

EMPLOYEES' EMOTIONAL INTELLIGENCE AND JOB INVOLVEMENT IN THE PUBLIC AND PRIVATE BANKS OF HOSHIARPUR: A COMPARATIVE STUDY

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Abstract: Thinking clarity and "self-restraint" in unpleasant and confused circumstances is the thing that isolates the top performer from the other performers in the work environment. These credits may contribute more to individual and organizational efficiency than general knowledge. Emotions affect all part of our lives. It is not possible to isolate them from work. Individuals need to be engrossed in their job for delivering terrific performance with physical, mental and emotional involvement also. The aim of the study is to provide the information regarding relationship between emotional intelligence and job involvement as well as influence of emotional intelligence on job involvement among private and public banks employees of Hoshiarpur district. The sample of 234 managerial and non-managerial level employees selected from public and private banks of Hoshiarpur district. Correlation, linear regression, independent t test and one way ANOVA included in this study to justify the objectives. The analysis revealed the significant relationship between emotional intelligence and job involvement, moreover emotional intelligence has proved to be the significant predictor of job involvement. This indicates that involvement regarding job increased with the more emotional intelligence. Employees of private banks are more emotionally intelligent than public banks employees in the Hoshiarpur district of Punjab. Determination of emotional intelligence and job involvement on the basis of demographical characteristics of employees revealed that managerial level employees, females and above 40 years old employees are more emotionally intelligent and more involvement in their job. Implication and further research has made on the basis of results.

Keywords: Emotional intelligence, Job involvement, Demographic factors, public and private banks.

INTRODUCTION

In today's world wide economic competitive era, organizational psychologists and management researchers are more interested in knowing the factors that are responsible for the enhancement of organizational efficiency and effectiveness. Organizational success is directly linked to personnel development and fruitfulness of the raw efforts made by the employees. Individuals need to be engrossed with their job for delivering terrific performance with physical, mental and emotional

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involvement also. Specialists and psychologists are especially trying to comprehend the role of emotions and emotional intelligence in the organization through organizational performance, managerial effectiveness (Srivastava and Nair, 2010), job satisfaction, involvement towards job and organization, job challenges etc. Various empirical studies on job involvement have been conducted since its importance noticed to researchers in connection with absenteeism, quality of work performance, grievance etc. Organizations, both public and private are keen interested to retain employees who are involved in their job and can able to handle the adverse circumstances at work place. Private and public organizations are different in organizational structure, procedures and control frame works that prompt recognizable distinctive expectations, performance pattern, commitment, job involvement, emotions and satisfaction of employee towards their work and workplace and overall job attitude. The dissimilarity in beliefs and values attribute to the difference in culture and atmosphere of these organizations that influence the effectiveness, efficiency, performance and future expectations. Basically, private and public banks are performing a crucial role in the economic growth and development of our country. They have made exceptional advancement in the last couple of years but they are different in their strategies, structure, promotional tools, services and so on. (Chaudhary and Sharma, 2011).

Emotional Intelligence and its four branch model

Emotions affect all part of our lives. It is not possible to isolate them from work. Ashforth and Humphrey (1995), described emotion as “feeling state”. The term named Emotional Intelligence was first appeared in 1960s in an accidental manner in scholarly feedback (Van Ghen, 1961) and in the paper by Leuner related to psychiatry in 1966. After two decades, it was used more broadly in a thesis (Payne, 1986). Finally, Mayer *et al.* and Mayer & Salovey in 1990 composed two articles related to Emotional intelligence and also developed theory and exhibited measure for it (Mayer *et al.*, 2004). Moreover, in 1993 Mayer and Salovey, likewise editorialized it for further research and they pointed Emotional intelligence as a sort of social intelligence which include capabilities like recognizing and directing individual’s feelings and emotions in own self and in others and utilize this information to direct person’s thinking and action. Despite social connections, emotions also implicate to other aspects of life like need to set priorities and repair negative states of mind before winding into uneasiness and melancholy (Grewal and Salovey, 2005). Emotional intelligence has divided into four branch model. (1) Perception of Emotion: ability to perceive the emotion, incorporates capacity to identify emotions in the face and postural expression of others. According to Grewal and Salovey, (2005) it covers nonverbal recognition and identifying emotions in the voice, faces (for respondents are asked to recognize emotions), pictures (for which respondents are asked to recognize emotions passed on via scenes and designs) and other stimuli. Perceiving emotions has considered as basic skill in EI

because it makes the emotional information process possible (Mayer, et al., 2004). (2) Utilization of Emotion: utilizing emotions to strengthen thinking. Certain states of mind may develop mind sets which are more suited for specific sort of assignments. A person in the happy mood can create more innovative solution to problem. (Grewal and Salovey, 2005). (3) Understanding of Emotion: reflects the ability to evaluate emotions, understand information related to the relationship between emotions, transformation of emotions from one to other and comprehend their outcomes (Mayer *et al.*, 2004). The formative part of third branch agrees with the growth of dialect and propositional thought (Grewal and Salovey, 2005). (4) Managing Emotion: one of the commonly identified skills of emotional intelligence. Regulation of emotion referred as intrinsic and extrinsic procedures that are responsible for evaluation, emotional reaction modification and monitoring emotions (Thompson, 1991). The management of emotions, fundamentally includes the rest of personality of individual. That is, emotions are regulated in the context of person's goal, social and self-awareness.

Job Involvement

Every effort to promote and augment effectiveness of an organization requires a high degree of contribution and involvement of members towards the organization. In previous studies, the term involvement has been described in different ways like central life interest, intrinsic motivation, ego involvement, self-esteem involvement etc. In 1965, Lodahl and Kejner labeled job involvement as "self esteem involvement" by characterizing job involvement to an extent to which an performance of individual's influenced his/her self-esteem or individual recognized significance of work in his/her total mental self-portrait. Job involvement is one of the basic and crucial factors in individual's work life and being absorbed in the job (Kanungo,1982). Hall and Rabinowitz (1977) divided conceptualization of job involvement into three theoretical prospective: (i) Individual difference construct (ii) Determined on the basis of situation(iii) Individual situation interaction construct. Saleh and hosek (1976) presented different categories of job involvement variable a) actively participation in the job: individual take active participation in work and fulfill his/her needs such as self-respect, self-regard, power and prestige b) Work as core interest of life: perceive work as a core part of life, cares a lot about work itself and work satisfy the main needs of individual. c) performance affected by self esteem and self conceptualization: when a individual perceive work as a self concept and it indicates the degree at individual affects his or her self esteem (Kejner and Lodal, 1965; Moberg and Rotenberry (2007). Gorna and Kanungo (1980) termed job involvement as "extrinsic motivation" as involvement increased with the extrinsic motivation. Yoshimura (1996) argued that the central/core life interest, active participation and self esteemed influenced performance are cognitive base job involvement and behavior and emotional involvement also influenced job

involvement. Emotional job involvement defined as how much an individual is enthusiastic about performing the job and how much an individual likes the job. Behavior job involvement defined as an extra role behavior, for instant thinking for job even after leave workplace and taking extra classes for intensifying the skill and efficiency related to job. Gorn and Kanungo, 1980, 1982 conceptualized job involvement into two components, 1) particular or specific job in which individual actively participated 2) psychological recognition with work in general. Further, they clarify that involvement in the particular is not similar as the involvement related to work in general. Job involvement is multidimensional prospective (Kejner & Lodal (1965).

Objectives

It is generally said that employees bring their personal values, beliefs and attitudes to the workplace and these various from culture to culture (Lok and Crawford, 2004). So, it is interesting to find out that in different culture which type of results would come out. Furthermore, as far as India is concerned, few studies have been conducted in this field. And there are proliferations of private banks in Indian banking sector. They are increasing in number but not in terms of organizational effectiveness. So, studying about those variables (emotional intelligence and job involvement), which are increasing organizational effectiveness would be quite worthy. Moreover It is well perceived that continuous challenging work environment need the emotionally intelligent and fully involved employees to attain the organizational success. But, it has been noticed prominently that there is a paucity of empirical studies in Hoshiarpur district of Punjab pertaining to these construct together (emotional intelligence and job involvement). The present study explored the level of emotional intelligence and job involvement in terms of demographical profile of employees. The study has compared public and private banks employees of Hoshiarpur district regarding emotional intelligence and job involvement. Moreover, relationship has examined between job involvement and emotional intelligence as well as the influence of emotional intelligence on job involvement. The following hypothesis has examined in this study:

1. There is a significant difference in the level of emotional intelligence and job involvement among employees in terms of demographic variables.
2. There is a significant difference between the public and private banks employees in relation to emotional intelligence and job involvement.
3. There is a relationship between Emotional intelligence and Job involvement in the private and public banks employees of Hoshiarpur district.
4. Emotional intelligence has an impact on job involvement in the private and public banks employees of Hoshiarpur district.

RESEARCH METHODOLOGY

234 participants were chosen from 289 public and private banks of Hoshiarpur district of Punjab through convenience sampling technique. Basically, there are 243 banks are public and 55 banks are private in Hoshiarpur district of Punjab. In this respect, equal proportion of sample size is unrealistic in the present study. The selection of the both banks did not random, but as per the convenience of researcher and less availability of private banks in Hoshiarpur district. One managerial level (manager, senior manager and branch head) and one non-managerial level (teller, cashier, clerk and employees dealing with customer service) employee were selected from both public and private banks of Hoshiarpur. Manager (117) and non manager (117) level employees were equally selected from both public and private banks. 127 males and 107 females, 100 graduates and 134 post graduate, 124 married and 110 unmarried, 68 employees age between 21 to 30, 70 employees age between 31 to 40, 96 employees who were above 40, 76 employees who had less than 5 years job tenure, 63 employees who had 5 to 10 years job tenure and 95 employees who had more than 10 years job tenure were included in this study.

Measures

Emotional intelligence

The Assessing Emotions Scale constructed by Schutte, N. S., Malouff, J. M. and Bhullar, N. (2009) used for measuring the emotional intelligence. The Assessing Emotions Scale involved 33 scale items. The scale evaluated how well participants specifically comprehend, distinguish, utilize and tackle emotions in others and themselves with every item measured on five point scale ranged from 1 to 5. 5 represent strongly disagree, 4 represent somewhat disagree, 3 represent neither agree nor disagree, 2 represent somewhat agree and 1 represent strongly agree. High scores show more noteworthy emotional intelligence. The reliability of this studied sample evaluated by Cronbach's Alpha indicated .895 value.

Job involvement

Job involvement was assessed using job involvement questionnaire including 10 item scale constructed by Kanungo (1982). Items included in the JIQ like, "I have very strong ties with my present job which would be very difficult to break" and "I considered my job to be very central to my existence". Each item has been assessed on 7 point Likert scale, which includes 1- Strongly disagree, 2- Moderately disagree, 3- Slightly disagree, 4- Neither agree nor disagree, 5- Slightly agree, 6- Moderately agree and 7- Strongly agree. The reliability of this studied sample evaluated by Cronbach's Alpha indicated .710 value.

Demographical information sheet

The demographical information sheet has been used to gather information regarding participant's gender (male and female), designation (managerial level and non managerial level employee), marital status (married and unmarried), education (graduate and post graduate), age (21 to 30, 31 to 40 and above 40 years) and job tenure (less than 5 years, 5 to 10 years and more than 10 years) included in the study.

RESULTS

The PASW is used to analyze the data and examine hypotheses. Table 1 reports the significant difference between the means of demographic characteristics of respondents, their perception towards the Emotional intelligence. As per the t (2.046) and p (.042) values, significant difference has emerged between the managerial level employees and non-managerial level employees regarding emotional intelligence. The result manifested that managers of both private and public banks are more emotionally intelligence with the higher mean value (120.11) as compare to non-managers. Furthermore, results clearly show that employees in terms of their education (graduates and post-graduates) have not significantly differed in the level of emotional intelligence. Additionally, married and unmarried employees also did not significantly differ from each other ($t=-.218$ and $p<.828$). Further, based on gender, Females were more emotionally intelligence having mean

Table 1
T- test and ANOVA to show the level difference in emotional intelligence based on demographical profile

<i>Demographic variables</i>	<i>Groups</i>	<i>N</i>	<i>Mean</i>	<i>SD</i>	<i>T/F</i>	<i>Sig.</i>
Designation	Managerial level employees	117	120.11	14.776	2.046	.042
	Non-managerial level employees	117	116.35	13.295		
Gender	Males	127	116.51	13.127	-2.038	.043
	Female	107	120.27	15.086		
Education	Graduate	100	116.95	12.386	-1.234	.218
	Post-graduate	134	119.19	15.313		
Marital status	Married	124	118.04	13.389	-.218	.828
	Unmarried	110	118.45	15.023		
Current age	21 to 30	68	120.29	13.127	7.965 (F)	.000
	31 to 40	70	112.76	15.674		
	Above 40	96	120.96	12.630		
Job tenure	Less than 5 years	76	118.59	14.192	.392 (F)	.676
	5 to 10 years	63	116.89	15.175		
	More than 10 years	95	118.83	13.494		

value of 120.27 as compared to males with the mean value 116.51 in both the private and public banks of Hoshiarpur district. With the value (7.965) and p value ($p > .000$) indicated the significant difference between age groups of participants regarding emotional intelligence. There are 96 employees whose age was more than 40 years and 68 employees ranged between 21 to 30 showed similar and higher emotional intelligence with the mean value 120.29 and 120.96 respectively. In addition, f value (.392) and p value (.676) associated with job tenure in relation to emotional intelligence indicates that there is no significant difference between the groups.

Table 2
T- test and ANOVA to show the level difference in job involvement
based on demographical profile

Demographic variables	Groups	N	Mean	SD	T/F	Sig.
Designation	Managerial level employees	117	38.31	5.538	2.200	.029
	Non-managerial level employees	117	36.91	4.480		
Gender	Males	127	36.79	4.236	-2.326	.021
	Female	107	38.42	6.135		
Education	Graduate	100	37.33	4.418	-.534	.594
	Post-graduate	134	37.69	5.795		
Marital status	Married	124	37.39	5.052	-.455	.650
	Unmarried	110	37.70	5.470		
Current age	21 to 30	68	37.63	4.865	5.953 (F)	.003
	31 to 40	70	35.89	5.154		
	Above 40	96	38.67	5.305		
Job tenure	Less than 5 years	76	37.05	4.866	2.890 (F)	.058
	5 to 10 years	63	36.65	5.925		
	More than 10 years	93	38.51	4.944		

The t (2.200) and $p > .029$ value in the Table 2 indicated that employees as per their designation differed significantly in the job involvement level. Managers having higher mean value (38.28) related to both public and private banks of Hoshiarpur district exhibited more involvement in their jobs as compared to non-managerial level employees. Females have showed more Job involvement with high mean score (38.42) instead of males having less mean score (36.79). Further, analysis explains that there is no significant difference ($t = -.534$, $p < .594$) between the two groups of employees regarding their education. Likewise, married and unmarried employees of public and private banks did not statistically significant differ among one another while exhibiting t and p value. (-.455 & .650). With the statistical significant f value (3.357, $p > .037$) variations in the level of Job involvement based on the current age of employees have been showed. Employees who were

above 40 years having highest mean value (38.67) showed more involvement in their jobs than the other age groups employees. Moreover, involvement in the job did not vary according to the job tenure of employees (2.890, $p < .058$).

Table 3
Comparison between the Private and Public banks among employees of Hoshiarpur district.

Variables	Organization				T value	Sig. value
	Public Banks		Private Banks			
	Mean	SD	Mean	SD		
Emotional Intelligence	115.53	15.147	121.27	12.311	-3.195	.002
Job involvement	36.98	4.801	38.16	5.658	-1.720	.087

The above statistical analysis (3) has generated a result about the comparison of Private and public bank employees of Hoshiarpur district in term of emotional intelligence and job involvement. Results show that there is a significant difference between public and private banking employees while exhibiting ($t = -3.195$, $p > .002$). Additionally, employees of private banks have showed more emotional intelligence with mean value 121.27 than the public banks employees having mean value 115.53. As measuring the job involvement, the t test is -1.720 and p values is higher than .05 depicts that there is no significant mean difference between the employees of public and private banks.

Table 4
Result of Liner Regression Analysis (Unsaturation Beta) of Research Variables on Job Involvement in private banks

Variables	Job involvement	Standardized coefficients beta	T	Sig.	Standardized coefficients beta
Emotional intelligence	.27	.700	10.193	.000	.700
R ²	.490				
Adj. R ²	.486				
F	103.86*				

* $p < .05$, ** $p < .01$

Table 4 depicts that there is a significant relationship between variables named emotional intelligence and job involvement. The above analysis shows high correlation between emotional intelligence and job involvement with the r value = .70 and $p < .000$. R square value in the table is .490 reveals that 49% variance in job involvement is explained by its relationship with emotional intelligence. The F and associated significance values clear that there is an overall significant relationship between both the emotional intelligence (independent variable) and

job involvement (dependent variable). The following regression equation is predicting the Job involvement based on the level of Emotional intelligence. $Y = -.862 + .176X$. It indicates that with every unit change in the emotional intelligence, the Job involvement will increase by 33.2 percentages. The t (4.68) and significance value (.000) depicts that emotional intelligence significantly contributes to the value of job involvement.

Table 5
Result of Liner Regression Analysis (Unsaturated Beta) of Research Variables on Job Involvement in public banks

Variables	Job involvement	Standardized coefficients beta	T	Sig.	Standardized coefficients beta
Emotional intelligence	.21	.667	9.879	.000	.700
R ²	.444				
Adj. R ²	.440				
F	97.3*				

* $p < .05$, ** $p < .01$

As per the table 5, $r = .667$ and $p < .000$ exhibits the strong correlation between emotional intelligence and job involvement. The coefficient of determination is .444 clears that emotional intelligence is caused for 44.4% variation in the job involvement. The p value for f statistic (97.589) is less than 0.01 indicates that that emotional intelligence is a statistical significant predictor of job involvement among the employees of public banks in Hoshiarpur district. Based on the result (Table 5) the regression equation $Y = 12.564 + .211X$ offers the contribution level of Emotional intelligence is .211. Which means every unit change in Emotional intelligence will lead to 21.1% change in Job involvement.

DISCUSSION

The study highlighted the relationship between emotional intelligence and job involvement as well as the impact of emotional intelligence on job involvement. The present study indicated that there is relationship between emotional intelligence and job involvement, supported by (Akintayo and Babalola, 2012). Emotional intelligence is significant predictor of job involvement, this finding has been supported by Madani and Asgari, (2014) and Goodness and Thankgod, (2014). This study has indicated that managers are more emotionally intelligent than the non managers. Srivastava and Nair (2010) supported this finding and stated that higher degree of emotional intelligence can lead to higher managerial effectiveness. As per the research, Females have more emotional intelligence than males.

Managers have showed more involvement in job than non managers. This is because managers have responsibilities at the job are more authoritative and aim

at direct development of organization and managers are getting more monetary benefits than non managers like higher salary, incentives etc. the other reason is that the sense of ownership is missing in the non managerial employees. Females have more involvement in their job as per the study has indicated. This is because females are becoming more opportunistic than males. Moreover, male's turnover rate is high as they are ready to move to new job. The study has revealed that married and unmarried as well as graduate and post graduate employees have same job involvement. It is due to the organizational motivation and perks provided by the organization that makes job involvement remains same in married and unmarried. Further, the level of growth provided by the organization is almost similar to both graduate and postgraduate employees. The job involvement and emotional intelligence do not vary according to the different job tenure of employees. The study has revealed that current age of employees is one of the determined of job involvement and emotional intelligence. At the earlier phase of life, a person is unable to understand his or her job adequately yet. The another reason may be the less job responsibility or job content has been authorized to person that leads to low involvement in job. On contrary, at the later stage, a person understands his/her job fully and his/her job content increases with more responsibility. At the middle age, person's core interest of life moves from job to other responsibilities, monotony, marriage and childrens. This predicts that job content can not sustain its charm for most people who are at the their middle age. A job that requires the active participation/contribution in the decision making process of an organization an individual recognize himself/herself an important person of an organization, start taking keen interest to understand job role and find it very interesting. Further more, the finding of the present study disclosed that emotional intelligence level changes with the age of employees. There is no role of age difference in the emotional intelligence level. (Anari, 2011).

The comparison has analyzed among the employees who are working in public and private banks of hoshiarpur district. The finding of the study has indicated that private banks employees have more emotional intelligence than public banks employees. This could be due to the possession of positive feelings, task accomplishment sensitivity, more emphasis on abilities and tried hard for success of employees operating in the private banks. Job involvement do not vary among the private and public banks employees.

LIMITATIONS AND RECOMMENDATIONS

In this research study sample was chosen by using convenience sampling only from the banks of Hoshiarpur district. So, this setting may not be unique enough to limit the external validity of results. Private Banks are less than public banks in Hoshiarpur district. So, it was not possible to select respondents equally from both the banks. It is an indisputable fact which ensure that only those organizations

having highly outcome oriented employees can grow and survive in the present globalized time, whose performance is high. Emotional intelligence has a significant impact on job involvement, this indicated that lack of emotional intelligence may reduce the job involvement. But emotional intelligence has not yet in the scope of development initiatives taken by the organizations of India. Emotional intelligence should be involved in recruitment and selection process for instant, employees should be hire on the basis of their emotional intelligence. Employees who are more than 40 years have showed more involvement, more commitment and emotional intelligence, as per this note, these employees ought to be considered as an assets of an organization, sustain these employees and motivate them properly. By evaluating private and public banks employees' emotional intelligence and job involvement in the hoshiarpur district, top executives would be able to find out the area where improvement is mandatory. As per the findings, females were more emotionally intelligent and involved in their job, HR manager should pay their close attention while staffing employees in private and public banking organization of hoshiarpur district.

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