besides respecting and complying with relevant provisions of nature conservation rules and environmental preservation rules in the country.

Scope of Study

The 'Emotional Intelligence and its Impact on Employee Job Satisfaction' is highly debated subject and therefore, it literally comprises of numerous facets of emotional intelligence. In line to this fact, this research will focus on the main attributes and facets of emotional intelligence. In particular, the study will focus on how the emotional intelligence will help

increasing job satisfaction followed by a study on how to develop emotional intelligence with a view to increasing job satisfaction. This study intends to study on the subject matter for all employees of Resources and Energy Sector in Bhutan. The primary data are collected from the employees working in the company in its HQ in Thimphu and its Regional Offices spread across the country and the secondary data would include information collected through literature reviews, journals and company's websites.

Problem Definition/Statement

With the liberalization of the Bhutanese economy and globalization setting in, dependence of an organization on its human resources for its success and sustainability has reached a new height. However, organizations today are inflicted with numerous problems such as absenteeism, high employee turnover, decreased productivity etc. which may have their roots in the negative emotions in the organization which authorities might have overlooked. If negative emotions are not recognized and given due consideration, it can result in lower productivity, absenteeism, high employee turnover, lack of motivation, increased conflicts, loss of team spirit, loss of faith in organization, reduction in production quality, increase in customer complaints and thus can become toxic in the organization.

The importance of emotional intelligence in Resources and Energy Sector in Bhutan is nothing different from the situations described above. With the multinational companies entering Bhutan and Bhutanese companies expanding rapidly over the last decade and stiff competition creeping in, the tenacity of the employees to leave the organization to those companies which offer better package has become very common these days.

Therefore, the study intends to give an insight into emotional intelligence and employee job satisfaction at Resources and Energy Sector in Bhutan and to determine whether emotional intelligence plays a significant role in job satisfaction of the employees. This study further seeks to discover whether the two constructs, emotional intelligence and job satisfaction of employees are positively correlated for the purpose of providing further information on employee retention.

Identification of Research Gap

Numerous studies have been conducted on emotional intelligence (Nilson, 2003; Contessa et al., 2005; Jahanbakhsh, 2012; Orhun, 2012) both in western and in Indian context. However, there is lack of researches involving both emotional intelligence and their effects on job satisfaction in the Republic of Bhutan. It should also be noted that not much studies have extensively covered the relationship between emotional intelligence and the job satisfaction of the employees of an organization, especially in the Bhutanese context. Further, there was still some scope to study the degree of impact on employee job satisfaction through the components of Emotional Intelligence (EI) and other components like leadership, work environment, position and status and perks and benefits. Also, there are limited studies conducted to study the factors affecting emotional intelligence which ultimately affects the job satisfaction level of the employees in Resources and Energy Sector in Bhutan. Thus, the trigger for the present study comes from the following two factors: (1) In the Republic of Bhutan there are only limited studies conducted in the field of emotional intelligence and job satisfaction. (2) In a government department like Resources and Energy Sector, no study has been taken up in the field of the aforesaid variables. This gap identification was the major trigger for taking up such a study in a government department.

As such, a comparative analysis shall be presented through various statistical analysis and numerical demonstrations. The research gap has been duly identified through review of literature on the subject matter which is presented below:

LITERATURE REVIEW

Various research journals and articles have been extensively studied/referred and reviewed regarding the subject matter of the proposed study. Those studies are presented year wise from oldest to the latest (2010 - 2018).

Chirayath & Abraham (2010) in their study conducted on officers of Kerala co-operative milk marketing federation Ltd., found out that emotional intelligence is definitely a predictor variable of occupational self-efficacy. Wiley & Sons, Ltd. (2010) investigated the relationship between the gender composition of an employee's work group and the employee's job satisfaction, using a random sample over 1600 U.S. workers. The results and findings showed that the level of an employee's job satisfaction is related to the gender composition of the employee's work group and that the relationship of these variables does not differ between male and female employees. McClelland (2010) studied about emotional intelligence and employee performance in 30 companies and found that higher EI scores differentiated the top performers from average ones. The study conducted by Hay Group (2010) found that there is great deal of research that links emotional intelligence with individual performance and organizational productivity. James (2010) explored the emotion work of leadership, which was defined, as the need to manage one's own emotions and to influence the emotions of others. Research carried out by Schneider (2011) found that whatever kind of organization we run, a primary measure of success would be the way our customers perceive us. Our organization's ability to attract and retain customers requires far more than customer satisfaction. The study also reported that in order to create loyal customers, organizations must endeavor for "*customer delight*". In this light, the emotional intelligence is at the core of relationships, and a sales maxim is that "*relationships are everything*". Matthews et al., (2011) found that the primary reason people leave a job is relationship based and as we know, the basic foundation of relationship spurts from our self-awareness, self-regulation, motivation, empathy etc. Timson (2012) observed that it is one emotion that is purely up to the individual to define and identify for herself. For workplace leaders, this knowledge can be very useful in maintaining high levels of employee satisfaction within one's entity. Kunnanatt (2012) investigated importance of EI in multinational corporations and the world's giant industrial groups are realizing that emotions play an equally important role as intelligence in enhancing employee performance. Weis & Arnesen (2012) evaluated that interest in emotional intelligence (EQ) has grown exponentially over the past decade. Growing along with that popularity is a demand for management training programs and graduate business courses that help clients and students enhance their EQ awareness and behaviors. Krishnaveni & Deepa (2013) focused upon use of EI for gaining competitive advantage. Elizebeth & Chirayath (2013) opined that emotional intelligence impacts learning styles. This was evident in their study on effect of emotional intelligence on learning styles of management students. Deepa (2014) in her study analyzed that Emotional intelligence (EI), which is the ability to manage one's own and others' emotions appropriately, has caught the attention of researchers in recent times. Moradi & Ardahaey (2014) investigated the relation between emotional intelligence and organizational commitment. Saddam (2015) investigated the effect of demographic factors on EI like Age, Education, Job tenure, Gender and Marital Status and the level of Emotional Intelligence which leads to

organizational performance among male and female employees. Singh (2015) opined that emotional intelligence has become so popular in the management literature that it has become imperative to understand and leverage it for the sake of enhancing the capacity of human capital in organizations. The purpose of the study conducted by Cherniss et al (2015) was to evaluate the effectiveness of an EI leadership development program. Krishnaveni (2016) discussed that today's workplace is dynamic in nature and is characterized by time deadlines, cross-cultural teams, work pressures and work-family conflicts, which in turn result in a highly stressed workforce. These factors have negative impact on the wellbeing of employees and the effectiveness of an organization. Ameriks et al., (2018) in their study highlights that those high in EI were somewhat more conservative and less aggressive in risk taking than those low in EI.

Theoretical Basis of the Study

According to Goleman (1996), emotional intelligence matters more than cognitive intelligence in determining an individual's success in life, no doubt, success in life encompasses success in one's work life as well. Goleman (1996) defined emotional intelligence as the capability "*which includes self-control, passion as well as diligence and the ability to motivate oneself*". His model of emotional intelligence comprises of the following factors: (1) knowing one's emotions; (2) managing emotions; (3) motivating oneself; (4) recognizing emotions in others and (5) handling relationships. According to Mayer & Salovey (1997), emotional intelligence is the capacity of an individual to monitor one's own and others' feelings and emotions to guide one's thinking and actions. The theoretical basis of job satisfaction for the current study is the two factor theory of Herzberg (1959). He identified the primary causes of job satisfaction and job dissatisfaction and argued that hygiene factors are the causes of job dissatisfaction.

Methodology of Study

The methodology part of the study includes among others the conceptual framework in particular besides objectives and detailed research design. It stresses on how the participants are selected and procedure followed to gather data to explore the research problem and how the ethical considerations and confidentiality aspects were addressed. It also discussed the measuring instruments used to gather the data and the statistical technique utilized for the data analysis.

Objectives of Study

The study under the given topic primarily aims at assessing the significance of emotional intelligence at different levels of employees and explores how it impacts the employee job satisfaction in the organization. It also tries to explain the relationship between the variables influencing emotional intelligence and job satisfaction. The following are the specific objectives of the study:

1. To develop a comprehensive knowledge on significance of emotional intelligence among the employees of Resources and Energy Sector in Bhutan and its impact on job satisfaction for organizational effectiveness.
2. To study the relationship between the components of emotional intelligence and job satisfaction of employees.
3. To assess the difference in the level of impact on the employee job satisfaction through variables related to EI and other job related variables.

4. To find out whether demographics of employees have any impact on their emotional intelligence and corresponding job satisfaction level in the organization.

Research Framework (conceptual framework)

The research, which intends to study the degree of impact on the job satisfaction of employees through components of Emotional Intelligence and by those general organizational elements are presented diagrammatically below. It takes into consideration all the factors affecting the emotional intelligence and also the factors affecting job satisfaction. These factors are being considered through thorough review of relevant literature.

Research Questions

Based on the conceptual framework, the following research questions were asked which led the researcher to frame the hypotheses for the purpose of applying quantitative technics to make the findings and conclusions precise. They are as follows:

1. Is there any correlation between emotional intelligence and job satisfaction of employees of Resources and Energy Sector in Bhutan?
2. Are employees of Resources and Energy Sector in Bhutan satisfied in their jobs on the basis of influence by those components of organizational factors of motivation?
3. Are the employees of Resources and Energy Sector in Bhutan satisfied in their jobs on the basis of influence of those components of emotional intelligence?
4. Is there is positive relationship between employees' emotional resilience and their job satisfaction.
5. Is there any positive relationship between employees' self-awareness and their job satisfaction
6. Is there any positive relationship between employees' emotional resilience and their job satisfaction?
7. Is there any direct relationship between employees' motivation and their job satisfaction?
8. Is there any positive relationship between employees' inter-personal sensitivity and their job satisfaction?
9. Is there any positive relationship between employees' ability to influence and employee job satisfaction?
10. Is there any positive relationship between employees' ability to influence and employee job satisfaction?
11. Is there any direct relationship between employees' intuitiveness and their job satisfaction?
12. Is there any positive relationship between employees' conscientiousness and their job satisfaction?
13. Is there any difference between male and female employees on the basis of their levels of emotional intelligence and job satisfaction?
14. Is there any difference among different age groups based on their levels of emotional intelligence and job satisfaction?
15. Is there any association between levels of education of employees and their levels of emotional intelligence and job satisfaction?

Research Type and Data Collection Methods

This study is descriptive and explanatory in nature; it explains the relationship between the emotional intelligence and the job satisfaction. The research is deductive in approach as the research objectives and questions are addressed through testing a number of hypotheses. Also, the research aims to find out whether demographics of employees have impact on their emotional intelligence and job satisfaction level.

The secondary data were obtained through scanning the available literature, and primary data were obtained through administering questionnaires. Data were processed and analyzed using SPSS and Excel Sheet.

Measures and Variables Description

Except the nominal data, the measurements are based on the five point Likert scale for 1 being the Strongly Disagree, 2 being Disagree, 3 being Neutral, 4 being Agree and 5 being the Strongly Agree on the given statements.

1. *Dependent Variables* – Employee Job Satisfaction
2. *Independent Variables* – Emotional Intelligence.

These are bifurcated into two parts – those grouped under components forming Emotional Intelligence (such as self-awareness, emotional resilience, motivation, interpersonal sensitivity, influence and intuitiveness) and those general elements that lead to employee motivation (such as position status, leadership, supervision, co-worker relationship, job responsibility, salary and rewards system, training & development, work-life balance and work environment).

The achievement of employee job satisfaction (as dependent variable) is presumed to be influenced by a number of independent variables as identified above. As an overall measure, the relationship between EI components and those of other general elements leading to employees' job satisfaction are also being influenced by those moderating variables such as gender, age and qualification of employees (respondents).

Further, factor analysis has been done while validating the reliability of the questionnaire for the following details: Cronbach's Alpha, KMO, Communalities, Eigen value, Varimax

Primary Data Requirement & Collection

The primary data were obtained from the employees of Resources and Energy Sector in Bhutan through administration of printed, structured questionnaires, which were developed and validated by the researchers.

The researchers drafted a questionnaire consisting of three sections (A, B and C); section A focuses on the variables of emotional intelligence, section B focuses on job satisfaction and section C focuses on demographic information. The questionnaire contains a total of 47 questions, out of which 43 are of multiple type questions based on Likert Scale Model and the 4 remaining questions are of nominal scale related to the demographic information. The questionnaires are set after considering the convenience of respondents and the researchers. The questions are set based on the variables identified from the literature review on emotional intelligence and employee satisfaction.

The detail of the questionnaire is given below:

Section A: Factors affecting the Emotional Intelligence: This question is further categorized into seven parts which ask questions related to various facet of job related emotional intelligence.

Part I: Self Awareness: This part of the questionnaire consists of questions asking about the respondent's awareness regarding the state of his emotions and its impact.

Part II: Emotional Resilience: This part asks the respondents regarding their emotional flexibility, toughness and assertiveness.

Part III: Motivation: This part of the questionnaire consists of questions asking the respondents regarding their satisfaction with regard to their motivation level.

Part IV: Inter-personal sensitivity: This part asks the respondent regarding their ability to understand other's view and make collective decisions.

Part V: Influence: This part asks the respondent about their ability to influence and persuade.

Part VI: Intuitiveness: This part of the questionnaire asks the respondent regarding their ability to make judgment and decisions.

Part VII: Conscientiousness: This part asks about the industriousness of the respondents.

Section B: Job Satisfaction: This section ask about the employee’s job satisfaction working at Resources and Energy Sector in Bhutan covering issues on position status, leadership, supervision, co-worker relationship, job responsibilities, salary, reward system, training and development opportunities, work-family life balance and working environment.

Section C: Demography: This part of the questionnaire consists of questions asking about the respondents’ general information such as gender, age and education level. The demographic information was necessary to study whether the satisfaction level differs when employees are segmented demographically

Validity and Reliability of the Questions

The reliability of the questions was tested using Cronbach’s alpha in SPSS. The abstract of the reliability test from the SPSS is as given below which clearly shows that the questionnaire is reliable:

Cronbach's Alpha	No. of Items
0.911	47

Target Population/Respondents

All employees of Resources and Energy Sector in Bhutan and those employees of nearby Regional Offices, except those on daily wages (temporary employees) are considered as the target population for the purpose of the study. According to the Annual Report of Resources and Energy Sector in Bhutan, the entity had 360 regular employees spread across various parts of Bhutan. However, just more than hundred employees have been surveyed due consideration of limited time and resources for carrying out the study in the subject matter.

Sample Design, Sampling Method and Sample Size

Since it is a descriptive/diagnostic study, purposive sampling method is chosen in this research to obtain the data from the employees. The questionnaires were administered to employees of Resources and Energy sector in Bhutan. The employees consist of positions ranging from Assistant Managerial to Managerial and Sr. Managerial to Executive and Specialist level in the entity. Of the 110 printed questionnaires distributed, 101 employees responded to the questionnaire. The response rate therefore is just 91.82% and this research was based on the opinions of these 101 respondents.

Sampling Adequacy Test and Statistical Analysis

It was felt that the sampling adequacy test for the research was necessary as the researchers managed to get just the required size of samples. The sampling adequacy was tested using KMO and Bartlett’s Test in SPSS. It is a general rule that, the sample is adequate if the value of KMO

is more than 0.5. The result of sampling adequacy test given below shows that the sample has been adequate:

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.756
Bartlett's Test of Sphericity	Approx. Chi-Square	2.015E3
	Df	903
	Sig.	0.000

In the above case, the KMO value stands at .756 and therefore, it is to state that the sample size of 101 employees is adequate for research analysis.

Data Analysis, Findings & Interpretations

Analysis Part I - Hypotheses Testing

Correlation between overall Emotional Intelligence and Employee Job Satisfaction

Ha: There is positive correlation between emotional intelligence and job satisfaction

Pearson bivariate coefficient of correlation show that there is positive correlation between the emotional intelligence and job satisfaction; and it is 0.453 at a significance level of 0.000 Or 0.0%. This indicates that there is a direct relationship between the emotional intelligence and job satisfaction, however, its coefficient 0.453 shows that the correlation is moderate (Table 4.3). The very significance level of this moderate coefficient of correlation shows that the correlation is significant.

		Emotional intelligence	Job satisfaction
Emotional intelligence	Pearson Correlation	1	.453
	Sig. (2-tailed)		.000
	N	101	101
Job satisfaction	Pearson Correlation	.453	1
	Sig. (2-tailed)	.000	
	N	101	101

The value 0.453 of the correlation coefficient between emotional intelligence and job satisfaction states that 45.3 % of change in the dependent variable (i.e. the job satisfaction) is caused by changes in the level of degree of those components of Emotional Intelligence. The rest of the change in the difference of values, i.e. 54.7% (54.7=100-45.3) is caused by other factors

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
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1	.453 ^a	.205	.197	.55087
a. Predictors: (Constant), Emotional intelligence				

The value of R Square 0.205, on the other hand, states that for this change only 20.5% of the data are accounted Table 4.

As the values of R .453(45.30%) and R square 0.205 (20.5%) are less than 0.60 (60%), the independent variable emotional intelligence moderately influences the dependent variable, job satisfaction. The standard error of the estimate 0.55087 specifies normal scatter of the data and improvise the strength of the conclusion.

The analysis of variance (ANOVA) (Table 5) further explains the relationship between the independent and dependent variables. As in the ANOVA table the value of F,i.e25.523 is much larger than the value of significance, 0.00, also means, it is not true that there is no correlation between the dependent and independent variables. In other words, there is correlation between emotional intelligence and job satisfaction.

Model		Sum of Squares	Df	Mean Square	F	Sig
1	Regression	7.745	1	7.745	25.523	0.000 ^a
	Residual	30.043	99	0.303		
	Total	37.788	100			
a. Predictors: (Constant):Emotional intelligence						
b. Dependent Variable: Job Satisfaction						

Analysis Part II: The Emotional Intelligence – Job Satisfaction Relationship Model

The equation below shows a value of B, 1.754 as the constant and the slope as 0.556. Hence we can derive the model as given below:

Job Satisfaction = 1.754 (Constant) + .556 (Slope) * emotional quotient

According to this model, an employee having an emotional quotient of 4 will have job satisfaction level score of 3.978 (1.754+0.556*4). Hence, in Resources and Energy Sector in Bhutan, emotional intelligence plays an important role in determining the job satisfaction of the employees.

Analysis Part 111: Testing of Sub Hypotheses

		Job_Satisf action	Self-Awar eness	Emot ional Resili ence	Motiv ation	Inter _ Perso nal_	Influ ence	Intuiti veness	Conscient iousness
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						Sensit ivity			
Job_ Satisfaction	Pearson Correlation	1.000	0.518	0.365	0.339	0.385	0.270	0.217	0.258
	Sig. (2-tailed)		0.000	0.000	0.001	0.000	0.006	0.029	0.009
	N	101.000	101.000	101.000	101.000	101.000	101.000	101.000	101.000
Self-Awareness	Pearson Correlation	0.518	1.000	0.521	0.470	0.468	0.494	0.321	0.374
	Sig. (2-tailed)	0.000		0.000	0.000	0.000	0.000	0.001	0.000
	N	101.000	101.000	101.000	101.000	101.000	101.000	101.000	101.000
Emotional Resilience	Pearson Correlation	0.365	0.521	1.000	0.708	0.462	0.446	0.529	0.461
	Sig. (2-tailed)	0.000	0.000		0.000	0.000	0.000	0.000	0.000
	N	101.000	101.000	101.000	101.000	101.000	101.000	101.000	101.000
Motivation	Pearson Correlation	0.339	0.470	0.708	1.000	0.493	0.590	0.447	0.514
	Sig. (2-tailed)	0.001	0.000	0.000		0.000	0.000	0.000	0.000
	N	101.000	101.000	101.000	101.000	101.000	101.000	101.000	101.000
Inter Personal Sensitivity	Pearson Correlation	0.385	0.468	0.462	0.493	1.000	0.457	0.242	0.469
	Sig. (2-tailed)	0.000	0.000	0.000	0.000		0.000	0.015	0.000
	N	101.000	101.000	101.000	101.000	101.000	101.000	101.000	101.000
Influence	Pearson Correlation	0.270	0.494	0.446	0.590	0.457	1.000	0.537	0.610
	Sig. (2-tailed)	0.006	0.000	0.000	0.000	0.000		0.000	0.000
	N	101.000	101.000	101.000	101.000	101.000	101.000	101.000	101.000

Intuitiveness	Pearson Correlation	0.217	0.321	0.529	0.447	0.242	0.537	1.000	0.425
	Sig. (2-tailed)	0.029	0.001	0.000	0.000	0.015	0.000		0.000
	N	101.000	101.000	101.000	101.000	101.000	101.000	101.000	101.000
Conscientiousness	Pearson Correlation	0.258	0.374	0.461	0.514	0.469	0.610	0.425	1.000
	Sig. (2-tailed)	0.009	0.000	0.000	0.000	0.000	0.000	0.000	
	N	101.000	101.000	101.000	101.000	101.000	101.000	101.000	101.000

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

Based on the results shown in Table 6, the sub-hypotheses (Ha1 – Ha7) which states that there is positive correlation between the various components of emotional intelligence namely, self-awareness (P<.01; r=.518), emotional resilience (P<.01; r=.365), motivation(P<.01:r=.339), interpersonal sensitivity (P<.01; r=.385), ability to influence (P<.01; r=.270), intuitiveness (P<.01; r=.217), conscientiousness (P<.01; r=.258)and job satisfaction, is accepted.

Analysis Part 1V: Identifying the Most Significant Predictor of Job Satisfaction

As Pearson correlation analysis revealed the existence of correlation between retention and each variable identified above, stepwise regression was carried out to find out which of the particular independent variable is the most significant predictor of job satisfaction (dependent variable), over and above other independent variables.

The result of regression analysis in the following three tables indicates that self-awareness (ability to recognize emotion, manage anger, knowing impact of moods, ability to express emotions, and being aware of the situations which create negative thoughts) is the single most significant predictor (Beta =.518, P<.05 Model 1) of employee job satisfaction.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.518 ^a	.268	.260	.52863

a. Predictors: (Constant), Self-Awareness

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	10.123	1	10.123	36.224	.000 ^a
	Residual	27.665	99	.279		

Total	37.788	100			
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- a. Predictors: (Constant), Self-Awareness
b. Dependent Variable: Job Satisfaction

Table 9: Coefficients (Regression Analysis)

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Correlations		
	B	Std. Error	Beta			Zero-order	Partial	Part
1 (Constant)	1.901	.285		6.680	.000			
Self-awareness	.506	.084	.518	6.019	.000	.518	.518	.518

a. Dependent Variable: Job Satisfaction

The Table 9 shows the value of B=1.901 as the constant and the slope as 0.506. Hence we can derive the model as given below:

$$\text{Job Satisfaction} = 1.901 (\text{Constant}) + .506 (\text{Slope}) * \text{self-awareness score}$$

According to this model, an employee having a self-awareness score of 4 in the Likert scale will have job satisfaction level score of 3.925 (1.901+0.506*4). Hence, in NRDCCL Company, emotional intelligence plays important role in determining the job satisfaction the employees.

Hence from the findings from the above analysis, we can conclude that self-awareness which is a variable affecting emotional intelligence is also the main determinant of employee job satisfaction in the company.

Analysis of different level of satisfaction when segmented demographically

A one-way analysis of variance was conducted to find out if there is any difference in the level of emotional quotient and job satisfaction when employees are segmented based on their gender, age and level of education.

H_{2.1}: Male and female employees have different level of emotional intelligence and job satisfaction

A one-way ANOVA was conducted taking overall emotional intelligence and job satisfaction as the dependent variable and gender as a factor to find out if gender is one of the possible causes of variation in emotional intelligence level and job satisfaction level in resources and energy sector.

Table 10: One- way ANOVA for Gender

		Sum of Squares	Df	Mean Square	F	Sig.
Emotional intelligence	Between Groups	.019	1	.019	.075	.785
	Within Groups	25.025	99	.253		
	Total	25.043	100			
Job Satisfaction	Between Groups	.001	1	.001	.004	.952
	Within Groups	37.786	99	.382		
	Total	37.788	100			

The ANOVA result shown in Table 10 is not significant ($P > .05$), which means male and female do not have significant differences in their level of emotional intelligence and level of job satisfaction. Therefore it can be concluded that gender do not cause variation in emotional intelligence level and job satisfaction level and hypothesis ($H_{2.1}$) is not supported.

H_{2.2}: Employees of different age groups have different level of emotional intelligence and job satisfaction.

A one-way analysis of variance was conducted to find out if age could be one of the causes of variation in the level of emotional intelligence and job satisfaction for employees of Resources and Energy Sector in Bhutan.

Table 11 One-way ANOVA for Age

		Sum of Squares	Df	Mean Square	F	Sig.
Emotional intelligence	Between Groups	.019	1	.019	.064	.675
	Within Groups	24.025	99	.263		
	Total	24.043	100			
Job Satisfaction	Between Groups	.001	1	.001	.005	.859
	Within Groups	36.786	99	.472		
	Total	36.788	100			

The ANOVA test is significant ($P < .05$) as shown in Table 11, which means that there are differences in the level of emotional intelligence and job satisfaction amongst the employees of different age group. Thus, hypothesis ($H_{2.2}$) is supported.

This means, age is one of the possible causes for variation in the level of emotional intelligence and level of job satisfaction among the employees of Resources and Energy Sector in Bhutan. Since ANOVA result was significant, Post-Hoc (Tukey HSD) test was conducted for multiple comparisons as given below.

Table 12: Post-Hoc Test (Tukey HSD) multiple comparisons (Age)

Dependent Variable	(I) Age	(J) Age	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
						Lower Bound	Upper Bound
Emotional intelligence	18-29	30-39	-0.62875	0.09273	0.000	-0.8128	-0.4447
		40-45	-0.90000	0.10252	0.000	-1.1035	-0.6965
		46 and above	-1.13235	0.11170	0.000	-1.3540	-0.9107
	30-39	18-29	0.62875	0.09273	0.000	0.4447	0.8128
		40-45	-0.27125	0.08743	0.003	-0.4448	-0.0977
		46 and above	-0.50360	0.09803	0.000	-0.6982	-0.3090
	40-45	18-29	0.90000	0.10252	0.000	0.6965	1.1035
		30-39	0.27125	0.08743	0.003	0.0977	0.4448
		46 and above	-0.23235	0.10734	0.033	-0.4454	-0.0193
	46 and above	18-29	1.13235	0.11170	0.000	0.9107	1.3540

	above	30-39	0.50360	0.09803	0.000	0.3090	0.6982
		40-45	0.23235	0.10734	0.033	0.0193	0.4454
Job_ Satisfaction	18-29	30-39	-0.48000	0.15909	0.003	-0.7957	-0.1643
		40-45	-0.58333	0.17588	0.001	-0.9324	-0.2343
		46 and above	-0.63235	0.19163	0.001	-1.0127	-0.2520
	30-39	18-29	0.48000	0.15909	0.003	0.1643	0.7957
		40-45	-0.10333	0.14999	0.493	-0.4010	0.1944
		46 and above	-0.15235	0.16818	0.367	-0.4862	0.1814
	40-45	18-29	0.58333	0.17588	0.001	0.2343	0.9324
		30-39	0.10333	0.14999	0.493	-0.1944	0.4010
		46 and above	-0.04902	0.18415	0.791	-0.4145	0.3165
	46 and above	18-29	0.63235	0.19163	0.001	0.2520	1.0127
		30-39	0.15235	0.16818	0.367	-0.1814	0.4862
		40-45	0.04902	0.18415	0.791	-0.3165	0.4145

*. The mean difference is significant at the 0.05 level.

The result of the Post-Hoc test as reflected in Table 12 reveals that there is significant difference in level of emotional intelligence of employees belonging to age group 18-29 from employees belonging to age group 30-39 ($p < .05$) = .000, age group 40-45 ($p < .05$) = .000 and age group 46 and above ($p < .05$) = .000. The table also reveals that there is significant difference in level of emotional intelligence of employees belonging to age group 30-39 from that of other age groups, and the same is case in the case employees belonging to age group 40-45 and those belonging to age group 46 and above. From this we can conclude that age of employees is responsible for the variance in the emotional intelligence.

In case of job satisfaction, the result of the Post-Hoc test as reflected in the Table 12 reveals that there is significant difference in the level of job satisfaction of employees belonging to age group 18-19 from employees belonging to age group 30-39 ($p < .05$) = .003, age group 40-45 ($p < .05$) = .001 and age group above 45. ($p < .05$) = .001. However the Table shows that there is no significant difference in level of job satisfaction of employees belonging to age group 30-39 from employees belonging to age group 40-45 ($p > .05$) = .493 and age group ($p > .05$) = .367. The Table also revealed that there is no significant difference in the level of job satisfaction of employees belonging to age groups 40-45 from employees of age group 45 and above ($p > .05$) = .791. This shows that employees when they are new to the organization, they seem to have low job satisfaction level as compared to the senior employees.

H_{2.3}: Employees with different levels of education have different level of emotional intelligence and job satisfaction

A one-way analysis of variances was run to see if different level of education causes any difference in the level of emotional intelligence and job satisfaction.

The ANOVA test is significant ($P < .05$) as shown in the Table 13, which means that there is differences in the level of emotional intelligence and job satisfaction among the employees with different educational qualifications. The hypothesis ($H_{2..3}$) is supported. This means, qualification is one of the possible causes for variation in the level of emotional intelligence and job satisfaction among the employees of Resources and Energy Sector in Bhutan. Since ANOVA result is significant, Post-Hoc (Turkey HSD) test is conducted for multiple comparisons.

In the case of emotional intelligence, the result of the Post-Hoc test as reflected below revealed that there is significant difference in the level of emotional intelligence of post graduate employees from that of graduate employees ($p < .05$) = .008, class XII employee ($p < .05$) = .001, class X employee ($p < .05$) = .000, and class VIII employees ($p < .05$) = .004. The Table also reveals that there is significant difference in level of emotional intelligence of graduate employees from that of other employees with different qualifications, however the Table showed that there is no significant difference in level emotional intelligence of graduate employees from class XII employees ($p > .05$) = .488 and also it shows that there is no significance difference in the level of emotional intelligence of class X employees from that of class VIII employees ($p > .05$) = .754. From this, we can conclude that qualification of employees is responsible for the variance in the emotional intelligence. However, it should be noted that, some irregular pattern was also observed there by hindering the researchers to give concrete conclusion regarding the relationship between the level of education and emotional intelligence.

Table 13: ANOVA of level of education

		Sum of Squares	Df	Mean Square	F	Sig.
Emotional intelligence	Between Groups	13.922	3	4.641	40.476	.000
	Within Groups	11.121	97	.115		
	Total	25.043	100			
Job Satisfaction	Between Groups	5.056	3	1.685	4.994	.003
	Within Groups	32.732	97	.337		
	Total	37.788	100			

Table 14: Post-Hoc Test (Tukey HSD) multiple comparisons (level of education)

Dependent Variable	(I) Level of education	(J) Level of education	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
						Lower Bound	Upper Bound
Emotional intelligence	Post-graduation	Graduation	0.38754	0.14205	0.008	0.1056	0.6695
		Class XII	0.46712	0.14278	0.001	0.1837	0.7505
		Class X	0.76678	0.15870	0.000	0.4518	1.0818
		Class VIII	0.69467	0.23442	0.004	0.2293	1.1600
	Graduation	Post-graduation	-0.38754	0.14205	0.008	-0.6695	-0.1056

		Class XII	0.07958	0.11440	0.488	-0.1475	0.3067
		Class X	0.37924	0.13375	0.006	0.1138	0.6447
		Class VIII	0.30713	0.21830	0.163	-0.1262	0.7404
	Class XII	Post-graduation	-0.46712	0.14278	0.001	-0.7505	-0.1837
		Graduation	-0.07958	0.11440	0.488	-0.3067	0.1475
		Class X	0.29966	0.13452	0.028	0.0326	0.5667
		Class VIII	0.22755	0.21877	0.301	-0.2067	0.6618
	Class X	Post-graduation	-0.76678	0.15870	0.000	-1.0818	-0.4518
		Graduation	-0.37924	0.13375	0.006	-0.6447	-0.1138
		Class XII	-0.29966	0.13452	0.028	-0.5667	-0.0326
		Class VIII	-0.07211	0.22948	0.754	-0.5276	0.3834
	Class VIII	Post-graduation	-0.69467	0.23442	0.004	-1.1600	-0.2293
		Graduation	-0.30713	0.21830	0.163	-0.7404	0.1262
		Class XII	-0.22755	0.21877	0.301	-0.6618	0.2067
		Class X	0.07211	0.22948	0.754	-0.3834	0.5276
	Job Satisfaction	Post-graduation	Graduation	0.39396	0.18885	0.040	0.0191
Class XII			0.47591	0.18982	0.014	0.0991	0.8527
Class X			0.36444	0.21099	0.087	-0.0544	0.7833
Class VIII			0.65333	0.31166	0.039	0.0347	1.2720
Graduation		Post-graduation	-0.39396	0.18885	0.040	-0.7688	-0.0191
		Class XII	0.08196	0.15209	0.591	-0.2199	0.3839
		Class X	-0.02951	0.17781	0.869	-0.3825	0.3234
		Class VIII	0.25938	0.29022	0.374	-0.3167	0.8355
Class XII		Post-graduation	-0.47591	0.18982	0.014	-0.8527	-0.0991
		Graduation	-0.08196	0.15209	0.591	-0.3839	0.2199
		Class X	-0.11147	0.17884	0.535	-0.4665	0.2435
		Class VIII	0.17742	0.29085	0.543	-0.3999	0.7548
Class X		Post-graduation	-0.36444	0.21099	0.087	-0.7833	0.0544
		Graduation	0.02951	0.17781	0.869	-0.3234	0.3825
		Class XII	0.11147	0.17884	0.535	-0.2435	0.4665
		Class VIII	0.28889	0.30509	0.346	-0.3167	0.8945
Class VIII		Post-graduation	-0.65333	0.31166	0.039	-1.2720	-0.0347
		Graduation	-0.25938	0.29022	0.374	-0.8355	0.3167

	Class XII	-0.17742	0.29085	0.543	-0.7548	0.3999
	Class X	-0.28889	0.30509	0.346	-0.8945	0.3167

*. The mean difference is significant at the 0.05 level.

The above findings explain the level of emotional intelligence and job satisfaction when employees are segmented demographically. It is found that, employee's gender do not cause variation in the level of emotional intelligence and job satisfaction level.

However, as per findings, it is revealed that the age and the qualification of employees do cause variation to some extent in the level of emotional intelligence and job satisfaction. Lower the age group, lower the emotional intelligence and higher the qualification higher is the emotional quotient. Specific pattern is not observed in case of job satisfaction.

Analysis Part VII: Overall Emotional Intelligence and Job Satisfaction Analysis

Table 15 below explains the level of emotional intelligence and job satisfaction of the employees of R&ES Entity. As per the analysis on the overall emotional quotients of R&ES employees, the mean score of 3.294 in five point Likert scale shows that the entity has good pool of employees with high and satisfactory level of emotional intelligence.

Table 15 also shows that the entity has satisfied pool of employees as shown by its mean score of 3.585 in the Likert scale.

Table 15: Statistics (overall emotional intelligence and satisfaction level)

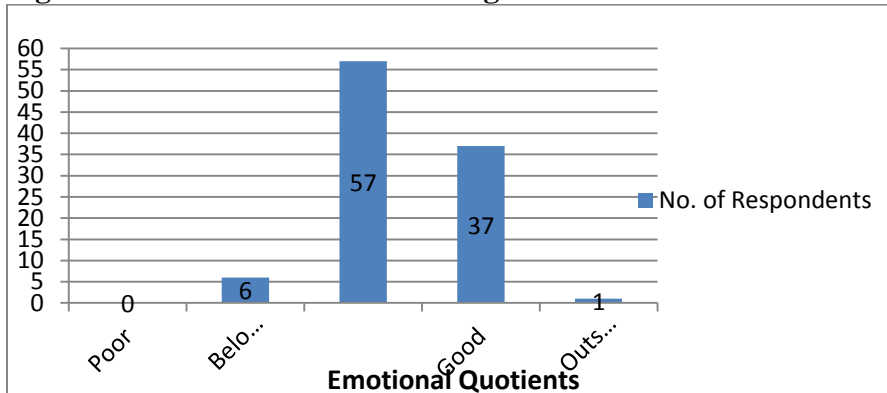
	Job Satisfaction	Emotional intelligence
N Valid	101	101
Missing	0	0
Mean	3.5851	3.2935
Median	3.6000	3.3000
Mode	4.20	3.03
Std. Deviation	.61472	.50043
Variance	.378	.250
Range	3.20	2.67
Sum	362.10	332.64

Part V11I: Overall Emotional Quotients of the Employees of R&ES Entity

The figure below explains the level of emotional intelligence of employees of R&ES Entity. As per the analysis on the overall emotional intelligence level (which is based on the average score of its variables namely; self-awareness, emotional resilience, motivation, influence, interpersonal sensitivity, intuitiveness and conscientiousness) based on the opinions of 101 respondents, 6 have shown, below average level of emotional intelligence, 57 respondents have shown average level of emotional intelligence, 37 respondents have shown good and only 1 have shown outstanding emotional quotients.

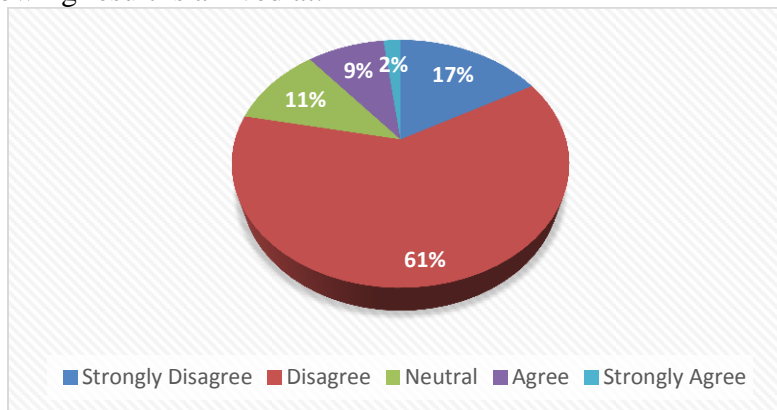
Drawing inference from the samples, we can say that only 1% of total employees at R&ES are highly emotionally intelligent and 37% of the total employees' have good emotional intelligence. Rest of the employees fall in the categories of average and below average as far as the emotional quotients is concerned leaving huge area for improvement.

Figure 2: Overall Emotional Intelligence Score



Part X: Overall Job Satisfaction Level based on Organizational Factors of Motivation

Assessment of the overall employee job satisfaction level based on organizational motivational elements, the following result is arrived at.



**FIGURE 3
OVERALL JOB SATISFACTION LEVEL BASED ON ORGANIZATIONAL
MOTIVATIONAL ELEMENTS**

Above figure reveals the overall job satisfaction level of employees based on the organization’s motivational elements such as position status, leadership, supervision, pay and reward system, work environment, etc. Accordingly, it is found that 61% of the employees agree on their job satisfaction based on the organizational factors of motivation. Other 11% remain neutral against the overall satisfaction level. However, 17% of them disagree on the satisfaction and about 3% strongly disagree on the overall satisfaction level. As a general observation, most of the employees are found to be satisfied with respect to those organizational factors of motivation. From the above comparative figures, it is very clear that 51% of the employees agree on their job satisfaction based on the organizational factors of motivation. On the other hand,

14% remain neutral against the overall satisfaction level. However, 12% of them disagree on the satisfaction and about 3% strongly disagree on the overall satisfaction level. As a general observation, however, most of the employees are found to be satisfied with respect to those organizational factors of motivation.

However, the result is controversial when it comes to employee job satisfaction based on components of emotional intelligence. According to the result, 61% of the employees disagree on the job satisfaction based on different components of emotional intelligence such as self-awareness, self-resilience, motivation, intrapersonal-sensitivity, intuitiveness, conscientiousness, etc. Against 51% who agreed on the job satisfaction based on organizational factors of motivation, only about 9% agreed with respect to job satisfaction based on influence by the components of emotional intelligence. Strongly agreeing on the level of job satisfaction by the influence of both the factors (factors relating to emotional intelligence & organizational elements) remains similar with about 3% as shown above.

These results reflect that more than employees' retrospection, self-analysis and self-reflection to understand themselves, others and the organization as a whole, employees' job satisfaction is highly influenced by those organizational factors of motivation such as position status, leadership, supervision, salary and reward system, work environment, relationship amongst co-workers, etc. On this note, it can also be understood that employees lack awareness on the influence and impact of emotional intelligence on the employee job satisfaction. Therefore, the hypothesis "*Ha- Employees of R&E Entity are satisfied in their jobs on the basis of influence by those components of organizational factors of motivation*" can be accepted.

Implications of the Study

The study on emotional intelligence and job satisfaction of employees of NRDCCL revealed that the company has lot of areas for improvement, as 62% of the employees fall in the categories of average and below average as far as the emotional quotients is concerned. About 39% of employees are neither satisfied and nor dissatisfied, and 4% are dissatisfied employees of the company. Since organizations depend on its employees for its success and sustainability; the company should address the issue of manpower retention through managing the emotional intelligence of its employees. NRDCCL should put in more effort to boost the level of emotional intelligence, which enhances the job satisfaction and retaining and building of its human capital.

Social Implications

NRDCCL is a government-owned company incorporated under the Companies Act of Bhutan 2016. It has been established under the direct command of His Majesty the King of Bhutan intended to make the public resources and construction materials available, accessible and affordable to all Bhutanese at all times. In line with this national objective and unlike other government-owned companies, NRDCCL Company is entrusted with huge social mandates and therefore, profit making is not the bottom-line of the company. As such the acquisition and retention of the right employees at the right time is the prime responsibility of this company. If the company has to retain its employees, first of all, they should have job satisfaction. Since the study revealed that job satisfaction of the employees depends on their emotional intelligence; steps should be taken to increase the job satisfaction through increasing their emotional intelligence scores.

Research Implications

The research was based on the opinions of 101 employees of NRDCL stationed in Thimphu and Regional Offices in its vicinity. It would be interesting to carry out in future, a similar research based on the opinions of employees of the company stationed at its different branches across Bhutan. It is felt that if employees' job satisfaction is more influenced by the components of emotional intelligence such as self-awareness, self-regulation, motivation, empathy and social skills, the satisfaction level would invariably sustain for longer, thereby resulting in positive impact on the company.

Limitations of the Study

The research was based on the opinions of 101 employees of NRDCL Company stationed in Thimphu and Regional Offices in its vicinity. The researchers took only the variables of emotional intelligence and its impact on job satisfaction, how job satisfaction can be used as a tool to retain employees is not considered. The research is based on quantitative analysis with minimal analysis on qualitative analysis.

Conclusion

The study intended to find out the impact of emotional intelligence on job satisfaction of employees working in NRDCL HQ, Thimphu, Bhutan. 101 employees participated in the study. Thus, this research presented the analysis based on their opinions. In this new competitive environment, retaining of employees, especially those talented ones is an important issue for Bhutanese government-owned companies (especially, under Druk Holding & Investments Limited). The findings of the study give lots of insights to the management of the company on retention of employees through increasing the scores of employees on their emotional intelligence which plays a major role in their job satisfaction.

Goleman, (1996) argued that the contribution of emotional intelligence to effective performance at work is as much as 66 percent for all jobs and 85 percent for leadership jobs. In Resources and Energy Sector, the managers at all levels should see that the employees have better score in emotional intelligence, so that they will have more job satisfaction. This study has proved that emotional intelligence and job satisfaction are positively correlated. This should act as an eye opener to the management of resources and energy sector. The entity can take initiatives to conduct training programs to enhance the emotional intelligence of its employees, so that every employee in this entity is retained as satisfied, enlightened and committed to his/her work assignments.

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