

IMPACT OF EMOTIONAL INTELLIGENCE TOWARDS ORGANISATIONAL COMMITMENT IN ENHANCING EMPLOYEE PERFORMANCE

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ABSTRACT

Companies nowadays are more diligent than ever before in their pursuit of clearly defined objectives, and they are abandoning outdated paradigms in the process. 'Theoretically, those with higher levels of emotional intelligence (EI) are more effective. Emotional intelligence is a strong predictor of organizational commitment and employee performance, since the capacity to normalize passions is essential for the majority of vocations. The researchers in this study set out to determine how "emotional intelligence" affected "organisational commitment" and "employee performance" in a factory setting. This research made use of a descriptive design. Out of 500 randomly selected questionnaires, 412 were returned and analyzed. Emotional intelligence, organizational commitment, and work satisfaction were all shown to be related, according to the study.

Keywords: Emotional Intelligence, Organization-Commitment, Employee Performance,

INTRODUCTION

A dynamic ability in today's workplace, with unpredictable behaviors and aspirations, emotional intelligence is a competency that is always evolving. Self-management, relationship management, self-responsiveness, and social awareness are the four key EI criteria that were devised by Baloch et al. (2014) in order to evaluate the degrees of EI that leaders possess and the influence that these managers have on the productivity of their employees. A significant influence on employee performance, happiness, and throughput was shown to be associated with emotional intelligence, as indicated by the data. It has been shown that EI is an excellent predictor of a wide variety of necessary productive outcomes, such as work performance, job satisfaction, organizational citizenship, and organizational commitment. The economic condition of individual nations is a significant factor that plays a significant role in determining their comparative performance from a global viewpoint. People who have a higher emotional intelligence (EI) demonstrate prosocial behaviors, which allows them to learn how to act well in interpersonal circumstances in a

roundabout way. 2016 publication by Martin-Raugh et al. The capacity to control one's emotions in such a way that they are accurately articulated is what we mean when we talk about emotional intelligence. This enables people to collaborate on achieving comparable objectives in an atmosphere that is both productive and transparent. If the boss values feelings, then employees will appreciate them as well. Consequently, if the manager is positive, self-assured, innovative, adaptive, tolerant, polite, and compassionate, then it is quite probable that the workers will mirror such qualities as well. Sinha and Jain (2004) believe that organizational commitment (OC) is one of the most important factors that determines the effectiveness of an organization. Studies have shown that organizational commitment may accurately predict a wide range of organizational outcomes, such as increased job performance, decreased turnover and withdrawal cognitions, decreased absenteeism, and increased organizational citizenship behavior. According to Bar-on (2000), "Emotional intelligence is described as a range of emotions, psychological, and societal traits and skills that stimulate an individual's capacity to deal with external environment anxieties and stresses." This definition is based on the idea that emotional intelligence contains a variety of skills and attributes. Emotional intelligence may be defined as the capacity to effectively know oneself and others, to connect well to others, to adapt to and cope with one's sudden situations, and to deal well with the needs of society. This definition demonstrates that emotional intelligence is effective in meeting the expectations of society. Training, programming, and therapy are all potential ways to improve emotional intelligence (EI), which develops over time.

According to Cherniss (2001), workers who are emotionally intelligent are the ones that decide cooperation, devotion, and invention, all of which are essential for the productivity of a business. In the context of the organization, commitment is understood to be an emotional response to a positive evaluation of the working environment. The year 2001's Testa. In their study, Jordan et al. (2002) focused on the fact that emotional intelligence will have an effect on workplace performance and productivity. In addition, a growth in emotional intelligence has an effect on every aspect of management.

Carmeli (2003) wanted to investigate the breach by conducting an experiment in which he examined the level of top managers in public sector companies who had a greater emphasis on emotional intelligence. This led to a positive attitude towards the job, a character that was not self-centered, and positive outcomes from the assignment. According to the findings, emotional intelligence improves positive, unselfish behaviors and results at work. Additionally, it controls the influence of "work-family conflict" on career commitment, but it does not affect job happiness. In 2003, Slaski and Cartwright investigated the impact that emotional intelligence training had on the management of stress, mental health, and performance. According to the findings, emotional intelligence training improved mental health and assisted in the management of stress, but it had no impact on productivity. Training in emotional intelligence was shown to have an effect on worker productivity, according to qualitative studies conducted during this interim period. There are several emotional factors that are said to have minimal impact on productivity-related measures, according to these individuals.

Day and Carroll (2004) found that there was a significant connection between emotional perception and job performance, but there was no connection between emotional management, emotional understanding, or emotional complexity. Because of its connection to work happiness, performance, and employee retention, emotional intelligence is an extremely important trait. (Law and others, 2004). According to the opinions of a number of specialists, "organizational commitment is influenced by a number of factors, including work satisfaction, motivation, participatory decision making, organizational support, financial incentive, communication, advancement opportunities, and leadership styles." (2005) From Salami and Omole

King and Gardner (2006) conducted research to determine the relationship between "Emotional Intelligence" (EI) and "Job-assessment," as well as coping patterns and outcomes. It was discovered that the concept of "emotional intelligence" is comprised of three distinct aspects: "emotional self-management" (ESM), the ability to "understand the emotions" of other people (UOE), and the use of "emotions in decision-making" (EDM). In their 2013 article, Efendi and Sutanto defined the idea of emotional intelligence as the capacity to experience, utilize, communicate, recognize, recall, characterize, and express one's feelings. At this time, an increasing number of individuals are doing research on methods that may control emotional intelligence and relate it with the objectives of organizations. Because of this, it would seem that emotional intelligence is a component that has the ability to influence the movement of individuals in either positive or negative directions, hence affecting the movement of organizations.

Robbins and Coulter (2016) defined job satisfaction as an individual's overall attitude toward his or her employment, which indicates the consistency of expectations derived from the rewards supplied by his or her labor. Job satisfaction allows an individual to feel fulfilled in their profession. It was said by Wibowo (2016) that work performance is more than merely a result of job performance. But performance refers to the manner in which the work process is carried out. The term "performance" relates to action taken and the manner in which it is carried out. Because emotional intelligence (EI) has been recognized as a significant emotional component in the workplace, it is possible that it plays a role in the condition known as the "Covid-19 pandemic." As the public sector places a greater focus on digitalization, it is imperative that public services be provided in a manner that is both effective and efficient. 2018 research by Veerankutty et al. It was pointed out by Goleman (2018) that emotional intelligence is the capacity of an individual to control themselves and have endurance when confronted with challenges, to control urges and not feel satiated easily, to regulate moods, and to manage worry in such a way that it does not interfere with one's ability to think, empathise, and hope.

OBJECTIVES OF THE STUDY

- 1) To analyze the relationship of EI in enhancing employee performance
- 2) To determine the dimensions of emotional intelligence in manufacturing industries
- 3) To assess whether the emotional intelligence instrument is reliable and valid.

RESEARCH GAP

An association exists between an organization's performance and the degree to which it is successful in accomplishing its objectives and attaining the outcomes that it seeks. It is possible that the company might gain important productivity from the investigation of the influence that EI has on the growth of employee performance and outcomes, as well as from the support that is provided in discovering the talents and abilities of employees in order to guarantee the pleasure of both employees and customers (Praveena, 2015). In light of the ongoing pandemic and global economic crisis, it is of the utmost importance for workers to attain better levels of performance while working with less resources. Employee performance has been damaged as a result of the multiple changes that have been brought about by emotional intelligence. This is occurring at a time when the manufacturing industry is struggling to come to terms with the present realities of automation and workforce diversity. Emotional intelligence and organizational commitment are two factors that will be investigated in this study with the intention of determining how they influence employee performance.

METHODOLOGY

Within the state of Tamil Nadu, the public sector manufacturing sectors are the primary subject of this research. For the purpose of the research, a sample of five hundred workers from the state listed above was selected, and a questionnaire was used to conduct the survey. The research is based on empirical evidence. Sources such as books, newspapers, journals, and websites are examples of secondary sources from which secondary data is collected. For the purpose of gathering primary data, the technique of random sampling is used. In accordance with the preliminary hypotheses of the study, the 412 questionnaires that were successfully returned to the researchers were filled out correctly. A tabulation was performed on the information obtained from the questionnaires, and it was then put into the SPSS 23.0 version software by the researcher. It's possible that the researcher selected 412 questionnaires that were filled out, which is 82.4 percent. Out of the 500 questionnaires that were issued, 43 (8.6 percent) were left incomplete, and 45 (9.0 percent) were not returned.

Sampling technique

A simple random sampling method was used from the 'Probability sampling method' to select the sample.

Research design

A descriptive research design is carried out for this study.

Tools and Methods

Statistical tools like Descriptive Analysis, Correlation Analysis, Regression analysis, and Factor Analysis with Kaiser normalization are employed for the study. Cronbach's Alpha is calculated for finding the reliability and Confirmatory factor analysis is performed to find the validity of the data.

PILOT STUDY

Immediately before to the distribution of the questionnaire, a pilot test was conducted for the aim of pre-testing, and it was sent to fifty people working in the manufacturing sector. In addition to the successful collection of the surveys, the pilot test was successfully carried out. There are a total of eight factors that have all been shown to be above a satisfactory level of 0.80. These variables are self-awareness, self-management, social awareness, relationship management, self-monitoring, self-regulation, empathy, and decision-making. The surveys are not altered in any way, and each and every item is used in the same manner in which it was produced

ANALYSIS AND INTERPRETATION

Respondents’ demographic profile regarding Brand Loyalty

The demographic questions on the questionnaire included questions on the respondent's gender, age, marital status, and number of years of experience working in their present position within the organization. Based on the findings of the gender study, it was found that 38.1% of the workforce consisted of females, while 61.9 percent were males. This situation is typical in the industrial sectors that fall within the purview of the public sector. The age group of middle-aged individuals, which includes those between the ages of 30 and 40, is the biggest age category in the survey. This is followed by the age group of respondents who are older than 40 years, which accounts for 29.1 percent of the total, and the age group of workers who are younger than 30 years, which accounts for 22.9 percent of the total. A total of 81.8 percent of the sample is comprised of individuals who are married by the respondents. It is estimated that 18.2 percent of the overall respondents in the survey are individuals who are single. For example, employees with less than five years of experience have a representation of 28.7 percent, while employees with more than ten years of work experience have a representation of 27.9 percent. However, employees with five to ten years of experience have a substantially greater representation of 43.4 percent.

Table: 1 Summary table of Reliability and Validity results of Emotional Intelligence

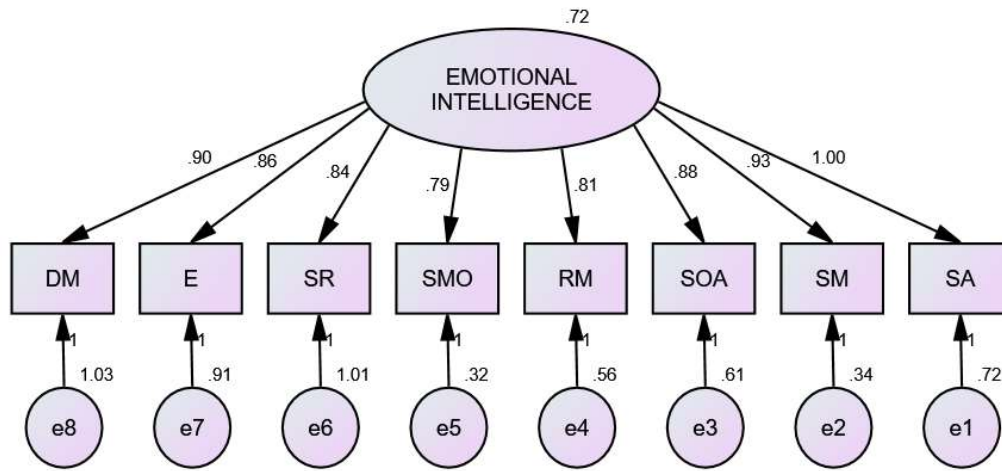
Sl. No.	Item(s) of Emotional Intelligence	Factor Item	CFA loading	Cronbach α (Item-wise)	Remarks
1	Self-Awareness	SA	1.000	0.828	Excellent
2	Self-Management	SM	0.930	0.803	Excellent
3	Social Awareness	SOA	0.880	0.799	Excellent
4	Relationship Management	RM	0.810	0.835	Excellent
5	Self-Monitoring	SMO	0.790	0.806	Excellent
6	Self-Regulation	SR	0.840	0.835	Excellent
7	Empathy	E	0.860	0.846	Excellent
8	Decision making	DM	0.900	0.856	Excellent

Source: Statistically analyzed data

Table: 1 enumerates the values of reliability and validity assessment of the **Emotional Intelligence** questionnaire item-wise. The reliability values of Self-Awareness ($\alpha = 0.828$), Self-Management ($\alpha = 0.803$), Social Awareness ($\alpha = 0.799$) Relationship Management ($\alpha = 0.835$), Self-Monitoring ($\alpha = 0.806$), Self-Regulation ($\alpha = 0.835$), Empathy ($\alpha = 0.846$) and Decision making ($\alpha = 0.856$) are retrieved from the analysis.

Meanwhile the Cronbach Alpha’s value fall between 0.856 and 0.799, there are no items deleted as the values have fulfilled the requirement of over 0.70. The internal consistency of all variables (‘Self-Awareness’, ‘Self-Management’, ‘Social-Awareness’, ‘Relationship Management’, ‘Self-Monitoring’, ‘Self-Regulation’, ‘Empathy’, and ‘Decision Making’) indicated that all items endured well with the internal consistency of 0.856 while the variables with the topmost reliability are ‘Decision making. Afterward, all indicators were used for data collection.

Fig. 1 Measurement Model of Emotional Intelligence (EI)



HYPOTHESIS I

Null Hypothesis: There is no significant relationship between Emotional Intelligence towards Organisational Commitment and Employee Performance

Table: 2 Inter Correlation Matrix on the Emotional-Intelligence towards Organisational Commitment and Employee Performance

Particulars	Organizational Commitment	Employee Performance	Emotional Intelligence

Organizational Commitment	1	0.862**	0.931**
Employee Performance	-	1	0.948**
Emotional Intelligence	-	-	1

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

Table: 2 illustrates that the correlation coefficient between Organisational-Commitment and Employee-Performance is 0.862 which in turn indicates a nearly 86 percent positive relation between Organisational-Commitment and Employee-Performance and is significant at a 1 % level. There exists a perfect level of relation between Organisational-Commitment and Employee-Performance.

The correlation coefficient between Organisational-Commitment and Emotional-Intelligence is 0.931 which in turn indicates a nearly 93 percent positive relation between Organisational-Commitment and Emotional-Intelligence and is significant at a 1 % level. There exists a perfect level of relation between Organisational-Commitment and Emotional-Intelligence.

The correlation coefficient between Employee-Performance and Emotional-Intelligence is 0.948 which in turn indicates a nearly 95 percent positive relation between Employee-Performance and Emotional-Intelligence and is significant at a 1 % level. There exists a perfect level of relation between Employee-Performance and Emotional-Intelligence.

REGRESSION ANALYSIS OF ADJUSTMENT ON ORGANISATIONAL COMMITMENT TOWARDS EMOTIONAL INTELLIGENCE

In this study, the dependent variable is ‘Organisational-Commitment’; Independent variables are ‘Self-Awareness’, ‘Self-Management’, ‘Social-Awareness’, ‘Relationship-Management’, ‘Self-Monitoring’, ‘Self-Regulation’, ‘Empathy’, and ‘Decision making. They are discussed as follows:

Dependent variable: Organisational-Commitment (Y)

Independent Variables:

1. Self-Awareness (X₁)
2. Self-Management (X₂)
3. Social Awareness (X₃)
4. Relationship Management (X₄)
5. Self-Monitoring (X₅)
6. Self-Regulation (X₆)
7. Empathy (X₇)

8. Decision making (X₈)

Step number:	4
Multiple R-value:	0.853 ^a
R square value:	0.767
Adjusted R square value:	0.766
F value:	536.987
P-values:	0.000**

Table: 3 Variables in Multiple Regression Analysis

Sl. No.	Variables	Unstandardized Coefficients (B)	SE of B	Standardized Coefficients (B)	t value	P value
1	Self-Management (X ₂)	0.589	0.057	0.502	10.316	0.000**
2	Self-Monitoring (X ₅)	0.341	0.068	0.270	4.985	0.000**
3	Empathy (X ₇)	-0.119	0.038	-0.107	3.154	0.002**
4	Social-Awareness (X ₃)	0.150	0.058	0.158	2.577	0.009**
5	Constant	0.388	0.145	-	2.675	0.008**

Source: Statistically analyzed data

The multiple correlation coefficient is 0.853 and measures the degree of relationship between the actual values and the predicted values of the adjustment and indicates that the relationship between adjustment and the eight independent variables is very strong and positive.

The value of **R square is 0.767** and simply means that about 76.7 % of the variation in adjustment is explained by the estimated SRP that uses Self-Awareness, Self-Management, Social Awareness, Relationship Management, Self-Monitoring, Self-Regulation, Empathy, and Decision making as the independent variables, and R square value is significant at 1% level.

The Multiple Regression Equation is

$$Y = 0.388 + 0.589 X_2 + 0.150 X_3 + 0.341 X_5 - 0.119 X_7$$

From the table:3 it is found that the multiple regression with standard co-efficient of Self-Management has the higher-level of influence over the other variables. It indicates that a unit change in this variable Self-Management makes a change of 0.589 units on the dependent variable which is Organisational-Commitment. The other variables that are having significant impact on the dependent variable are Social-Awareness (0.150), Self-Monitoring (0.341), and Empathy (0.341).

REGRESSION ANALYSIS OF ADJUSTMENT ON EMPLOYEE PERFORMANCE TOWARDS EMOTIONAL INTELLIGENCE

Here, the dependent variable is ‘Employee Performance’; Independent variables are ‘Self-Awareness’, ‘Self-Management’, ‘Social Awareness’, ‘Relationship Management’, ‘Self-Monitoring’, ‘Self-Regulation’, ‘Empathy’, and ‘Decision making. They are conferred as follows:

Dependent variable: Employee Performance (Y)

Independent Variables:

1. Self-Awareness (X₁)
2. Self-Management (X₂)
3. Social-Awareness (X₃)
4. Relationship Management (X₄)
5. Self-Monitoring (X₅)
6. Self-Regulation (X₆)
7. Empathy (X₇)
8. Decision making (X₈)

Step number:	3
Multiple R-value:	0.841 ^a
R square value:	0.749
Adjusted R square value:	0.748
F value:	499.059
P-values:	0.000**

Table:4 Variables in Multiple Regression Analysis

Sl. No.	Variables	Unstandardized Coefficients (B)	SE of B	Standardized Coefficients (B)	t value	P value
1	Self-Management (X ₂)	0.499	0.037	0.505	13.355	0.000**
2	Self-Awareness (X ₁)	0.345	0.031	0.365	11.010	0.000**
3	Self-Regulation (X ₆)	0.083	0.028	0.101	2.914	0.004**
4	Constant	0.040	0.128	-	0.308	0.008**

Source: Statistically analyzed data

The multiple correlation coefficient is **0.841** and measures the degree of relationship between the actual values and the predicted values of the adjustment and indicates that the relationship between adjustment and the eight independent variables is very strong and positive.

The value of **R square** is 0.749 and simply means that about 75.0 % of the variation in adjustment is explained by the estimated SRP that uses Self-Awareness, Self-Management, Social Awareness, Relationship Management, Self-Monitoring, Self-Regulation, Empathy, and Decision making as the independent variables, and R square value is significant at 1% level.

The Multiple Regression Equation is

$$Y = 0.388 + 0.345 X_1 + 0.499 X_2 + 0.083 X_6$$

From the table:4 it is found that the multiple regression with standard co-efficient of Self-Management has the higher-level of influence over the other variables. It indicates that a unit change in this variable Self-Management makes a change of 0.499 units on the dependent variable which is Organisational-Commitment. The other variables that are having significant impact on the dependent variable are Self-Awareness (0.345), and Self-Regulation (0.083).

Table: 5 KMO and Bartlett's Test for Emotional Intelligence

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.774
Bartlett's Test of Sphericity	Approx. Chi-Square	1654.425
	df	28
	Sig.	0.000**

Source: Statistically analyzed data

The Kaiser-Meyer-Olkin Measure of Sampling Adequacy reveals the proportion of variance in the variables of **Emotional Intelligence** that may be attributed to underlying causes. A high KMO (0.774) result suggests that the factor analysis is a perfect match.

Bartlett's sphericity test determines whether or not the variables are unrelated. Because the P value is less than 0.01 at the 1% significance level, the factor analysis is fit and significant.

FACTORS FOR DIMENSIONS OF EMOTIONAL INTELLIGENCE

As of the factor analysis, two factors are extracted from eight variables. Varimax with Kaiser Normalization method is carried for Rotation method. Principal Component Analysis is followed for the Extraction method.

Table:6 Factor Analysis for ‘Dimensions of Emotional Intelligence

Factor	Statement	Factor Loading	Rotation Sums of Squared Loadings		
			Eigen value	% of Variance	Cumulative %
I	Social awareness	0.877	2.887	36.089	36.089
	Self-management	0.861			
	Self-monitoring	0.857			
	Self-awareness	0.680			
	Self-regulation	0.660			
	Relationship management	0.611			
II	Decision making	0.680	2.346	49.326	85.415
	Empathy	0.587			

Source: Statistically analyzed data

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 3 iterations

Table:6 exhibits the cumulative percent of the variance of the **two** factors justify for **85.415** percent of the total variance. This is a good fit because the researcher can cut down on the number of variables (from eight, it is reduced to **two** basic factors), while 15 percent is lost from the original variables (85 percent is taken by the **two** factors extracted out of the eight original variables). Each factor loading is a measure of the important variables from the above table. The table signifies that no variable is co-related with all the **two** factors. Henceforth, the factors are independent.

Factor one is a combination of ‘Social-awareness’, ‘Self-management’, ‘Self-monitoring’, ‘Self-awareness’, ‘Self-regulation’, and ‘Relationship management. In factor one, the variables ‘Social-awareness’ (0.877), ‘Self-management’ (0.861), ‘Self-monitoring’ (0.857), ‘Self-awareness’ (0.680), ‘Self-regulation’ (0.660) and ‘Relationship management’ (0.611) are positive factor loadings of Emotional Intelligence.

Factor two is a combination of ‘Decision making’ and ‘Empathy’. In factor two, the variables ‘Decision making’ (0.680) and ‘Empathy’ (0.587) are positive factor loadings of Emotional Intelligence.

FINDINGS, DISCUSSIONS, AND CONCLUSION

Emotional intelligence (EI) must be used in order to increase employee performance in today's challenging and competitive business environment, particularly in the industrial sectors. The results indicate that there is a substantial association between the concepts of "Emotional Intelligence," "Organisational Commitment," and "Employee Performance" in the industrial sectors of Tamil Nadu. The majority of the workers who participated in the study were married males, and the most typical range of experience was between five and ten years. As a consequence of this, it has been shown that in order to commit to one's organization, one needs first acquire a certain level of emotional intelligence. For the purpose of boosting employee commitment and performance, it is essential that workers acquire the knowledge and skills necessary to enhance their emotional intelligence. Employees in both the public and commercial sectors have the opportunity to enhance their understanding, control, and use of their emotions in the workplace. This may help them navigate their emotions in order to cope with challenging tasks and lessen the number of obstacles and conflicts that arise.

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