

# A STUDY ON THE IMPACT OF COVID 19 ON EMOTIONAL INTELLIGENCE OF EMPLOYEES OF HEALTH CARE SECTOR IN BENGALURU CITY

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## ABSTRACT

*This paper emphasis on Emotional intelligence (EI) as the psychological abilities as an important tool for reducing the stress level experienced by the employees. Data were collected in two different times through the Questionnaire with a view to find the differences in opinions among the employees working at office and working at home. The primary data were collected from One Hundred and Twenty employees comprises of Sixty-Two Assistant Managers, Thirty-Four Functional Managers, Twenty-One General Managers and Three Directors of Gen works Health Care India Private Limited, Bengaluru through the offline mode from 1<sup>st</sup> September 2019 to 4<sup>th</sup> November 2019. From 27<sup>th</sup> March 2020 to 20<sup>th</sup> April 2020, in the view of Covid-19 Pandemic, data were collected from the same employees through the online mode. The researcher analysed seven factors of EI, Influence, Intuitiveness, Emotional Resilience, Motivation, Conscientiousness, Emotional Self-Awareness, and Interpersonal Sensitivity by adopting the stratified sampling. This study highlights that Emotional Intelligence is high among the Directors and General Managers, moderate among the Functional Managers and low among the Assistant Managers. It is found that there is no significant difference in opinions among the employees working at office and working at home within the case of both high and low level of EI. Influence has been ranked as 7 by the Male Employees working at office as well as working at home. Inter-Personal Sensitivity has been ranked as 1 by the Female Employees working at home. It has been further found that the good interpersonal relationship should exist among the employees of all the designations. It is recommended for the management to provide mental relaxation to their employees by arranging for the excursion trips, arrange frequent meetings with their subordinates to have a good track of the progress and to implement 720 Degree performance appraisal system for the employees of different designations.*

**Keywords:** Awareness, Conscientiousness, Influence, Motivation, Resilience, Sensitivity.

## INTRODUCTION

Elton Mayo has developed the concept of Human Relations. Eric Berne has brought the model of Transactional Analysis into the limelight (Berne, 2011). But various theoretical models have not contributed its maximum justice towards the understanding of the complexities in managing the people is the fact. Despite a few precursors, Goleman (1996) has brought to the limelight the idea of unlocking the mysteries of the mind Yalın & Sozen (2015). EI is powerful instrument to pierce into the self-Development of an Individual's mind and ultimately applies the accumulated sense with a view to develop the accurate solution.

EI is the ability of identifying, understanding, and managing the emotions. The Emotional Intelligence is measured in quantitative term is referred as Emotional Quotient (EQ). When the Emotional Quotient (EQ) is higher, emotional control is greater. In today's business

world, employees with high EQs are required due to the cut-throat competition. Employees with high EQ are hired for the job and low EQ are fired out of the job. It is clearly understandable that Intelligence Quotient (IQ) is not at all adequate for determining the success. Being emotionally intelligent indicates that the people with greater ability to regulate their emotions properly in accordance with the required situation. Human emotions are experienced in the service sectors such as Banking and Insurance on daily basis. EI is applicable in all the sectors such as Primary, Secondary and Tertiary. But only thing is, EI varies in accordance with the different circumstances of the different organization. It mainly varies in accordance with the weightage of the workloads of the employees.

While Companies are dealing with the interruptions such as automated system, robotics system and artificial intelligence system, none could have predicted the ultimate black swan – the coronavirus outbreak, interrupting business activities, air travels and supply chains around the world (Barrett & Gross, 2001).

Due to the Outbreak of Covid-19 Pandemic, all the employees started working from home. Prior to the covid-19, situation was different. Employees report to the Organization based on the time fixed by the Organization and log out once the task is completed for the day. But now the situation is that employees are working from home irrespective of the Reporting and Log Out time. Thus, there is no hard and fast rule that the employees need not work beyond forty-eight hours in a week. Covid-19 made all the employees to work from home for hours together apart from their sleeping hours. In such a case, much workload changes the attitudes of the employees in terms of weakening their emotions, which impacts the stress levels of the employees too. Therefore, this study is undertaken with a view to find the differences in the opinions of the employees working from office and working from home in the case of both the levels of Emotional Intelligence (Beheshtifar & Roasaei, 2012).

## LITERATURE REVIEW

Salovey & Mayer (1990), has defined Emotional Intelligence (EI) as an intelligence that deals with the capability of monitoring own and feelings of others and emotions with a view to distinguish themselves and by utilizing this, guiding one's own emotion and action. EI concept is related to the psychological abilities which can be segregated into different segments as follows:

1. The capability of perceiving and recognizing the emotions.
2. The ability of utilizing one's own emotion and assisting the thinking process.
3. The capability of creating about the awareness of the emotions.
4. The capability to manage the emotions.

The first segment is concerned with the capability of understanding the emotions through the individual's body language and the eye contact. The second segment deals with the capability to monitor the one's own and feelings of others and emotions.

Kaushal (2019) investigated the factors influencing Emotional Intelligence on Work Life Balance in IT Sector in Pune and Mumbai with the sample size of 170 from various organization of the age group ranging from 25 to 50 years. The result of this study demonstrated that IT professional with more experience in IT sector has higher level of emotional intelligence. On the other hand, IT professional with less experience in IT sector has lower level of emotional intelligence. Most of the IT Professionals were aware of their capacities, strengths, weakness and

emotions. IT organizations where flexible work life is provided, employees had a better work life balance.

Venkatesh (2018) examined a study on the impact of Emotional Intelligence on Expatriation of IT Employees in Tamil Nadu with 952 samples. The study discloses that there is a strong influence of emotional intelligence towards the expatriation success of the expatriates in the host country. Emotional Intelligence has strong association with the factors influencing successful expatriation among the respondents in the host country. The research outcomes have given the nod on the Quality of Training program provided to the expatriates in the home country. The results have focused on the success parameters of expatriation and astonishing outcomes has been derived from the research on the influence of emotional intelligence towards success of expatriation.

Chauhan & Maheshwari (2021) conducted the study on Emotional Intelligence and its impact on Occupational Performance with the sample of 600 spread over five professional streams such as Faculty Members, Advocates, Chartered Accountants, Engineers, and Doctors by considering 13 variables for the study. This study has been conducted in Rajasthan. The study revealed that the levels of Occupational performance where the extent of the relationship between the variables were primarily different from each other. There is a Shortfall of Medical Doctors in rural areas. Among the Surveyed Lawyers, the study revealed that there is a fair number of 'Success Rate' in their professional law-practices. Many Faculty Members are encouraging students *via* their active participation in development activities in either developing digital learning resources, conducting literacy programmes, education camps, NSS/NCC activities, observing National days of importance etc.

Jorfi et al. (2010) examined the impact of emotional intelligence levels of the employees from IT sector on their organizational performance levels. Sample Size of 463 selected among the IT Professionals from Hyderabad, Telangana. Structural Equation Modelling is used for building the model. It was observed that there was constructive significant impact of emotional intelligence levels of employees on their organizational performance. Mohapatra & Gupta (2010) analyzed the case of public Sector organization in India which is concerned with the work relationship aspect of Internal Locus of Control and Emotional Intelligence with Work Values among the Managers. This study suggests that the factors influencing the Emotional Intelligence and work-values are highly correlated. This study also exhibits that the social skills, managing the emotions and utilizing the emotions and executive 'internal locus of control are significantly correlated with each other.

Mohan et al. (2019) conducted a study on impact of Emotional Intelligence on Organizational Climate and Organizational Citizenship Behaviour in selected Private Sector Banks in Madurai City with the sample size of 790. Six banks were selected for the study which includes HDFC Bank, ICICI Bank, AXIS Bank, KVB Bank, TMB Bank and LVB Bank. The results revealed that the Emotional Intelligence is the key factor for development of an organization in the Banking Sector, which also influences the Organizational Climate and Organizational Citizenship Behaviour of the Organization. Employees with high Emotional Intelligence will deliver high Organizational Citizenship Behaviour and improve organizational climate. The Emotional Intelligence, Organizational Climate and Organizational Citizenship Behaviour are interrelated with each other and are significant for the development of both individual and the organization.

Ghoreishi et al. (2014) investigated the Relationship between the Emotional Intelligence and Job Performance towards the Employees working in the Hospitals. The samples were collected from the 113 respondents which include 58 male respondents and 50 female respondents which include 24 Doctors, 36 Nurses, 17 Administrative Staff and 36 Paramedical Staff in Chennai. The result shows that correlation coefficients between different variables shows that Awareness of Emotion and Management of other emotions and Job Performance and Management of own emotions and Management of other emotions is more strong and more positive as compared to the association between other variables.

Donatus et al. (2019) examined the impact of emotional and social intelligence on the performance of staff in some selected hospitality and tourism establishments in Bauchi metropolis with the sample size of 96. The result of this study shown that social intelligent was geared towards the improvement of the employee performance. It also revealed that emotional and social intelligence when acquired which enables employees to understand tourists' and guests' emotions. It is further suggested that the social intelligence is an important tool for the hospitality establishments. Hence, management of such institutions should see it as a concept that will promote and motivate the inner force of the employees for their effective service delivery.

## Research Gap

Literature review serves as the basic phenomenon under the context of social science research. However, it is interesting to identify those numerous studies focus on the various sectors exclusively on Emotional Intelligence in the Academic Field, Banking Sectors, Hospital Sectors, Tourism Sectors, and Information Technology Companies too (Chan, 2006). But none of the research study focused towards measuring the employees' perception between two different periods i.e., work at office (before COVID-19) and work from home (after the outbreak of COVID-19). Hence, this research paper concentrates on examining the examining the impact of COVID-19 on Emotional Intelligence of Employees of Health Care Sector in Bengaluru with a view to understand the degree of change in the perception of the employees between two different periods (Dulewicz et al., 2005; Ealias & George, 2012; Ugoani, 2014). Thus, this research study identifies the new parameters. Hence the required primary and secondary data pertinent to this research study are collected with a view to focus on the significance and performance of its role and position in the Organization.

## Objectives of the Study

1. To study the Demographic characteristics of the employees.
2. To examine the impact of Employees' EI in the organization before and after the outbreak of covid-19.
3. To analyze the rank preferences given by the employees towards the factors influencing the emotional intelligence particularly on work at office and home.

## METHODOLOGY

For this study, Descriptive Research Design is used in two stages. First stage consists of the construction of the questionnaire by incorporating all the questions required for collecting the data pertinent to the objectives of the study. The second stage involves the actual survey of collecting the primary data through '*structured undisguised*' questionnaire which was conducted

from 1<sup>st</sup> September 2019 to 4<sup>th</sup> November 2019 in the head office. When the lockdown starts, with a view to study the impact of COVID-19 on EI of the Employees, a separate group has been created by using the what's application and the phone numbers of all the respondents are being added through which the Google forms are being placed with the respondents and collected the data from the same set of respondents with the same sample size from 27<sup>th</sup> March to 20<sup>th</sup> April. The collected data were then tabulated and interpreted, and the required statistical tools used for arriving at the results (Turner et al., 2002; Vratskikh et al., 2016; Yalın & Sozen, 2015).

### **Sample Size**

The sample size is One Hundred and Twenty selected based on stratified sampling from the category of probability sampling method as follows:

### **Top Level Employees**

Three Directors—Marketing Department, Finance Department and Human Resources Department.

### **Middle Level Employees**

Twenty-One General Managers, Thirty-Four Functional Managers and Sixty-Two Assistant Managers. The respondents referred to in this study are the top level and middle level employees of Gen works Health Care India Private Limited, Bengaluru.

### **Data Collection Procedure**

The respondents were distributed with the questionnaire in their workplace from 1<sup>st</sup> September to 4<sup>th</sup> November. At that time, these respondents were contacted individually in the head office and interviewed through the administered questionnaire. From 27-03-2020 to 20-04-2020 that is after the commencement of the lockdown a separate what's application group has been created and the contact numbers of all the respondents are being added through which the Google forms are being placed with the respondents and collected the data from the same set of respondents with the same sample size. Respondents were actively participated and provided data before COVID and after COVID. There is no problem in the collection of data. Regarding the scores of the respondents, the first section of the questionnaire needs no score attached to it, since the information required are biographical information of the respondents. The second section deals with the five-point Likert Scale comprises of Strongly Agree (SA), Agree (A), Neutral (N), Disagree (DA) and Strongly Disagree (SDA). By using this Rating scale, Employees' perceptions were known.

## DISCUSSIONS AND RESULTS

<b>Table 1</b>				
<b>SUMMARY OF THE DEMOGRAPHIC CHARACTERISTICS OF THE EMPLOYEES</b>				
<b>Variables</b>	<b>Male (n= 82)</b>	<b>Female (n=38)</b>	<b>Total (n=120)</b>	<b>Percentage</b>
Professional Course	10	02	12	10
<b>Experience:</b>				
3-5 years	20	18	38	32
5-10 years	45	14	59	49
>10 years	17	06	23	19
<b>Income:</b>				
₹1,00,000 to ₹2,00,000 p. a	35	19	54	45
₹2,00,000 to ₹3,00,000 p. a	31	13	44	37
Above ₹3,00,000	16	06	22	18
<b>Designation:</b>				
Directors	03	00	03	2.5
Functional Managers	22	12	34	28.33
Assistant Managers	42	20	62	51.67
General Managers	15	06	21	17.5

Source: Primary Data

Table 1 exhibit that minimum pay scale starts from Rs.1,00,000 is being earned by the Assistant Managers and Top-Level Directors are earning Rs.3,00,000 and above. A majority 68% of the employees are male. Major proportions 51.67% of the employees belong to the Assistant manager cadre, 28.33% of the employees are Functional Managers, 17.5% are General Managers and only 2.5% are directors. Financial directors have successfully completed their Professional Courses such as CA, ICWAI and CS. Majority of the Assistant Managers have completed their under-graduation courses only. Whereas, major proportions of the functional managers and General Managers have completed their post-Graduation courses such as, MBA (Marketing), MBA (Finance), MBA (HRM), MBA (General) etc. There is no employee whose experience level is lesser than 3 years. Data exhibits that majority of the assistant managers' experience level ranges between 3 and 5 years. Whereas the experience level of General Managers and Functional managers ranges from 5 to 15 years respectively. Only minority proportion that is, 19% of the employees' annual income crosses 3,00,000.

<b>Table 2</b>							
<b>EMOTIONAL INTELLIGENCE OF EMPLOYEES WORKING FROM OFFICE</b>							
<b>S. N O</b>	<b>EMOTIONAL INTELLIGENCE</b>	<b>NO. OF EMPLOYEES (n=120)</b>	<b>OVERALL PERCENTAGE</b>	<b>MAL E (82)</b>	<b>PERCENTAGE</b>	<b>FEMAL E (38)</b>	<b>PERCENTAGE</b>
1.	Emotional self-awareness						
	Low	9	7.50	9	10.98	0	0.000
	High	8	6.67	3	3.660	5	13.15
2.	Emotional resilience						
	Low	8	6.67	3	3.660	5	13.15
	High	9	7.50	9	10.98	0	0.000
3.	Motivation						
	Low	9	7.50	7	8.537	2	5.263
	High	9	7.50	5	6.098	4	10.53

4.	Inter-personal sensitivity						
	Low	6	5.00	3	3.660	3	7.895
	High	11	9.17	9	10.98	2	5.263
5.	Influence						
	Low	11	9.17	6	7.317	5	13.15
	High	6	5.00	6	7.317	0	0.000
6.	Intuitiveness						
	Low	7	5.83	6	7.317	1	2.632
	High	10	8.83	6	7.317	4	10.53
7.	Conscientiousness						
	Low	7	5.83	7	8.537	0	0.000
	High	10	8.83	3	3.660	7	18.42

Source: Primary Data

Table 2 depicts that the majority 9.17% of the employees have High Inter-Personal Sensitivity and Low Influence, none of the female employee have low self-awareness; whereas 10.98% of the male employees have low emotional self-awareness and none of the female employee possess high emotional resilience and high proportion of female employees have low influence.

S.N O	EMOTIONAL INTELLIGENCE	NO. OF EMPLOYEES (n=120)	OVERALL PERCENTAGE	MAL E (82)	PERCENTAGE	FEMALE (38)	PERCENTAGE
1.	Emotional self-awareness						
	Low	7	5.830	7	8.537	0	0.000
	High	12	10.00	5	6.098	7	18.42
2.	Emotional resilience						
	Low	9	7.500	5	6.098	4	10.53
	High	8	6.667	8	9.756	0	0.000
3.	Motivation						
	Low	9	7.500	8	9.756	1	2.632
	High	9	7.500	5	6.098	4	10.53
4.	Inter-personal sensitivity						
	Low	7	5.830	6	7.317	1	2.632
	High	10	8.330	7	8.537	3	7.895
5.	Influence						
	Low	10	8.330	7	8.537	3	7.895
	High	7	5.830	2	2.439	5	13.16
6.	Intuitiveness						
	Low	7	5.830	5	6.098	2	5.263
	High	9	7.500	5	6.098	4	10.53
7.	Conscientiousness						
	Low	9	7.500	7	8.537	2	5.263
	High	7	5.830	5	6.098	2	5.263

Source: Primary Data

Table 3 depicts that most of the employees have High emotional Self-Awareness, major proportion of the Male Employees are having High Emotional Resilience and Low Motivation, whereas minor proportion of the male employees possess High Influence. None of the female employee working from home has Low Emotional Self-Awareness and High Emotional Resilience.

$H_0$ : There is no significant difference in the factors influencing High Level Emotional Intelligence of Employees working from Office and working from Home.

$H_1$ : There is a significant difference in the factors influencing High Level Emotional Intelligence of Employees working from Office and working from Home.

Ei Factors High Level	Emotional Self – Awareness	Emotional Resilience	Motivation	Interpersonal Sensitivity	Influence	Intuitiveness	Conscientiousness	Mean	SD	z-value	L.S
Work From Office	8	9	9	11	6	10	10	9	2.29	0.882	0.05
Work From Home	12	8	9	10	7	9	7	8.86	1.63		

Source: Primary Data

Table 4 discloses that the factors influencing high level EI of employees working from office and working from home. As the results of the above table reveals that employees working from office scores high mean value than the employees' works from office due to COVID-19. Hence, the Null Hypothesis is rejected @5% Level of Significance. The factors influencing High Level Emotional Intelligence of Employees working from Office and working from Home differs significantly (Dumbrava, 2011; Fuimano, 2004; Jones & Day, 1997).

EI FACTORS LOW LEVEL	Emotional Self – Awareness	Emotional Resilience	Motivation	Interpersonal Sensitivity	Influence	Intuitiveness	Conscientiousness	Mean	SD	z-value	L.S
Work From Office	9	8	9	6	11	7	7	8.14	1.57	0.243	0.05
Work From Home	7	9	9	7	10	7	9	8.29	1.13		

Source: Primary Data

$H_0$ : There is no significant difference in the factors influencing Low Level Emotional Intelligence of Employees working from Office and working from Home.



$H_1$ : *There is a significant difference in the factors influencing Low Level Emotional Intelligence of Employees working from Office and working from Home.*

Table 5 depicts that the factors influencing low level emotional intelligence of employees working from office and working from home. As the results of the above table reveals that employees work from office scores lesser mean value than the employees working from home. Hence, the Null Hypothesis is rejected @5% Level of Significance. The factors influencing low level Emotional Intelligence of Employees working from Office and working from Home differs significantly.

S.NO.	LEVELS OF EMOTIONAL INTELLIGENCE	Overall Ranking by Employees (Work from Office)	Overall Ranking by Employees (Work from Home due to Covid 19)	Ranking by Male Employees (Work From Office)	Ranking by Female Employees (Work From Office)	Ranking by Male Employees (Work From Home) due to Covid 19	Ranking by Female Employees (Work From Home) due to Covid 19
1.	Interpersonal sensitivity	1	3	2	2	4	1
2.	Conscientiousness	2	4	1	4	3	5
3.	Intuitiveness	3	2	3	5.5	1	6
4.	Emotional resilience	6	6	5	5.5	5	2
5.	Motivation	4	5	6	1	6	7
6.	Emotional self-awareness	5	1	4	7	2	3
7.	Influence	7	7	7	3	7	4

Source: Primary Data

Table 6 exhibits that Influence has been ranked as 7 by the Male Employees both in the case of work from office as well as work from home due to COVID 19. Inter-Personal Activity has been ranked as 1 by the Female Employees working from home due to COVID 19 as well as in the case of Overall Ranking followed by Conscientiousness, Intuitiveness, Motivation, Emotional Self-Awareness, Emotional Resilience, and Influence.

### Managerial Implications

This survey revealed that the informal relationship exists among the employees will results in the improper organizational structure. It is being primarily suggested to follow the time schedule for all the activities including the Log-in and Log-out time for the employees and suggested that employees need not stretch for the long hours particularly at the time of audit. Preference to be given for the fresher candidates. It is suggested to structure the hierarchy and accordingly the tasks and authority can be delegated to the employees. It is recommended that Company may induct the managers with high EI and increases the EI of the existing managers. As this component is the vital element for managerial success and corporate growth. The company may provide Training and Development Programmed to its Assistant Managers for equipping their competencies. It is suggested to appraise the performance of the employees

frequently and the same may be informed to them. It enables them to know where they stand in relation to their performance. 720-degree performance appraisal method may be adopted for this purpose. The Company may organize extra-curricular activities such as sport, games, and other competitions to the employees to cope with the emotions and to improve their creativity. The Company may support all the cadres of employees to improve self-confidence and perseverance in their works. The Company may arrange excursion to satisfy the recreational facility of its employees for their mental relaxation. The Company may arrange for the programmers such as Management Games and Brain Storming sessions to strengthen the Professional Relationship between and among the employees. The Directors of the Company are requested to treat all the employees irrespective of the designation in an “*Empathetic Approach*”. The Directors are suggested to adopt the ‘*Democratic*’ and ‘*Laissez-Faire*’ styles of Leadership. Provide chance to all the employees to express their own grievances irrespective of their designations.

### Scope for the Further Research

Following are the research gap existing in this study:

1. This Study has been conducted in the Head Office which is in Bengaluru. In future the Research Study can be conducted in its subsidiary offices which are being in Tiruchirappalli, Guwahati, Varanasi, and Ranchi.
2. This Research Study can be conducted in the other sectors such as Information Technology, Business Processing Outsourcing, Medical, Engineering, which can be extended throughout the nation.
3. Further, the Research Study can be conducted by correlating with the Social Intelligence (SI) and Quality of Work Life (QWL) and by considering EI and SI as Independent Variables and QWL as dependent variable.

### CONCLUSION

This study highlights that EI is high among the employees belong to the top-level management, moderate in the case of middle-level employees and low in the case of low-level employees. It also discloses that there is no significant difference existing within the factors of EI of the employees performing from office and residential within the case of both high and low level of EI. Male employees have given last preference to the Influence both in the case of work from office as well as work from home. Only Female employees have given first preference to the Interpersonal Sensitivity while they are working from home. Good Interpersonal relationship should exist among all the employees in the company at all the levels. It is being suggested for the company to provide mental relaxation to their employees by arranging for the excursion trips and arrange frequent meetings of the managers with their subordinates to have a good track of the progress. It is being recommended to implement 720 Degree performance appraisal system. This study concludes by suggesting that by understanding and addressing each employee’s own query relating to their works and by acknowledging their efficiencies, the organization will flourish progressively towards the achievement of the Vision. If there are employees with High Level Emotional Intelligence, the stress level of the employees also decreases and vice versa.

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