



## **The Impact of Emotional Intelligence on The Job Performance to Managers on Saudi Banks sector**

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### **Abstract**

This study aimed to investigate the effect of emotional intelligence on the job performance of managers in Saudi banks. To increase knowledge in this area and come up with recommendations to help excellence and professional development. The study used a Singh model of emotional intelligence and three components of emotional intelligence (emotional competency, emotional sensitivity, emotional maturity). Researcher adopted the descriptive approach that focuses on the data collection and interpretation by using statistical program SPSS. distributed a questionnaire consisted of bank managers sample where the number of the sample is (106) at a rate of recovery (92.1%) managers as formed the study population was distributed using the random sampling technique. After analyzed the data, the results showed the absence the positive statistical relationship between the emotional intelligence overall, also its components on effectiveness and professional performance for managers in the banking sector.



## **Introduction**

The concept of emotional intelligence is one of the modern concepts that have entered into the field of organizational behavior and human resources management. Studies have indicated that emotional intelligence, which is abbreviated as (EI) is one of the determinants of the level of performance of employees in organizations, so that has a great interest in studying the emotional intelligence and develop programs among workers as a source of professional and educational success and success in life in general.

## **Problem statement**

The findings of emotional intelligence have applications and extensive areas of life, including professional delivery and workplaces. It has an impact on the job performance of the personnel involved. Also, It is related to many other factors, such as individual differences in mental capabilities of the employees and the concepts of organizational behavioral and human resource management. EI includes self-awareness, self-regulation, motivation, empathy, and social skills. High levels of self-awareness with emotional intelligence enable managers to display a higher level of self-confidence that attracts more respect from their subordinates (Goleman, 1998). Although increased the interest by western organizations and studies that have attempted to understand the emotional intelligence in the workplace, such as Sy, et al, (2006) studied in California and Higgs (2004) studied EI in the UK call center. But there is a little of some studies regarding EI and performance in Arabic area special in Saudi organizations, while emotional intelligence explains why the staff is different from each other in the workplace despite the equality of the number of years of experience and training levels and even cognitive abilities. The main goal of this study, therefore, is to demonstrate the gap between the literature review that studies this problem to examine the level of emotional intelligence at managers who are working in the financial sector and its impact on job performance and trying to answer the following main question:



What is the relationship between emotional intelligence (including its components) and job performance of managers who are working in the banks?

### **Objectives of the research**

- 1- The study seeks to Identify if there is a relationship between emotional intelligence and job performance of managers.
- 2- Adding to Arabian knowledge store about the subject of emotional intelligence in the field of administrative work in the local environment within different sectors including industrial, commercial, education university, community, which contributes to the development managers careers.
- 3- Understanding the roles of Arabian socio-cultural variables in the relationship to emotional intelligence with job performance.

### **Significances of the research**

The importance of the study lies in the fact that it falls within the administrative concerns of many practitioners and administrators. It is because emotional intelligence has a direct impact on the performance of the work in organizations. The relevance can be a focus for the following reasons:

- 1- This study aims to identify the nature of the relationship between emotional intelligence and job performance, as it constitutes one of the most important factors that have emerged in the field of organizational behavior. The core roles of the leadership are responsible for managing their feelings, their emotions and their relationship with others' management qualities. This also, helps to motivate their employees and transmit the spirit of cooperation, initiative, and creativity.
- 2- Organizations are on a relentless quest to find out the reasons that lead to increasing the quality of the performance of their employees. Effective leadership impacts on organization effectively as a whole. Because of its significant impact on its ability to compete and gain competitive advantages in the business market.



3- The study is will sense as a reference for researchers in the field of organizational behavior and who are interested in studying the managerial conditions in banks that is the one of the biggest sectors in Saudi.

4- The study is in response to the increasing importance of recent trends in organizational behavior and human resource management research. Findings may be applying to different sectors industrial, commercial and learning to our local environment.

### **Scope of the research**

The study examines the problem of emotional intelligence among managers in the commercial banking sector in Saudi Arabia including local such as Al-Rajhi, Al-Ahli, AL-Riyadh, Al-Arabi, Al-Bilad and AJazira bank. Also Saudi market has many of foreign banks for example Samba, Sabb, and AL-France etc. This sector was selected because of its tremendous growth in recent years and an ever-increasing worth. Saudi Arabia is one of the fastest growing banking markets in the world and commercial banks operate in a competitive environment and are likely to be more efficient in the near future. The business in this region are experiencing technological developments and favorable government policies. Even in the wake of the global financial crisis that occurred in 2008, the banking industry in Saudi Arabia has still recorded positive growth rates which are impressive.

### **DEFINATION IN TERMS**

#### Emotional intelligence

There are several definitions (EI) proposed by scholars. One of the leading thinkers in the field of emotional intelligence Goldman (1998) defines emotional intelligence as "the capacity for recognizing our own feelings and those of others, for motivating ourselves, and for managing emotions well in ourselves and in our relationships". Emotional intelligence describes abilities distinct from, but complementary to, academic intelligence or the purely cognitive capacities measured by IQ" (Singh, 2006). Meyer and Salovy(1997) are a pioneers in display many definitions of this



concept, emotional intelligence as "the ability to perceive emotions, to access and generate emotions so as to assist thought, to understand emotions and emotional knowledge, and to reflectively regulate emotions so as to promote emotional and intellectual growth"(Singh, 2006.)

The Model that supposed by Goleman (1998), emotional intelligence is includes four component : self-awareness, self-management, social awareness and social skills. Self-awareness consider the competency of recognizing one’s emotions, strengths and weaknesses, self-worth and capabilities. Self-management refers to managing one’s internal states, impulses, and resources. Social awareness refers to being results oriented and pursuing goals beyond what is required. Or includes know-how skills to recognizing and responding to changes in the emotional situation of other people by means of sensitivity and social self-confidence. Social skills can be determined as the effective handling of interpersonal relationships, to thereby promoting desirable responses in others or having the sensitivity to the feelings, thoughts, and situations of others. Each of these component has various emotional competencies .

Figure (1) presents the version of Goleman EI framework. Twenty competencies nest in four clusters of general EI abilities.

	Self (Personal Competence)	Other (Social Competence)
Recognition	<p><b>Self-Awareness</b></p> <ul style="list-style-type: none"> <li>• Emotional self-awareness</li> <li>• Accurate self-assessment</li> <li>• Self-confidence</li> </ul>	<p><b>Social Awareness</b></p> <ul style="list-style-type: none"> <li>• Empathy</li> <li>• Service orientation</li> <li>• Organizational awareness</li> </ul>
Regulation	<p><b>Self-Management</b></p> <ul style="list-style-type: none"> <li>• Emotional self-control</li> <li>• Trustworthiness</li> <li>• Conscientiousness</li> <li>• Adaptability</li> <li>• Achievement drive</li> <li>• Initiative</li> </ul>	<p><b>Relationship Management</b></p> <ul style="list-style-type: none"> <li>• Developing others</li> <li>• Influence</li> <li>• Communication</li> <li>• Conflict management</li> <li>• Visionary leadership</li> <li>• Catalyzing change</li> <li>• Building bonds</li> <li>• Teamwork and collaboration</li> </ul>

Figure (1) Source: Goleman (2001)



Four dimensions: Self-Awareness, Self-Management, Social Awareness, and Relationship Management:

- Self-awareness: refers to having a deep knowledge of own emotions such as strengths, weaknesses, values and motives .

- Self-management: represents how well we redirect or control our internal states, impulses, and resources.

- Social awareness: It is actually about empathy, having understanding and sensitivity to the feelings, thoughts, and situations of others.

- Relationship management: refers to managing other people's emotions.

On another hand, Dalip Singh, an Indian social scientist, developed emotional intelligence model which is aligned with the Indian environment. Singh exercises several interactive workshops with more than a hundred managers of executives and seniors of departments. There were early definitions developed by American scientists about the emotional intelligence included the type of bias cultural, after these meetings Singh (2006) developed a model of emotional intelligence. define "Emotional intelligence is the ability of an individual to appropriately and successfully respond to a vast variety of emotional stimuli being elicited from the inner self and immediate environment". Emotional intelligence constitutes three psychological dimensions: emotional sensitivity, emotional maturity, and emotional competency, which motivate an individual to recognize truthfully, interpret honestly and handle tactfully the dynamics of human behavior (Singh,2006:36).

The following figure shows three dimensions of Singh Model:

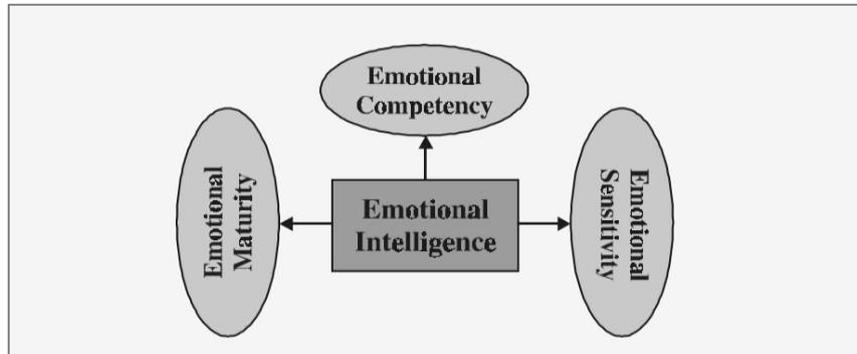


Figure (2) Source :Singh (2006).

### Job performance

Traditionally, job performance (JP) has been conceptualized as "the degree to which an individual executes his or her role with respect to certain standards specified by an organization" (Nayyar, 1994). In other words, JP explains the level of employee performance and improvement toward achieving the goals and success of an organization (Shooshtarian et al. 2013). Motowidlo, Borman & Schmit (1997) defined JP as the aggregated value of the behaviour and performance of an individual over a standard on a period of time, which is divided into two dimensions: task performance and contextual performance (Borman & Motowidlo, 1997). Task performance represents the behaviours that are directly related to the job completion and consists with the execution of technical processes, maintenance and servicing of technical requirements (Motowidlo, Borman & Schmit, 1997). Contextual performance refers to the interpersonal actions or behaviours that benefit the organization, including activities such as executing organizational rules and procedures, helping and cooperating with others and volunteering to carry out task activities (Motowidlo, Borman & Schmit, 1997). All of these studies has made more knowledge toward increasing awareness about what improves overall performance in the workplace.



## LITRETURE REVIEW

### Emotional intelligence

Concepts in the social sciences like emotional intelligence have been discussed and used by researchers in different fields. Emotional intelligence was conceptualized by Salovey & Mayer (1990) as 'the ability to monitor one's own and others' feelings and emotions to discriminate among them and to use information to guide one's thinking and action. To further clarify this construct, Mayer & Salovey (1997) stated that emotional intelligence consists of the ability to accurately perceive, appraise and express emotion as well as the ability to access and/or generate emotional knowledge, to regulate emotion and to experience emotional and intellectual growth.

In the model posed by Goleman (1998), emotional intelligence includes four components: self-awareness, self-management, social awareness and social skills. Self-awareness involves competency in recognizing one's emotions, strengths, and weaknesses, self-worth, and capabilities. Self-management refers to managing one's internal states, impulses, and resources. Social awareness in the context of employee performance refers to results-oriented and following objectives beyond what is required, including know-how skills in order to understand and adapt changes in the emotions of other people by means of holding sensitivity and social self-confidence. Social skills can be defined as the effective handling of interpersonal relationships, thereby encouraging desirable responses in others or showing sensitivity to the feelings, thoughts and situations of others. Each of these components corresponds with different emotional competencies. Thus, Goleman (1998) supposed that an individual's emotional intelligence could affect his or her work environment. EI is based on the rationale that when people can identify, explain, express and control their own emotions, they are better able to understand their own behaviour as well as other people's behaviours, resulting in improved interactions with others and positive outcomes in their own lives.



Contemporary studies have found that EI effects the academic life (Brackett, Rivers &Salovey, 2011), organizational citizenship behaviour (Chaudhry et al., 2011) and organizational commitment (Raza, Saleem&Qamar, 2014; Chang, 2007) in addition to enhancing effective leadership (Polychroniou, 2009; Batool, 2013; Boyle, 2006), innovative behaviours (Dincer, 2012) and organizational performance (Deshwal, 2016; Rahim & Malik, 2010). Thomas et al. (2006) found a positive relationship between emotionalintelligence and job satisfaction.The findings of Das & Ali (2014) are similar. EI shows a positive correlation with leadership behaviour (Boyle et al, 2011) and effectiveness (Rosete&Ciarroch, 2005). Langhorn's (2004) study showed that managers' emotional intelligence was able to predict team satisfaction with a reasonable degree of accuracy.

In conclusion, the effect of employees' emotional intelligence can be observed in their levels of job satisfaction and job stress as well as in the satisfaction of the customers they serve. Nowadays, EI is considered among recruiters, educators, managers and human resource professionals at many workplaces as an important indicator of successful interactions with others in the organization.

### Job performance

JP is one of the most important dependent variables of interest to educators, the government, businesses and society (Rotundo&Rotman, 2002). As previously mentioned, job performance has been conceptualized as the degree to which an individual executes his or her role with respect to certain standards specified by an organization (Nayyar, 1994). This concept is important in human resource studies since human resource personnel are constantly searching for ways to improve employees' performance through enhancing positive attitudes, building capacities, offering incentives and increasing employee satisfaction and level of job responsibility in addition to additional ways of intrinsically motivating employees (Tseng & Huang, 2011).



Performance measurements have numerous implications and are oriented toward an organisation's aims, such as improving productivity, guiding action-based promotions, paying for performance or improving employees' capabilities in order to promote higher levels of responsibility and performance. So, understanding the status of individual job performance is necessary.

Studies in the domain of performance have attracted the attention of researchers and business managers for many years. The majority of related studies has been performed to understand the effect of different independent factors on the performance of individuals and organizations. Among these independent variables, we can name several, such as motivation, conflict, communication competencies, leadership, emotional intelligence, values (e.g., Luthans, Rosenkrantz & Hennessey, 1985; Robertson & Gibbons, 1999; Tubre & Collins, 2000; Wong & Phooi-Ching, 2000; Sy, Tram & O'Hara, 2006), general intelligence (Dulewicz & Higgs, 2000) and emotional intelligence (Higgs, 2004; Langhorn, 2004). Bashir and Ramay (2010) found a significantly negative correlation between job stress and job performance, showing that job stress significantly reduces an individuals' performance. Following the previous studies, this study intends to create a model to explain the relationship between the two variables of emotional intelligence and job performance amongst bank managers.

#### Relationship between emotional intelligence and job performance

The biggest challenges attack organizations, including the banking sector, involve coping with continuous change, creation more creative, managing huge amounts of information, acquiring and retaining the right kind of people skills, promoting cooperation and organizational effectiveness. According to Cherniss (2001) and others, emotional intelligence plays a vital role in satisfying these requirements.

The relationship between EI and performance improvement is crucial to business organizations, particularly those with a for-profit motive. Singh (2001) mentioned that the 'application of emotional intelligence supports the ability of managers and employees to recognize and understand emotions'.



Emotional intelligence is key to managing oneself and one's relationships as well as to developing employees, teams and the organization as a whole. Employees who enhance their emotional intelligence skills, apart from their technical skills, will, in turn, enhance their productivity on the job. Management of emotional intelligence by team members will help to develop the interpersonal skills of the team members. To be successful, organizations need to improve employees' emotional intelligence skills to enable them to work effectively in the organization.

different studies have advanced such findings and found emotional intelligence to be predictive of job performance in a wide variety of workplace settings. Higgs (2004) discovered strong linkages between emotional intelligence and performance. In a study in a call centre environment, emotional intelligence was shown to be related to job performance, in which the trait of self-management showed the strongest relationship with job performance (Nel& De Villiers, 2004). However, Gryn (2010) did not find a statistically significant relationship between emotional intelligence and job performance overall. Nevertheless, the link between emotional intelligence and job performance appear to be logical, and with increasing the number of employers are adopting the emotional intelligence regarding of the recruitment and selection process and in employee development activities (Chaudry&Usman,2011). Sy et al. (2006) investigated the associations between EI and job performance in a sample of 187 food-service workers. They found a significant correlation between EI and job performance and confirmed that EI positively predicts job performance after controlling for the Big Five personality factors, considering a sample of 215 employees.

Despite the significant relationship between EI and performance, some studies have failed to establish an association between the two constructs or have found mixed results. Rooy&Viswesvaran (2004) conducted a meta-analysis of 57 studies, finding that EI is weakly related to job performance. Also, Gorgi at el. (2015) found no significant relationship between the components of EI and performance. According to Hsin-Kuang (2007), emotional intelligence and leadership styles were a negative correlation with job performance.



Boyle et al. (2006) studied the relationship between managerial EI levels and leadership effectiveness ratings. The results did not show a relationship between supervisor ratings and EI levels as expected.

The existing literature emphasizes that emotional intelligence is associated with success life in everyday, marital relations, academics and work life. EI plays a significant role in the manager-employee relationship and employee performance. Even so, the effects of EI on managers' performance have not been assessed in the context of the financial sector. Considering the differences in bank environments in comparison with other organizations, this study aims to generate further evidence on this topic by assessing the effect of EI on managers' performance in Saudi banks. The results could be useful for decision makers in this sector.

## RESEARCH FRAMEWORK

Emotional intelligence is a critical component that govern one's feelings toward performance at work. For example, EI involves a series of factors, such as the capacity to control and manage one's moods and motives on the job. Knowing one's emotions and feelings, as they occur and adjusting to changing situations, requires certain emotional competencies, maturity, and sensitivity, and these traits are often demanded on the job. In many workplaces, employees must work with groups of people with distinct ideas, suggestions, and opinions (Mishra and Mohapatra, 2010). Effective use of emotional intelligence promotes greater team conformity. Leaders, in particular, need to high emotional intelligence because they represent the organization to customers, deal with large amounts of people within and outside the organization and set the tone for employee morale (Mishra and Mohapatra, 2010). Managers with high emotional intelligence are able to understand their employees' needs and support them with constructive feedback. In this area, successful act depends on emotional intelligence and the ability to recognize and offer service to clients.

promoting the employees performance is important in order to make high-quality customer service. The banking sector is constantly seeking to achieve new goals and improve the level of services within an increasingly competitive environment.

Emotional intelligence is one of the most important tools for increasing the level of service and the effectiveness of teams. Thus, emotional intelligence is a necessary skill for the employee's success as well as businesses, then satisfied employees provide better service and provide greater customer loyalty.

Singh's (2006) model has been adopted in this study because it is suitable for environments such as India and Saudi Arabia, which are both are developing countries that need to improving a managerial and professional work environment.

Based on the literature reviewed, the study adopted the conceptual framework as indicated below:

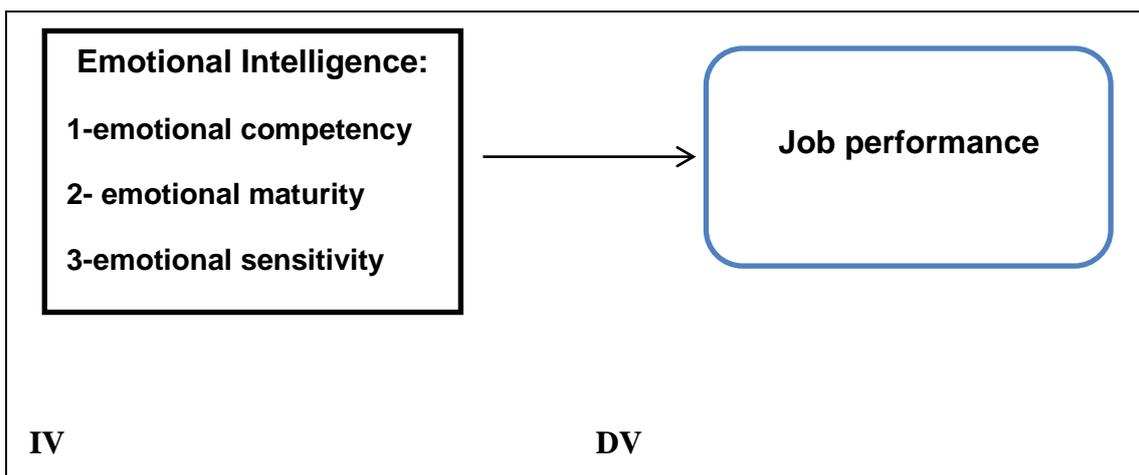


Figure (3) : A conceptual framework illustrating the Relationship between Emotional Intelligence and Job Performance based on Singh model

Depend on the review of previous literature, the following hypotheses are developed:

**H1:** There is a significance positive relationship between overall emotional intelligence and the job performance of banks managers.

**H1a:** There is a significance positive relationship between emotional competency as a component of emotional intelligence and job performance of banks managers.

**H1b:** There is a significance positive relationship between emotional maturity as a component of emotional intelligence and job performance of banks managers.



**H1c:** There is a significance positive relationship between emotional sensitivity as a component of emotional intelligence and job performance of banks managers.

## **RESEARCH METHODOLOGY**

### Research design

This is a descriptive study that uses the analytical approach. It is designed to collect data that describe the characteristics of persons, events or situations. It is a cross-sectional study which tries to describe and assess the reality of the impact of emotional intelligence on the job performance of employees in the commercial banks. This approach is considered as the most appropriate way for this study because it is expressed in quantity and quality. It will draw conclusions, evaluate, test hypotheses, and access to clear scientific generalizations.

### Sampling procedure

The Sample (n = 106) was drawn from among managers are working in commercial banks that operating in Saudi Arabia. The data have collected by a combination from the cluster and random sample distribution. Number branches of banks that operating in Saudi Arabia at the end of the first quarter of the fiscal year 2015 is 1937 branches totaled compared to 1912 branches at the end of 2014. It was the opening of 25 new branches to banks during the first quarter of last year, an average of eight new branches in the month, and it showed as the last bulletin issued by the Saudi Arabian Monetary Agency "SAMA". Which is the most in the long history of providing banking services in the Saudi market is made up. After modified questionnaire, the sample size was recovered 109, where 106 of them were retrieval at a rate of 92.1%.

## **MEASUREMENT OF THE VARIABLES**

### Questionnaire development

This research relied on the primary data, a questionnaire will be developed and employed to address the analytical aspect of the topic interest,



which been distributed electronically way. It is a key tool for the search to be distributed to selected banks' employees that will represent the study population.

The first part of the questionnaire will contain the demographic variables such as Gender, Age, Qualifications, Years of Experience, etc.

The second part was about emotional intelligence, which depends on the style of capability test (ability-based test). This scale will be rely on Singh model of emotional intelligence in the workplace. This measure consists of twenty-two positions and distributed on three main areas includes emotional competency (five positions), emotional maturity (seven positions) and emotional sensitivity (ten positions) each reacts has creation value ( 5-10-15-20).

The third part of the questionnaire was measured performance levels to managers by used the questionnaire developed of Azme(2010). It depends on the self-report style that consists of 40 items and is distributed in four groups includes: work team's management, relationship management, moral stimulus, and conflict management. The researcher used the class of five points Likert scale (from strongly agree to strongly disagree). The researcher modified the original questionnaire to align with the study objectives.

#### Statistical analysis

Data analyze was through the use of statistical analysis program (SPSS). Data were analyzed by the adoption on (frequency, mean), descriptive and correlation.(Cronbach Alpha) test to the stability of the paragraphs of the questionnaire. (Chi-square test)is Univariate technique that adapts to original scale for Singh to test hypotheses among two-variable relationship by examining if there is a statistically significant relationship or not.



## GOODNESS OF MEASURE

### 1- Reliability

The researcher used Cronbach's alpha as a way to measure reliability of questionnaire, its value was 89% as shown in Table (1).

reliability Statistics			
Dimension	Cronbach's alpha	reliability*	No. of items
Emotional intelligence	0.452	0.67	14
Job performance	0.787	0.89	40

\*reliability= the positive square of Cronbach's alpha

Clear from the results shown in the table (1) that the value of Cronbach's alpha coefficient equal 0.452 Thus, the value of reliability coefficient equal to 0.67 which is acceptable to the scale of emotional intelligence.

As for the scale of performance was the value of the alpha Cronbach's coefficient (0.787), as well as the value of reliability for all the paragraphs of the performance scale was, (0.89), This means that reliability coefficient was high. Thus, the researcher is sure the reliability of a questionnaire study, which makes it a confident about the correctness of questionnaire and the results of the study to answer questions and test hypotheses.

### 2- Demographics of Sample:

Demographics of the participant			
	Classification	n	%
Gender	Male	68	64.2
	Female	38	35.8
Age	18-24	8	7.5



	25-34	47	44.3
	35-44	42	39.6
	45-54	9	8.5
Qualification	Diploma	33	31.1
	Bachelor	63	59.4
	Master	9	8.5
	PhD	1	.9
Experience	less 5 years	45	42.5
	5-10	18	17.0
	above 10 years	43	40.6

- The table (2) shows that 64.2% of respondents are (Male) and 35.8% (Female).
- Table (2) also shows 44.3% of respondents their ages (25-34), 39.6% (35-44), 8.5% (45-54) and 7.5% (18-24) of the sample.
- As can be seen from the table (2) that 59.4% of respondents have Bachelor, 31.1% Diploma, 8.5% Master and less than 1% PhD.
- We find in the same table that 42.5% of respondents their experience was (Less than 5 years), 40.6% (above 10 years) and 17% (5-10).

### 3- Analysis the responses of EI scale:

The researcher used percentages and frequencies for analysis of answers on items of both of scale of emotional intelligence and job performance.

#### 3-1- Analysis the responses on scale of emotional intelligence:



3-1-1- emotional sensitivity:

Analysis the results of the responses on Emotional Intelligence Scale - dimension emotional sensitivity		
Response	N	%
P-40 Low EQ	5	4.72
P-50 Moderate EQ	11	10.38
P-75 High EQ	22	20.75
P-90 Extremely high EQ	68	64.15
Total	106	100

Table (3) shows that approximately 84.9% of respondents have a high emotional intelligence to very high, 10% have moderate emotional intelligence and 5% low emotional intelligence. it is a clear that the most of the respondents are characterized by high emotional sensitivity, this gives them the ability to work in the current environment management, as well as the ability to harmony and comfort with others, to understand their needs, requirements, and achieve intimacy, honesty in dealings between people, as this feature will give them insight into how others evaluate them and connections to their.

3-1-2- emotional maturity:

Analysis the results of the responses on Emotional Intelligence Scale - dimension emotional maturity		
response	N	%
P-50 Moderate EQ	11	10.38
P-75 High EQ	73	68.87
P-90 Extremely high EQ	22	20.75

Total	106	100
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Table (4) shows that approximately 89.6% of respondents have a high emotional intelligence to very high, 11% have moderate emotional intelligence. It is clear that the most of the respondents are characterized by emotional maturity, and this gives them the ability to evaluate the self and others, identify feelings and express them, as well as respect the point of view of others.

### 3-1-3- Emotional competency:

Analysis the results of the responses on Emotional Intelligence Scale - dimension emotional competency		
response	N	%
P-40 Low EQ	1	0.94%
P-50 Moderate EQ	15	14.15%
P-75 High EQ	53	50.00%
P-90 Extremely high EQ	37	34.91%
Total	106	100

Table (5) shows that approximately 84.9% of respondents have a high emotional intelligence to very high, 14% have moderate emotional intelligence. It is clear that most of the respondents are eligible to have high self-assessment and optimism, as their ability to communicate and the connections with others and restraint emotionally.

3-1-4- Emotional Intelligence generally:

Analysis the results of the responses on Emotional Intelligence Scale generally		
Response	N	%
P-50 Moderate EQ	5	4.72%
P-75 High EQ	66	62.26%
P-90 Extremely high EQ	35	33.02%
Total	106	100

Table (6) shows that approximately 95.2% of the respondents have a high emotional intelligence to very high, 5% have moderate emotional intelligence. It is clear that the vast majority of the respondents have high emotional intelligence generally is acceptable.

Figure (4) shows a comparison between the three components of emotional intelligence and arranged.

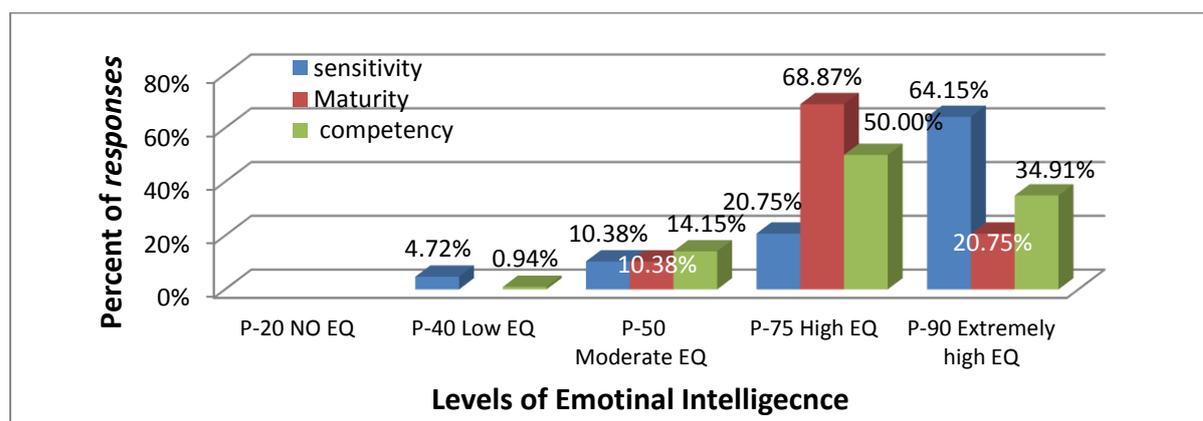


Figure (4): comparison between the three components of emotional intelligence and arranged.



## 3-2- Analysis the responses on scale of Job performance:

The researcher adopted in determining the levels of JP according to the mean and the relative importance (relative Mean) on the following criterion:

Relative Mean	level	Mean
20%-36%	conclusive rejection	From 1- 1,80
Greater than 36% to 52%	rejection	Greater than 1,80 to 2.6
Greater than 52% to 86%	neutral	Greater than 2,60 to 3,40
Greater than 86% to 84%	Agree	Greater than 3,40 to 4,20
Greater than 84% to 100%	Full agreement	Greater than 4,20 to 5

For interpret the results of the study and judge the level of the response, the researcher depended on arrangement relative mean of paragraphs.

Analysis the responses on scale of Job performance			
Item	Mean	Mean relative	Rank
1- I deal with my subordinates in the same way which I deal with my superiors.	3.81	76.19%	28
2- I avoid prove myself as a manager for others.	3.72	74.48%	29
3- I achieve a justice and non-discrimination when offering awards and promotions.	4.53	90.57%	3
4- I do differentiation between speed and thoroughness, relying on situations case by case.	4.18	83.62%	15.5
5- I Chose the right individuals to work in the team that I be leadership to it.	4.52	90.48%	4
6-I maintain the links of friendship with each member of the teamwork.	4.42	88.49%	7
7- I accept advice without distinction between my subordinates and my superiors.	4.36	87.17%	8
8- I can easily work with all types of individuals	3.90	78.10%	27
9- I'm trying to find out the mood of the other party (angry-frustrated-concern).	4.23	84.57%	14
10- When I understand the message that speaker want to connect, I stop to listening it.	2.88	57.55%	35



11-I plan from the beginning how to deal style with others in order to get to my goal.	4.03	80.58%	23
12- I can received negative views without having taken a defensive posture.	3.63	72.57%	33
13- I Make others aware that I realized emotional state, which controls them, when I speak with them.	4.11	82.26%	21
14- I willfulness don't listen to others who are not agree with them in opinion.	2.64	52.83%	36
15- Easier for me to listen others opinions even disagree with my views.	4.18	83.62%	15.5
16- I repeat the information that reaches so to make sure I understood correctly.	4.02	80.38%	25
17- I develop relationships with others based on trust rather than of the control and biases.	4.32	86.48%	12
18- I am not afraid to give my opinion even front of aggressive speaker.	4.09	81.89%	22
19- I do stimulate employees by granting greater powers and responsibilities.	4.03	80.57%	24
20- I adopt moral Stimulus as basic tool for improving the performance of employees.	4.48	89.52%	6
21- I grant Distinguish Employee more decision-making powers.	3.91	78.27%	26
22- I tendency to talk about the achievements in front of others to enhance its importance with the mention of the achievements (owner).	4.35	86.92%	9
23- I Easier to perform work for the distinct person depending on flexible schedules to work.	4.14	82.86%	18
24- I Encourage employees to make suggestions and new ideas contribute to the development work.	4.72	94.34%	1
25- I Use a variety of methods in the application of moral stimulus (no money) such appreciate.	4.51	90.19%	5
26- I Use the stimulus moral certain percentage compared to the physical stimulation, according to the nature of the employee's personal.	4.12	82.48%	20
27- I Give the employee a great importance and I work to generate a sense of excellence in work.	4.34	86.79%	10.5
28- I Work to achieve a balance between the value of output and the type of moral motivation	4.24	84.76%	13
29- When someone Adapted improper, I draw his	4.13	82.64%	19



attention at it.			
30- Excess confidence in one part of conflict pushes me for no listen to the argument of the other party.	2.24	44.81%	37
31- If someone misconduct, I do not respond to him.	3.71	74.29%	30
32- When I agree with someone on a certain position, then him not implement this agreement in execution time, I accept this act and Forget it?	2.98	59.62%	34
33- I Use a variety of methods to resolve the conflict, according to the nature of the situation and the people.	4.34	86.79%	10.5
34-I have convinced that the positive effects of the conflict.	3.70	74.04%	31
35- When I addressing the conflict focus on the personal and emotional aspects of the parties to the conflict.	3.67	73.33%	32
36- I deal with conflicts and disputes by search a ground for an agreement and to identify common interests.	4.18	83.58%	17
37- People differ in opinion and emotion, and I am putting this in mind when dealing with them.	4.60	92.00%	2
All paragraphs of scale	3.97	79.40%	

From the table (7) can be Derive the following:

- The Mean of paragraph 24, "I encourage employees to make suggestions and new ideas contribute to the development work." is equal to 4.72 (the total score is 5), so the relative Mean 94.34%, where it comes in the first rank, that means there is the Full agreement for this item.
- The Mean of paragraph 30, "excess confidence in one part of conflict push me no listen to the argument of the other party." is equal to 2.24 (the total score is 5), so the relative Mean 44.81%, where it comes in the last rank. That means there is rejection for this item.
- In general it can be said that the Mean of all the paragraphs of the Scale is equal to 4.18 that means Mean relative equals 83.68%. That means there is agree for this item.



## - 3-2- descriptive statistics

**Descriptive Statistics**

	N	Range	Minimum	Maximum	Mean		Std. Deviation	Variance	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
sensitivity	106	3	1	4	3.44	.084	.863	.744	-1.454	.235	1.159	.465
Maturity	106	2	1	3	2.10	.054	.551	.303	.056	.235	.256	.465
Competency	106	3	1	4	3.19	.069	.705	.497	-.450	.235	-.276	.465
EI	106	2	1	3	2.28	.053	.548	.300	.050	.235	-.487	.465
JP	106	2	3	5	4.25	.044	.454	.206	.885	.235	-.366	.465
Valid N (listwise)	106											

Table (8) : Descriptive Statistics for independent and dependent variables

The means, standard deviations of the variables have been mentioned in Table (8). To determine the levels of mean scores and standard deviations of emotional intelligence and the job performance have been calculated for managers in select banks sector.

The mean score EI for managers was found to be 2.28 (SD =.548), while the mean of the job performance for managers was found 4.25 (SD =.454). For the emotional intelligence component sensitivity, maturity, competency was found to be 3.44, 2.10, 3.19 respectively so, the result saw that emotional maturity for managers is high on average.



### Pearson Correlations coefficient

		sensitivit y	maturity	competen cy	TotalEI	JP
Sensitivity	Pearson Correlation	1	.258**	.199*	.680**	-.037-
	Sig. (2-tailed)		.007	.040	.000	.705
	N	106	106	106	106	106
Maturity	Pearson Correlation	.258**	1	.340**	.702**	-.050
	Sig. (2-tailed)	.007		.000	.000	.614
	N	106	106	106	106	106
Competency	Pearson Correlation	.199*	.340**	1	.757**	-.205-*
	Sig. (2-tailed)	.040	.000		.000	.035
	N	106	106	106	106	106
Total EI	Pearson Correlation	.680**	.702**	.757**	1	-.052-
	Sig. (2-tailed)	.000	.000	.000		.596
	N	106	106	106	106	106
JP	Pearson Correlation	-.037-	-.050	-.205-*	-.052-	1
	Sig. (2-tailed)	.705	.614	.035	.596	
	N	106	106	106	106	106

\*\* . Correlation is significant at the 0.01 level (2-tailed).

\* . Correlation is significant at the 0.05 level (2-tailed).

Table (9): Correlations Statistics for variables

A Bi-variate correlation was performed between the two variables to explore their association/relationship, the Pearson's correlation was applied and tested at significance level  $\alpha = 0.01$ . The correlation was tested between E, its three component, and the job performance. After studying this table notice that the correlations in the main diagonal are all equal to 1. This is because a variable is always perfectly correlated with itself. There was a negative correlation (relationship) between the two variables,  $r = -.052$ ,  $n = 106$ ,  $p \geq 0.01$ , with a high level of emotional intelligence associated with low level of the job performance of the respondents, it means if the emotional intelligence increase then the job performance decrease, vice versa.

Table (9) shows the relationship between three component of emotional intelligence and job performance. The negative relationship was found to exist between sensitivity and job performance which  $r = -.037$ ,  $n = 106$ ,  $p \geq 0.01$ . The opposite correlation coefficient indicated a high level of sensitivity is associated with low level of the job performance. The second low level was existed between competency as a component and the job performance where  $r = -.205$ ,  $n = 106$ , Correlation is significant at the 0.05 level and the correlation coefficient indicated quite a negative relationship between competency and the job performance. While the result shows maturity and the job performance indicate had quite a negative relationship where  $r = -.050$ ,  $n = 106$ , indicated a high level of maturity for managers associated with low level of the job performance.

4- Test hypotheses:

4-1- H1: “There is a significance positive relationship between overall emotional intelligence and the job performance of banks managers”.

Chi-Square Test			
	Value	df	Sig.
Pearson Chi-Square	1.720a	4	.787

From the table (10), the value of Chi-square equal to 1.720, and the value of (Sig) equal to = 0.787, this value is greater than  $> 0.05$ , so it can accept the null hypothesis (There isn't a significance positive relationship between overall emotional intelligence and the job performance of banks managers”.

4-2- H1a: “There is a significance positive relationship between emotional competency as a component of emotional intelligence and the job performance of banks managers”.



Chi-Square Tests			
	Value	df	Sig.
Pearson Chi-Square	7.986	6	.239

From the table (11), the value of Chi-square equal to = 7.986, and the value of (Sig) equal to = 0.239, this value is greater than  $>0.05$ , so it can accept the null hypothesis (“There isn’t a significance positive relationship between emotional competency as a component of emotional intelligence and the job performance of banks managers”).

- 4-3- H1b: There is a significance positive relationship between emotional maturity as a component of emotional intelligence and the job performance of banks managers.

Chi-Square Tests			
	Value	Df	Sig.
Pearson Chi-Square	.832	4	.934

From the table (12), the value of Chi-square equal to = 0.832, and the value of (Sig) equal to = 0.934, this value is greater than  $>0.05$ , so it can accept the null hypothesis “There isn’t a significance positive relationship between emotional maturity as a component of emotional intelligence and the job performance of banks managers”).

- 4-4- H1c: There is a significance positive relationship between emotional sensitivity as a component of emotional intelligence and the job performance of banks managers.

Chi-Square Tests			
	Value	df	Sig.
Pearson Chi-Square	1.215	6	.976



From the table (13), the value of Chi-square equal to = 1.215, and the value of (Sig) equal to = 0.976, this value is greater than  $>0.05$ , so it can accept the null hypothesis “There isn’t a significance positive relationship between emotional sensitivity as a component of emotional intelligence and the job performance of banks managers”.

## DISCUSSION

This study attemptsto measure the EI level of managers in banks located in Saudi. The result shows thisrelationship is negative statistically significant (sig)  $> 0.05$ . The study found there is a statistically negative relationship at the 0.05 level. This relationship refers to the level that effectson managers performance at each component of emotional intelligence based on Singh model (sensitivity - maturity - competency). Where emotional maturity is the most influential in the effectiveness of the managers performance by 89%, which reflects the ability of managers to express their feelings, create some kind of balance between the use of the mind and heart in the work field, the ability to self-awareness, the development of others, flexibility and adaptability. The sensitivity and emotional competency in the second level in terms of impact on job performance, the results found its impact on the performance of 85% for both components. Sensitivity reflects the ability of managers to manage the environment, harmony and comfort with others, achieve familiarity and understanding of the basics of emotional excitement. On another hand, competency means the ability to communicate and adjust the psychological feeling.

Many of researches have shown that EI is positively correlated with interview outcomes, team working, management analytical, conceptual task, and job or employee's performance. Studies have also indicated that emotional facilitates performance. Lyons and Schneider (2002) explained the relationship of ability-based EI with performance under stress. Langhorne (2004) set key areas of profit performance were correlated with the EI pattern of the general manager. In the meta-analysis conducted by Rooy and Viswesvaran (2004) to evaluate the effect of emotional intelligence on performance,



they found a positive correlation between EI and work performance but the significance is not strong. Also, in the recent met analysis of O'Boyle et al. (2011), they found the three streams of EI measures reported in the literature do have significant positive correlations with job performance, but the level is not strong.

However, the results of the present research is consistent with (Gorgi2015) findings suggested a poor EI among hospital managers. Also showed there is no significant relationship between the components of EI and the performance of hospital managers. Kholoudet al.(2016)found a negative relationship between emotional intelligence and sales performance connected with the positive relationship between total sales experience and sales performance. Additionally, Gryn (2010) indicated there is no statistically significant relationship between overall emotional intelligence and the job performance. Kulkarni (2009) The results showed that there is no significant correlation between the emotional intelligence score and performance appraisal scores, as the coefficient correlation assuming cannot generalizable.

This research indicated that there is no positive significant relationship between the components of EI and the performance of banks managers. In other words, increase in EI levels not drive to better performance in the bank's managers and vice versa. The unexpected results for this study might because the kind of the EI scale that was adopted is self-report might be another factor. Bracket, Rivers, and Salovey (2011) approved that the self-reported EI scales inadequately to measures EI. They found rather low associations between ability models of emotional intelligence and self-report emotional intelligence scales indicating that the way produces different result about the same individuals (Bracket and Mayer, 2003). An important factor is generally self-report scale considered measure is not enough because people tend to exaggerate their abilities report in inaccurately? However, the question is if self-report scales asses actual EI or what the individuals believes of themselves. Mixed results for more than 20 years of emotional intelligence literature review, supported by the use of different measure based on different concepts.



This lead to more specifically about emotional intelligence components, which can be redirected research efforts and practices of human resources management in organizations about this area. Moreover, the variance within the sample was found to be low. This might have contributed to the disability to uncover a relationship with the independent variable (EI).

## CONCLUSION AND LIMETATONS OF THE RESEARCH

The current study shows managers in banks located in the kingdom, had unrelated the job performance with high EI scores. Moreover this research shows, unlike other related studies, there is no positive significant relationship between performance and EI of banks managers. The effects of factors on the banks managers' performances should be assessed in more as a moderator view than considering EI asa independent factor on it, as many studies that investigate emotional intelligence through mediating effect of another factor such as organizational commitment Raza (2014).

There were some limitations in this study. First, because the study focused on the banking industry in Saudi, the findings are specific to this industry and cannot be generalized. Second, this research is cross-sectional in nature; thus, it should be replicated in the banking industry as well as another industries in order to achieve more insight into the relationships between emotional intelligence and the job performance. Third, the researched population of managers was almost, difficulty to reach this sample and lack to provide relevant information because of the secret nature of banks sector. Fourth, only one kind of emotional intelligence scales the self-report was used in this study. Fifth, the busy situation of the managers in general, and specifically within the banks sector, makes it very challenging to administer the time-consuming for EI ability tests. Sixth, this study has the limit of time to finished and developed result.



## **SUGGESTION FOR FUTURE RESEARCH**

Emotional intelligence, as an important area of Social sciences, needs to a lot of research in the developing countries like Saudi. There is the need to carry out research regarding intrinsic and extrinsic factors which have an impact on the behavior and act of the employees. The critical view may be carried out to look the emotional intelligence levels of employees in different sectors, to make country prosper by having intelligent human capital.

This research study is unique because it is within a few of studies that investigate the relationships between emotional intelligence and the job performance in the Saudi banks sector. The finding of a significant relationship between emotional intelligence and the job performance encouraged the researchers to adopt the moderator model in future studies in order to accommodate the various moderators possibly contributing to this relationship.

Moreover, the type of IE measure is a critical issue, as reported in the literature and observed in this study. This factor motive EI researchers to develop a comparative study to investigating the EI-performance relationships by using ability test scales. Additionally, given the mixed findings in the emotional intelligence literature to studying its relationship with performance throughout twenty years of investigation, the study recommends that extended studies that will help to determine the nature of this relationship. On the another hand, further studies with respect to the impact of emotional on performance, according to the different variables of different organizations, are required in this area, especially in Saudi Arabia, whether it's manufacturing or service industry.



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