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THE IMPACT OF INDIVIDUAL'S EMOTIONAL INTELLIGENCE ON JOB PERFORMANCE (A STUDY OF THE FEDERAL POLYTECHNIC, ILARO STAFF, OGUN STATE)

A.O. Ogunsanwo[1] & A.O. Omojaro[2]

[1&2]Department of Business Administration and Management, Federal Polytechnic, Ilaro, Ogun state
abayomi.ogunsanwo@federalpolyilaro.edu.ng

Abstract: *The research was embarked upon to investigate the relationship existing between emotional intelligence and job performance of employees in an organization. A descriptive survey design was adopted by the study. A sample size of 279 respondents was selected from a population of 918 members of staff of Federal Polytechnic, Ilaro, Ogun State. A structured questionnaire was adopted as the research instrument. The collected data was analyzed using descriptive statistics and multiple regression analysis method. The findings of the study revealed that self-awareness has no significant relationship with employee performance (p> .05), relationship management has a significant effect on employee performance (p<.05) and empathy has a significant relationship with employee job performance (p<.05). The study concludes that emotional intelligence has a significant effect on the job performance of employees. Based on the findings, the study recommended that managers should develop the right attitude towards the functionality of their subordinates by adopting a leadership style that recognizes the contributions of their subordinates.*

Keywords: Emotional intelligence, empathy, self-awareness, employee performance, emotion.

INTRODUCTION

With the increasing demand of luxurious life and fast pace of technology growth, people are more educated and want to be dealt and handled with nice and polite way. This approach has also created a bottleneck situation for the managers and leaders to lead their staff and teams with the hawk-eye for accomplishing of the assignments and dealing with the people with more sophisticated manner keep them motivated and retain the talent. The organizations require a team of managers to run the day to day operations. The rapid developments and changes that occur in society caused by the development of technology and methods of teaching and learning, results in innovation in the workplace toward emotional structures generated from the people in the companies or organizations with the sole aim to achieve an increase in productivity of workers, as mentioned by Danvila and Sastre (2010).

Emotions of workers can influence the performance of their work. The issue of employee today such as exposed to stress, not creative, less motivated in their careers cause the organization to be less growing and decrease in the productivity. All of this requires mental, emotional, and physical strength (Alias, 2017).

Public higher education institutions are also among the organizations that are moving forward in dealing with issues of globalization. Therefore, to produce the workers who can display high performance in any situations, emotional intelligence is one of the factors that should be emphasized by the public higher education institution. This is because individual performance has become an important issue to the public higher education institutions in their preparations for the

realization of the mission towards world-class university. In order to be successful in implementing this mission, public higher education institutions must have employees who are well both physically and mentally. This is because according to Swanson, Hamilton and Zobish (2015), one of the success factor in the work was not determined by the formal education, it is not even determined by the ability and intelligence, but the biggest contribution to support the person is emotional intelligence (Swanson, Hamilton & Zobish, 2015).

Organizations put constant pressure on their employees to perform because majority of time, front line Managers are first touch point for customers, hence they need to be dynamic, meticulous, analytical and polite, yet result driven. Empirical observation reveals that service employees have strict time pressure of completion of task. Travel and fear of termination of job contract are very common problems among Federal institutions of higher learning. As a result, employees suffer from extremely high level of stress and emotional disturbance, which directly or indirectly affect performance of lecturers and take tolls on students and eventually affecting our labor market or society as a whole (Ngah, Wahyukaton, Salleh & Sarmidy, 2016).

It is against this background that the current study seeks to investigate the effects of individual emotional intelligence on job performance using the Academic staff of Federal Polytechnic, Ilaro, Ogun state as a study.

In order to achieve this broad objective, the following null hypothetical statements have been synthesized:

H_{01}: *Empathy has no significant relationship with Employee Performance*
H_{02}: *Relationship management has no significant relationship with Employee Performance*
H_{03}: *Self-awareness has no significant relationship with Employee Performance*

Literature review
Conceptual Review
Emotional Intelligence
Emotional Intelligence is the ability to manage in and out emotions in order to enhance thought and performance. To this end, Rozman (2007), Emotional Intelligence is the ability to identify and manage one's own emotions and the emotions of others in the pursuit of shared goals. It integrates the capability of a person to understand his or her own motivations and emotions, as well as that of others, in order to choose a behavioral response that enables a person to work most effectively with others. Therefore management as well as being central axis in the organization must find the emotional needs and seek enhancement for better performance and increased productivity (Lopes, Grewal, Kandis, Gall & Salovey, 2016). Emotional Intelligence (EI) has received substantial amount of attention in the past two decades especially in the field of Industrial/Organizational psychology and its use is not limited to academia alone. EI has created a stir in the corporate world as well, as it has become one of the most widely used practitioner tool for recruitment & selection, training & development, team building etc. and it is used by more than 150 consulting firms which offer EI-related products and services (Mortan, Ripoll & Carvalho, 2014).

Self-Awareness
This involves when an individual obtains a realistic understanding of his own abilities and also possesses a strong sense of self-confidence. The three important areas in this case are emotional self-awareness, accurate self-assessment and self-confidence (Giorgi, 2013). These help a person

in making accurate and wise decisions. Self-awareness is about knowing one's internal states, preferences, strengths, and weakness. Their ability to manage themselves helps in being self-awareness which is utilized to govern their actions personally and in relation to others which leads to reduced stress and maximized skills (Goleman, 2018). Employees who are self-aware examine their thoughts, motives and behaviors to discover how their work will be affected. Self-awareness in job performance is required for analyzing inner strength and weakness. It enables individuals to perceive who they are and how they feel (Furnham, 2015).

As leaders reflect on their own feelings and emotions and take their own desires and priorities into account, they clarify their own values. When leaders have thoughtfully considered their own values and have reflected on their own goals in relationship with others, they make implicit ethical assumptions about those goals. When their values and goals reflect the pursuit of worthy outcomes and honor responsibilities owed to others, individuals who are highly self-aware are able to act with personal integrity and are likely to also be perceived as more authentic by others, especially over the long term.

Empathy

This is the ability to understand the feelings and emotions of others who are going through an often-difficult situation that creates stress, pain, conflict, or high emotion. Empathy has been described as the capacity to "care enough to give someone else's issue the same level of respect and attention they do." But empathy is also the ability to assist others to regulate their own emotions in the pursuit of desirable goals. Empathy, the genuine concern for others and their welfare, is a distinguishing quality of great leaders that builds trust and demonstrates a leader's commitment to his or her moral responsibilities (Furnham, 2015). By showing empathy a leader integrates his or her sense of moral responsibility in a relationship with a response intended to honor perceived duties and obligations owed to serve that other person in their time of need. According to Deshwal (2015), social skills associated with listening, speaking, and interacting with others in the pursuit of achieving shared goals are fundamental requirements of highly effective leadership communication and demonstrate the ability to form relationships required to connect with others in the pursuit of viable results. Social skills reflect both normative assumptions about one's role in relationships as well as instrumental assumptions about outcomes and goals. Once again, the use of social skills is replete with implicit assumptions about one's moral obligations to others (Danvila & Sastre, 2010).

Relationship Management

In service sectors, services are sold through the relationship. Organization need to maintain their long-term relationship with their customer. Frontline Manager play major role in relationship building between organization and customer. Frontline Manager use influencing skills such as persuasion, good communication with others including employees, listening skills, negotiation, co-operation, dispute resolution, ability to inspire and lead others, capacity to initiate and manage change, and ability to deal with others' emotions (Caruso, Mayer & Salovey, 2002). Relationship management allows the employee to connect with others in ways that help them feel understood and supported (Chin, Raman, Yeow & Eze, 2012). Managing relationships is an essential skill that enables to lead change or manage personal change. Relationship management includes the identification, analysis, and management of relationships with people inside and outside of your team as well as their development through feedback and coaching. It also incorporates the ability to communicate, persuade, and lead others, whilst being direct and honest without alienating people. It is also vital in negotiating successfully, resolving conflicts, and working with others toward a shared goal. An employee's success in this final area is directly correlated to his/her

success in the other three areas because management is all about getting work done through other people, some of whom he/she have no direct authority over (Carmeli, 2013).

Employee Performance

Performance is described as the element that the organization assigns an employee to do, and perform job completely. Besides, performance is defined as achievement of organizational goals, fulfillment of organizational expectations, attainment of standards or accomplishment of the organizational ability. Nevertheless, the method of achieving the goals is more important than the concept of the achievement itself (Alias, 2017). It is supposed that performance is not only actions but also, it is described by evaluative processes (Awad & Ali, 2012).

Similarly, performance is not expressed and determined only by actions but also peripheral factors such as social and political elements and human resources (Iqbal, Ijaz, Latif & Mushtaq, 2015). The precise meaning of performance takes the concepts of 'the execution of a job,' 'attainment,' and 'accomplishment Individual performance is of high relevance for organizations and individuals alike. Researchers have developed a lot of interest in finding the nature and relevance of employee performance in the field of industrial psychology. It is suggested that the interest is due to the importance of individual, organization and society (Jothimurugan & Pandi, 2016). Emotional Intelligence has been touted to have a relationship with performance as was put forward by different researchers (Giorgi, 2013). In addition, what is of paramount importance in the process of employee performance is facilitating the communication within organization which is another function of emotional intelligence (Giorgi, 2013). Employee Performance is the amount of effort an individual will exert in his or her job.

Theoretical Review

This study is anchored on the Contingency Theory of Management propounded by Fred Fiedler in the early 19th century. According to this theory, there is no one best way of managing, but that the managing style to be applied in any given situation depends on the peculiarity of the situation. The peculiarity of the situation here means the environment one finds himself, the kind of employees one is dealing with. That is, their intelligent and emotional level, their knowledge, skills and ability. Contingency approach to management is based on the theory that management effectiveness is contingent upon the interplay between the application of management behaviors and specific situations (Hill, Swanson & Kirwan, 2016). According to the contingency theory, the manager's task is to identify which technique will, in a particular situation, under particular circumstance, and at a particular time, best contribute to the attainment of organizational goals (Inuwa, 2016). Research on EI has shown that it is a key predictor of academic, personal as well as career success. Empirical studies have also disclosed its relationship with various psychological and psychosocial factors.

EI of employees at workplace is paramount due to its humongous effect on various job attitudes and employee behaviors. Among job attitudes, job satisfaction (JS) is often regarded as a proxy for employees' well-being at workplace and is positively associated with EI (Iqbal, Ijaz, Latif & Mushtaq, 2015). Becoming highly involved in the work is frequently a response to emotional rather than rational needs, hence job involvement (JI) holds an important relationship with EI (Carmeli, 2013).

Among work behaviors, the positive ones, i.e. organizational citizenship behavior (OCB), job performance (JP) and the negative ones - turnover intentions (TI), absenteeism, etc. are positively and negatively related with EI, respectively (Matthews, Zeidner & Roberts, 2002) Managing occupational stress and handling emotional exhaustion (EE), improving individuals' personality, etc. are other important contributions of EI (Makkar & Basu, 2017).

Page | 6

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Empirical Review

There exist an abundance of studies conducted in this area and a few of these studies are presented below.

Ngah, Wahyukaton, Salleh and Sarmidy (2016) studied humility and emotional intelligence as keys to interpersonal effectiveness by utilizing the key elements of Emotional Intelligence, Self-Awareness, Self-Regulation, Empathy, Social Skills, Motivation, each one of us has the ability to create far better relationships with those whom we lead and serve. The abilities to know ourselves, to control ourselves, and to give ourselves in the service of others are skills that enhance our EI and bring clarity and purpose to our lives. It is that clarity and that understanding of our highest potential that gives us both a sense of reverence for our value and a humble appreciation for the gifts that we have had the opportunity to develop. To examine humility as it helps to create effective interpersonal relationships – particularly as those relationships demonstrate EI skills that are widely recognized in the management literature. This study defined Emotional Intelligence and describing the five key elements upon which it is based. It also defined humility as related to those five elements and explains the importance of humility in understanding others and in achieving successful outcomes. It identified five specific ways in which understanding the nature of humility can improve leaders' responses to others in the pursuit of shared goals.

Swanson, Hamilton and Zobish (2015) investigated emotional intelligence and job performance in service industry. The study identified that, Emotional Intelligence can help in improving the performance of frontline employees in service sector. To create good employee-customers interface, organization need to improve the Emotional Intelligence of their Frontline Employees. Interpersonal skill and intrapersonal skill has been identified as major factors that contribute to Emotional Intelligence in Service Sector. With the help of this conceptual framework, Emotional Intelligence skill can be identified and can be assessed with various tools. After assessing the Emotional Intelligence competencies, Frontline manager will know that which aspects of EI he/she needs to improve. Some frontline Employees may be very strong in the inter-personal skills, but may need to improve the intra-personal skill of analyzing their own emotions. This will help the organization to improve the performance of a Frontline Mangers by filling this gap. There are a number of literature is available with ideas on how to improve emotional intelligence at workplace.

Methodology

Research Design

The study adopted a descriptive survey research design.

Population

The population for this study consists of 918 academic staff of Federal polytechnic Ilaro, Ogun state

Sample and sampling technique

The study used a simple random sampling technique to select the samples for the study. The selected sample size was two hundred and seventy-nine (279) participants which was determined through the application of Taro Yamane formula.

Method of data collection

The primary method of data collection was utilized for this study.

Research instrument

A structured questionnaire was adopted as the research instrument for this study.

Reliability and validity test

Cronbach's Alpha test was used to measure internal consistency of the research instrument. A content validation was utilized by the study.

Method of data analysis

The data analysis of this research work will be subjected to two analysis which are descriptive and quantitative analysis. The descriptive analysis will be carried out based on tables of frequencies, mean and standard deviation. The quantitative analysis will focus on the use of multinomial regression analysis with assistance of SPSS to determine the connection between the variables and constructs.

Data presentation and result

Table 1:Reliability Statistics showing the internal consistency of the instruments

Cronbach Alpha	Cronbach Alpha Based on Standardized Items	N of Items
.826	.825	20

Table one show that the questionnaire is reliable and will consistently measure the variables of this study at different times. The alpha value is $\alpha=.83$ and this is good enough statistically.

Table 2: Model summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.993[a]	.986	.985	.68068	2.255

a. Predictors: (Constant), EMPATHY_EI, SELFAWARENESS_EI, RELATIONSHIPMANAGEMENT_EI

b. Dependent Variable: EMPLOYEEPERFRORMANCE

Table 2 shows that the influence of emotional intelligence to the prediction of employee performance is significant $R^2=.986$. This implies that about 99 percent of the variability in Employee Performance is accounted for by Emotional intelligence.

Table 3: ANOVA showing the appropriateness of the regression model

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	8142.799	3	2714.266	5858.299	.000[b]
	Residual	119.537	258	.463		
	Total	8262.336	261			

a. Dependent Variable: EMPLOYEEPERFRORMANCE
b. Predictors: (Constant), EMPATHY_EI, SELFAWARENESS_EI, RELATIONSHIPMANAGEMENT_EI

Table 3 shows that there is a significant positive relationship between EI and EP. Evident by the value of the t-statistics (f $(3/258)$ = 5858.299, p<.05). This implied that the null hypotheses of no significant relationship and no significant prediction between emotional intelligence and employee performance will be rejected and the alternative hypothesis accepted.

Table 4: Correlation Coefficient showing the estimates of the direction of the relationship among the variables of the study the relative contributions of variables to the prediction of employee's performance

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	5.341	.695		7.682	.000	3.972	6.710
	SELF AWARENESS_ EI	-.033	.096	-.007	-.346	.730	-.222	.156
	RELATIONSHIP MANAGEMENT_ EI	.994	.080	.254	12.367	.000	.836	1.152
	EMPATHY _ EI	1.746	.065	.758	26.742	.000	1.618	1.875

a. Dependent Variable: EMPLOYEE PERFORMANCE

Table 4 reveals the following:
i. That self-awareness is not significant in the prediction of employee performance (β=-0.33 t=-.346, p>.05). This implies that a unit increase in self-awareness will result in 0.033 decreases in employee performance.
ii. That relationship management is highly significant in prediction of employee performance. (β=.994, t=12.367, p<.05). This implies that a unit increase in relationship management will lead to 0.994 increases in employee performance.
iii. That Empathy is highly significant in prediction of employee performance. (β=1.746, t=26.742). This implies that a unit increases in empathy will increase employee performance by 1.74.

Table 5: correlation matrix show the degree of relationship among variables of the study.

		EMPLOYEE PERFRORMANCE	SELF-AWARENESS_EI	RELATIONSHIPMANAGEMENT_EI	EMPATHY_EI
Pearson Correlation	EMPLOYEEPERFRORMANCE	1.000	.912	.954	.988
	SELFAWARENESS_EI	.912	1.000	.854	.926
	RELATIONSHIPMANAGEMENT_EI	.954	.854	1.000	.931
	EMPATHY_EI	.988	.926	.931	1.000
Sig. (1-tailed)	EMPLOYEEPERFRORMANCE	.	.000	.000	.000
	SELFAWARENESS_EI	.000	.	.000	.000
	RELATIONSHIPMANAGEMENT_EI	.000	.000	.	.000
	EMPATHY_EI	.000	.000	.000	.
N	EMPLOYEEPERFRORMANCE	262	262	262	262
	SELFAWARENESS_EI	262	262	262	262
	RELATIONSHIPMANAGEMENT_EI	262	262	262	262
	EMPATHY_EI	262	262	262	262

Table 5 indicates that there exists a strong positive correlation among the variables of interest. Employee performance and self-awareness correlate at r = .912; Employee performance and Relationship Management correlate at r= .954; Employee performance and Empathy correlate at r= .988.

Discussion of Result

The information presented in table 2 explains the influence of emotional intelligence on the performance of the employees in the selected organization which was found to be highly significant given the value of R^2 = .986. Also, the ANOVA result in table 3 shows that emotional intelligence has a positive significant effect on employee performance at p<.05.

From table 4, the individual effects of the proxies of emotional intelligence (empathy, relationship management and self-awareness) on employee performance were revealed. From the table 4, it was revealed that self-awareness is not statistically significant (β= -.033, t= -.346, p>.05). The implication of this is that a unit increase in self-awareness will result in -.033 decrease in employee performance.

However, relationship management was found to be highly significant in the prediction of employee performance (β= .994, t= 12.367, p< .05). The implication of this is that a unit increase in relationship management will result in .994 increase in employee performance.

Similarly, the result in table 4 revealed that empathy is highly significant in the prediction of employee performance (β= 1.746, t= 26.742, p<.05). This implies that for every unit increase in empathy of workers, it results in 1.746 increase in performance.

Finally, table 5 presented the correlation matrix to show the degree of correlation among the variables of the study. It was revealed from table 5 that there exists a strong positive correlation among the variable of interest.

Conclusion

Emotional intelligence helps to better understand human ability, thinking and relationships, supplying elements for learning for the person, and this being a new beginning in the way of understanding the human being. Human intelligence and working life cannot exist in an independent manner. Within the framework of labor relations, human intelligence develops the means to use the potential of the person as a job benefit.

Recommendations

Based on these findings, the study recommends that organizations should show more concern for their employees by creating an enabling organization culture that allows the work-force to become self-reliant and helping them to build self-confidence so as to enhance their productivity. Also, managers should develop an emphatic attitude towards their subordinates in order to help eliminate any difficulty and challenges confronting their subordinates at the work place.

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Page | 12

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Page | 13