

## A study of association between demographic factor 'income' and emotional intelligence

Ms. MAMTA BAJPAI  
Research Scholar, AKTU University  
Prof. (Dr.) SHAIENDRA K. CHATURVEDI  
Supervisor

### Abstract:

*Emotional Intelligence is the source of distinctive wisdom and it is responsible for potential information to us. People who have the ability to understand one's own emotions and of other people, are emotionally intelligent. Researchers suggest that emotional intelligence play a major role in the success of leaders. People with high levels of emotional intelligence experience success in their careers at a very early stage and are capable of building strong inter personal relationship. The purpose of the study is to examine the association between emotional intelligence and demographic variable income of the software professionals working in IT sector in India. Chi square test was used to examine the relationship between emotional intelligence and demographic variable income.*

**Key words:** Emotions, Emotional Intelligence, Demographic Factor, Income

### 1. INTRODUCTION

Generally, people can solve technical problems very easily than human problems they face in home as well as in personal or professional life. At the workplace, managers have started assessing employee performance not only by the outputs delivered, but also how effectively they deal with colleagues and

staff that is their emotional intelligence. Strategic human resource managers should focus on task performance while designing employee performance management systems. They should emphasize the employee development rather than control, and should consider judgments from all sides about employees' actual and potential contributions in the supporting performance domains of citizenship, emotions, and ethics (Wong. C., 2003).

The ability to effectively deal with emotions and emotional information in the workplace helps employees to manage occupational stress and maintain psychological well-being (Carmeli, A., 2003). Thus the objective of stress reduction and health protection can be achieved not only by decreasing work demands (stressors) but also by increasing the personal resources of employees, including emotional intelligence.

## **2. LITERATURE REVIEW**

### **2.1 Emotion**

Emotion is the subjective experience associated with personality, mood, temperament and disposition. The English word 'emotion' is derived from the French word émouvoir, but this is also based on the Latin word emovere, where e (variant of ex-) means 'out' and movere means 'move'.

### **2.2 Emotional Intelligence**

Peter Salovey and John Mayer (1990) carried out research based on these earlier works in order to establish Emotional intelligence and a genuine intelligence based on the concept and definition of intelligence. According to them intellect and emotional intelligence are two different constructs and they use different parts of the brain. Therefore as a term, emotional intelligence first made its first appearance in 1989 in an article by two American academic psychologist, John D. Mayer and Peter Salovey. They defined emotional intelligence

as “the ability to monitor one’s own and others’ feelings and emotions, to discriminate among them, and to use this information to guide one’s thinking and actions.’ They came up with an ability model with four separate elements of Emotional intelligence namely identifying emotions, using emotions, understanding emotions and managing emotions. Mayer, Caruso & Salovey (1998).

Daniel Goleman (1995) developed further the work of Mayer, and Salovey and in association with the Hay Group developed the following models of competencies. Personal competences which determine how we manage we manage ourselves including self-awareness, emotional self-awareness, accurate self-assessment, self-management, self-control, trustworthiness, conscientiousness, adaptability, achievement orientation and initiative.

Social competencies are the competences that determine how we handle relationships including social awareness, empathy, organizational awareness, self orientation, social skills, developing others, leadership, communication, change catalyst, conflict management, building bonds and teamwork and collaboration. He argues further that the traits are human qualities that every person has access to and it is merely a case of developing these skills to increase emotional intelligence. He came up with one hundred and thirty seven item Emotional Quotient to measure the five dimensions of Emotional intelligence. IQ by itself is not a very good predictor of job performance. Hunter and Hunter (1984) estimated that the best IQ accounts for about 25% of the variance. Sternberg (1996) has pointed out that studies vary and that 10% may be a more realistic estimate. Bar-On (1997) also developed an EI model using fifteen conceptual constructs in the operationalization of the model. He developed one hundred and thirty three item questionnaires with a rating of five points.

### 2.3. Research Objective & Hypotheses

**Research Objective-1:** To study the association between the demographic factor 'income' and Emotional Intelligence of software professionals.

**Alternate Hypothesis (H1):** There is an association between the demographic factor 'income' and Emotional Intelligence of software professionals.

**Null Hypothesis (H0):** There is an association between the demographic factor 'income' and Emotional Intelligence of software professionals.

## 3. RESEARCH METHODOLOGY

The present study was a cross - sectional research conducted in IT industry in India. Purposive sampling technique was used to collect primary data. A structured questionnaire having close ended and 5 point Likert scale based questions, was constructed to collect the data through survey method, emails as well as through Google docs. The sample size was 500 software professionals from IT industry all over India. Chi square test was used as a statistical tool to test the association between the dependent and independent variables.

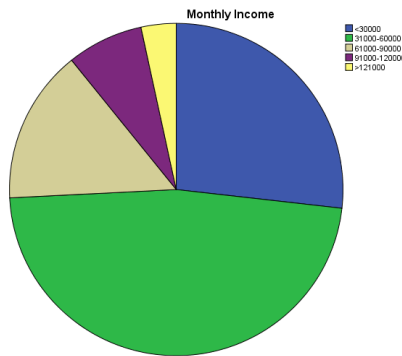
## 4. DATA ANALYSIS, INTERPRETATION AND FINDINGS

### 4.1. Analysis: Cross tabulation: Demographic Factor Income

**Table: Monthly Income**

Monthly Income		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	<30000	134	26.8	26.8	26.8
	31000-60000	237	47.4	47.4	74.2
	61000-90000	75	15.0	15.0	89.2
	91000-120000	37	7.4	7.4	96.6
	>121000	17	3.4	3.4	100.0
	Total	500	100.0	100.0	

**Interpretation and Findings:** From the above table it can be said that out of the total 500 respondents, 26.8% respondents monthly income is less than 30000, 47.4% respondents monthly income is between 31000-60000, 15.0% respondents monthly income is between 61000-90000, 7.4% respondents monthly income is between 91000-120000 and 3.4% respondents monthly income is greater than 121000.



## 4.2. Analysis: Association between the Demographic factor Income and Emotional Intelligence of Software Professionals.

### 4.2.1. Analysis: Analysis of the relationship between Monthly Income And I'm conscious of my needs in my life.

$H_0$ : The two factors are independent.

$H_1$ : The two factors are not independent (associated).

**Table: Chi-Square Tests**

Chi-Square Tests			
	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	35.698 <sup>a</sup>	16	.003
Likelihood Ratio	39.154	16	.001
Linear-by-Linear Association	14.086	1	.000

Mamta Bajpai, Shailendra k. Chaturvedi- **A study of association between demographic factor 'income' and emotional intelligence**

N of Valid Cases	500		
a. 7 cells (28.0%) have expected count less than 5. The minimum expected count is 1.09.			

**Interpretation:** From the table we find out that asymptotic significance for Pearson Chi Square comes out to be 0.000 (less than 0.05) so we **reject null hypothesis** at 5% level of significance. Hence it can be concluded that **two variables are associated**.

**Table: Crosstab: I'm conscious of my needs in my life**

Crosstab			I'm conscious of my needs in my life.					Total
			Strongly Agree	Agree	Undecided (neither agree nor disagree)	Disagree	Strongly Disagree	
Monthly Income	<30000	Count	33	48	10	28	15	134
		% within Monthly Income	24.6%	35.8%	7.5%	20.9%	11.2%	100.0%
	31000-60000	Count	65	111	22	28	11	237
		% within Monthly Income	27.4%	46.8%	9.3%	11.8%	4.6%	100.0%
	61000-90000	Count	26	34	4	5	6	75
		% within Monthly Income	34.7%	45.3%	5.3%	6.7%	8.0%	100.0%
	91000-120000	Count	12	19	3	3	0	37
		% within Monthly Income	32.4%	51.4%	8.1%	8.1%	0.0%	100.0%
	>121000	Count	10	3	0	4	0	17
		% within Monthly Income	58.8%	17.6%	0.0%	23.5%	0.0%	100.0%
Total		Count	146	215	39	68	32	500
		% within Monthly Income	29.2%	43.0%	7.8%	13.6%	6.4%	100.0%

**Interpretation & Findings:** From the above crosstab, it can said that out of total 500 respondents, 29.2% respondents strongly agreed, 43.0% respondents agreed, 7.8% respondents were neutral, 13.6% respondents disagreed and 6.4% respondents strongly disagreed that 'I am conscious of my

needs in my life.' Hence, it can be said that majority of the respondents strongly agreed and agreed.

**4.2.2. Analysis: Analysis of the relationship between Monthly Income And I can remain balanced even in adverse circumstances.**

H<sub>0</sub>: The two factors are independent.  
 H<sub>1</sub>: The two factors are not independent (associated).

**Table: Chi-Square Tests**

Chi-Square Tests			
	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	69.281 <sup>a</sup>	16	.000
Likelihood Ratio	68.868	16	.000
Linear-by-Linear Association	38.334	1	.000
N of Valid Cases	500		

a. 6 cells (24.0%) have expected count less than 5. The minimum expected count is 1.16.

**Interpretation:** From the table we find out that asymptotic significance for Pearson Chi Square comes out to be 0.000 (less than 0.05) so we **reject null hypothesis** at 5% level of significance. Hence it can be concluded that **two variables are associated.**

**Table: Crosstab: I can remain balanced even in adverse circumstances**

		I can remain balanced even in adverse circumstances.					Total	
		Strongly Agree	Agree	Undecided (neither agree nor disagree)	Disagree	Strongly Disagree		
Monthly Income	<30000	Count	24	42	30	20	18	134
	% within Monthly Income		17.9%	31.3%	22.4%	14.9%	13.4%	100.0%
	31000-	Count	73	109	28	14	13	237

Mamta Bajpai, Shailendra k. Chaturvedi- **A study of association between demographic factor 'income' and emotional intelligence**

60000	% within Monthly Income	30.8%	46.0%	11.8%	5.9%	5.5%	100.0%
	Count	28	39	4	2	2	75
61000-90000	% within Monthly Income	37.3%	52.0%	5.3%	2.7%	2.7%	100.0%
	Count	14	18	3	1	1	37
91000-120000	% within Monthly Income	37.8%	48.6%	8.1%	2.7%	2.7%	100.0%
	Count	12	2	1	2	0	17
>121000	% within Monthly Income	70.6%	11.8%	5.9%	11.8%	0.0%	100.0%
	Count	151	210	66	39	34	500
Total	% within Monthly Income	30.2%	42.0%	13.2%	7.8%	6.8%	100.0%
	Count	151	210	66	39	34	500

**Interpretation & Findings:** From the above crosstab, it can be said that out of total 500 respondents, 30.2% respondents strongly agreed, 42.0% respondents agreed, 13.2% respondents were neutral, 7.8% respondents disagreed and 6.8% respondents strongly disagreed that 'I can remain balanced even in adverse circumstances.' Hence, it can be said that majority of the respondents strongly agreed and agreed.

**4.2.3. Analysis: Analysis of the relationship between Monthly Income And Being emotionally intelligent helps me to control my level of stress.**

H<sub>0</sub>: The two factors are independent.

H<sub>1</sub>: The two factors are not independent (associated).

**Table.: Chi-Square Tests**

Chi-Square Tests			
	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	65.394 <sup>a</sup>	16	.000
Likelihood Ratio	64.667	16	.000
Linear-by-Linear Association	21.878	1	.000
N of Valid Cases	500		

a. 7 cells (28.0%) have expected count less than 5. The minimum expected count is 1.19.



**Interpretation:** From the table we find out that asymptotic significance for Pearson Chi Square comes out to be 0.000 (less than 0.05) so we **reject null hypothesis** at 5% level of significance. Hence it can be concluded that **two variables are associated**.

**Table: Crosstab: Being emotionally intelligent helps me to control my level of stress**

		Being emotionally intelligent helps me to control my level of stress.					Total	
		Strongly Agree	Agree	Undecided (neither agree nor disagree)	Disagree	Strongly Disagree		
Monthly Income	<30000	Count	28	44	32	17	13	134
		% within Monthly Income	20.9%	32.8%	23.9%	12.7%	9.7%	100.0%
	31000-60000	Count	61	115	19	26	16	237
		% within Monthly Income	25.7%	48.5%	8.0%	11.0%	6.8%	100.0%
	61000-90000	Count	21	43	1	6	4	75
		% within Monthly Income	28.0%	57.3%	1.3%	8.0%	5.3%	100.0%
	91000-120000	Count	16	16	2	1	2	37
		% within Monthly Income	43.2%	43.2%	5.4%	2.7%	5.4%	100.0%
	>121000	Count	12	2	1	2	0	17
		% within Monthly Income	70.6%	11.8%	5.9%	11.8%	0.0%	100.0%
Total	Count	138	220	55	52	35	500	
	% within Monthly Income	27.6%	44.0%	11.0%	10.4%	7.0%	100.0%	

**Interpretation & Findings:** From the above crosstab, it can be said that out of total 500 respondents, 27.6% respondents strongly agreed, 44.0% respondents agreed, 11.0% respondents were neutral, 10.4% respondents disagreed and 7.0% respondents strongly disagreed that 'Being emotionally intelligent helps me to control my level of stress.' Hence, it can

be said that majority of the respondents strongly agreed and agreed.

**4.2.4. Analysis: Analysis of the relationship between Monthly Income And I am able to manage the conflicts and problems faced in my workplace.**

H<sub>0</sub>: The two factors are independent.

H<sub>1</sub>: The two factors are not independent (associated).

**Table: Chi-Square Tests**

Chi-Square Tests			
	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	30.885 <sup>a</sup>	16	.014
Likelihood Ratio	32.778	16	.008
Linear-by-Linear Association	3.653	1	.056
N of Valid Cases	500		

a. 7 cells (28.0%) have expected count less than 5. The minimum expected count is 1.16.

**Interpretation:** From the table we find out that asymptotic significance for Pearson Chi Square comes out to be 0.000 (less than 0.05) so we **reject null hypothesis** at 5% level of significance. Hence it can be concluded that **two variables are associated**.

**Table: Crosstab: I am able to manage the conflicts and problems faced in my workplace**

Crosstab								
			I am able to manage the conflicts and problems faced in my workplace.					Total
			Strongly Agree	Agree	Undecided (neither agree nor disagree)	Disagree	Strongly Disagree	
Monthly Income	<30000	Count	30	53	25	17	9	134
		% within Monthly Income	22.4%	39.6%	18.7%	12.7%	6.7%	100.0%
	31000-	Count	61	106	35	21	14	237

Mamta Bajpai, Shailendra k. Chaturvedi- **A study of association between demographic factor 'income' and emotional intelligence**

60000	% within Monthly Income	25.7%	44.7%	14.8%	8.9%	5.9%	100.0%
	Count	31	28	4	4	8	75
61000-90000	% within Monthly Income	41.3%	37.3%	5.3%	5.3%	10.7%	100.0%
	Count	10	20	1	3	3	37
91000-120000	% within Monthly Income	27.0%	54.1%	2.7%	8.1%	8.1%	100.0%
	Count	7	5	1	4	0	17
>121000	% within Monthly Income	41.2%	29.4%	5.9%	23.5%	0.0%	100.0%
	Count	139	212	66	49	34	500
Total	% within Monthly Income	27.8%	42.4%	13.2%	9.8%	6.8%	100.0%
	Count	139	212	66	49	34	500

**Interpretation & Findings:** From the above crosstab, it can be said that out of total 500 respondents, 27.8% respondents strongly agreed, 42.4% respondents agreed, 13.2% respondents were neutral, 9.8% respondents disagreed and 6.8% respondents strongly disagreed that 'I am able to manage the conflicts and problems faced in my workplace.' Hence, it can be said that majority of the respondents strongly agreed and agreed.

**4.2.5. Analysis: Analysis of the relationship between Monthly Income And I am able to understand the feeling of others.**

H<sub>0</sub>: The two factors are independent.  
H<sub>1</sub>: The two factors are not independent (associated).

**Table: Chi-Square Tests**

Chi-Square Tests			
	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	43.694 <sup>a</sup>	16	.000
Likelihood Ratio	46.852	16	.000
Linear-by-Linear Association	1.927	1	.165
N of Valid Cases	500		

a. 7 cells (28.0%) have expected count less than 5. The minimum expected count is .58.

**Interpretation:** From the table we find out that asymptotic significance for Pearson Chi Square comes out to be 0.000 (less than 0.05) so we **reject null hypothesis** at 5% level of significance. Hence it can be concluded that **two variables are associated**.

**Table: Crosstab: I am able to understand the feeling of others**

Crosstab			I am able to understand the feeling of others.					Total
			Strongly Agree	Agree	Undecided (neither agree nor disagree)	Disagree	Strongly Disagree	
Monthly Income	<30000	Count	36	56	26	12	4	134
		% within Monthly Income	26.9%	41.8%	19.4%	9.0%	3.0%	100.0%
	31000-60000	Count	82	95	24	25	11	237
		% within Monthly Income	34.6%	40.1%	10.1%	10.5%	4.6%	100.0%
	61000-90000	Count	21	43	6	3	2	75
		% within Monthly Income	28.0%	57.3%	8.0%	4.0%	2.7%	100.0%
	91000-120000	Count	8	18	11	0	0	37
		% within Monthly Income	21.6%	48.6%	29.7%	0.0%	0.0%	100.0%
	>121000	Count	10	2	1	4	0	17
		% within Monthly Income	58.8%	11.8%	5.9%	23.5%	0.0%	100.0%
Total	Count	157	214	68	44	17	500	
	% within Monthly Income	31.4%	42.8%	13.6%	8.8%	3.4%	100.0%	

**Interpretation & Findings:** From the above crosstab, it can be said that out of total 500 respondents, 31.4% respondents strongly agreed, 42.8% respondents agreed, 13.6% respondents were neutral, 8.8% respondents disagreed and 3.4% respondents strongly disagreed that 'I am able to understand the feeling of others.' Hence, it can be said that majority of the respondents strongly agreed and agreed.

**4.2.6. Analysis: Analysis of the relationship between Monthly Income And Being emotionally intelligent helps me to improve the efficiency of service delivery process.**

H<sub>0</sub>: The two factors are independent.

H<sub>1</sub>: The two factors are not independent (associated).

**Table: Chi-Square Tests**

Chi-Square Tests			
	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	42.415 <sup>a</sup>	16	.000
Likelihood Ratio	42.877	16	.000
Linear-by-Linear Association	16.252	1	.000
N of Valid Cases	500		

a. 7 cells (28.0%) have expected count less than 5. The minimum expected count is .99.

**Interpretation:** From the table we find out that asymptotic significance for Pearson Chi Square comes out to be 0.000 (less than 0.05) so we **reject null hypothesis** at 5% level of significance. Hence it can be concluded that **two variables are associated**.

**Table: 4.95. Crosstab: Being emotionally intelligent helps me to improve the efficiency of service delivery process**

		Being emotionally intelligent helps me to improve the efficiency of service delivery process.					Total	
		Strongly Agree	Agree	Undecided (neither agree nor disagree)	Disagree	Strongly Disagree		
Monthly Income	<30000	Count	24	46	31	26	7	134
		% within Monthly Income	17.9%	34.3%	23.1%	19.4%	5.2%	100.0%
	31000-60000	Count	63	91	35	32	16	237
		% within Monthly Income	26.6%	38.4%	14.8%	13.5%	6.8%	100.0%
	61000-90000	Count	14	44	7	5	5	75
		% within Monthly Income	18.7%	58.7%	9.3%	6.7%	6.7%	100.0%
	91000-120000	Count	12	18	5	1	1	37
		% within Monthly Income	32.4%	48.6%	13.5%	2.7%	2.7%	100.0%
	>121000	Count	10	3	3	1	0	17

	% within Monthly Income	58.8%	17.6%	17.6%	5.9%	0.0%	100.0%
Total	Count	123	202	81	65	29	500
	% within Monthly Income	24.6%	40.4%	16.2%	13.0%	5.8%	100.0%

**Interpretation & Findings:** From the above crosstab, it can be said that out of total 500 respondents, 24.6% respondents strongly agreed, 40.4% respondents agreed, 16.2% respondents were neutral, 13.0% respondents disagreed and 5.8% respondents strongly disagreed that 'Being emotionally intelligent helps me to improve the efficiency of service delivery process.' Hence, it can be said that majority of the respondents strongly agreed and agreed.

**4.2.7. Analysis: Analysis of the relationship between Monthly Income And Being emotionally intelligent helps me to minimize the performance hijacking by negative emotions.**

H<sub>0</sub>: The two factors are independent.  
 H<sub>1</sub>: The two factors are not independent (associated).

**Table: Chi-Square Tests**

Chi-Square Tests			
	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	59.701 <sup>a</sup>	16	.000
Likelihood Ratio	57.519	16	.000
Linear-by-Linear Association	7.617	1	.006
N of Valid Cases	500		

a. 7 cells (28.0%) have expected count less than 5. The minimum expected count is .75.

**Interpretation:** From the table we find out that asymptotic significance for Pearson Chi Square comes out to be 0.000 (less than 0.05) so we **reject null hypothesis** at 5% level of significance. Hence it can be concluded that **two variables are associated**.

**Table: Crosstab: Being emotionally intelligent helps me to minimise the performance hijacking by negative emotions**

		Crosstab						
		Being emotionally intelligent helps me to minimise the performance hijacking by negative emotions.					Total	
			Strongly Agree	Agree	Undecided (neither agree nor disagree)	Disagree	Strongly Disagree	
Monthly Income	<30000	Count	37	47	30	16	4	134
		% within Monthly Income	27.6%	35.1%	22.4%	11.9%	3.0%	100.0%
	31000-60000	Count	113	82	17	16	9	237
		% within Monthly Income	47.7%	34.6%	7.2%	6.8%	3.8%	100.0%
	61000-90000	Count	44	21	3	5	2	75
		% within Monthly Income	58.7%	28.0%	4.0%	6.7%	2.7%	100.0%
	91000-120000	Count	19	11	1	1	5	37
		% within Monthly Income	51.4%	29.7%	2.7%	2.7%	13.5%	100.0%
	>121000	Count	11	2	2	0	2	17
		% within Monthly Income	64.7%	11.8%	11.8%	0.0%	11.8%	100.0%
Total		Count	224	163	53	38	22	500
		% within Monthly Income	44.8%	32.6%	10.6%	7.6%	4.4%	100.0%

**Interpretation & Findings:** From the above crosstab, it can be said that out of total 500 respondents, 44.8% respondents strongly agreed, 32.6% respondents agreed, 10.6% respondents were neutral, 7.6% respondents disagreed and 4.4% respondents strongly disagreed that 'Being emotionally intelligent helps me to minimise the performance hijacking by negative emotions.' Hence, it can be said that majority of the respondents strongly agreed and agreed.

## 5. CONCLUSION AND DISCUSSION

The aim of this study was to analyse and establish the association between the demographic factor income and

emotional intelligence. From the above analysis it can be seen that there is positive and significant association between the emotional intelligence and demographic factor income. As the income is rising level of emotional intelligence is also rising.

Emotions can have either positive or negative effect on the behaviour of an individual. How the emotions are understood or managed influences the effect on behaviour. Skill to manage emotions is acquired in the childhood days itself. The early relationships hard wires the brain so that children will be able to deal with emotions and relationships throughout their lives. These early relationships, later will influence our sense of self-worth, safety and security and personal styles in managing emotions, whether we may become worried or cool in certain situations. Our overall development throughout the life, takes place, on the basis of this early life foundation. Although one should not let income have any impact on one's psyche. Otherwise it may hinder the progress in the career.

## REFERENCES AND BIBLIOGRAPHY

- Bar-On, R. (1997). The Emotional Intelligence Inventory (EQ-i). Toronto: Multi-Health systems.
- Bar-On, R. (2000). Emotional and social Intelligence: Insights from the emotional quotient inventory.
- Carmeli, A. (2003). The relationship between emotional intelligence and work attitudes, behavior and outcomes: An examination among senior managers. *Journal of Managerial Psychology*, 18(S), 788- 813.
- Cooper, R.K. (1997), "Applying emotional intelligence in the workplace", *Training & Development*, Vol. 52, pp. 31-3.
- Gardner, H. (1983). *Frames of mind: The theory of multiple intelligences*. New York: Basic Books.



- Goleman, D. (1995). Emotional intelligence: Why it can matter more than IQ for character, health and lifelong achievement. New York, NY: Bantman press.
- Goleman, D. (1998). Working with emotional intelligence. New York, NY: Bantman press.
- Goleman, D. (1998b). What makes a leader? Harvard Business Review, November- December.
- Goleman, D. (2001) Emotional Intelligence: perspectives on a theory of performance. In press.
- Mayer, J.D., Dipaolo, M., & Salovey, P. (1990). Perceiving affective content in ambiguous visual stimuli: A component of emotional intelligence. Journal of Personality Assessment, 54, 772-781.
- Mayer, J., & Salovey, P. (1993). The intelligence of emotional intelligence. Intelligence, 17, 433-442.
- Mayer, J.D., Caruso, D.R., Salovey, P. (1999). Emotional intelligence meets traditional standards for an intelligence. Intelligence, 27, 267-298.
- Schmidt D.C. and M. E. Fayad, "Lessons Learned: Building Reusable OO Frameworks for Distributed Software," Communications of the ACM, vol. 40, October 1997.
- Wong, C., (2002). The effect of leader and follower emotional intelligence on performance and attitude: An exploratory study. *Leadership Quarterly*, 23, 243-274.