

Impact of Age on Emotional Intelligence Dimensions at Workplace

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ARTICLE DETAILS

Article History

Published Online: 16 Aug 2019

Keywords

Emotional Intelligence, Workplace Environment, Self-Awareness, Self-Regulation, Motivation, Social Awareness and Social Skills.

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ABSTRACT

Emotional Intelligence has significant effect on different dimensions of everyday life. Emotional Intelligence has a profound relevance at the workplace. The workforce in the organization comprises of both males and females so it becomes imperative to find gender difference. Based on the above backdrop the aim of the present study is to find out the gender difference and its impact on different emotional intelligence dimension. A standardized questionnaire is used to conduct the study among 300 employees of public sector undertaking in Uttarakhand with the help of scale developed by Shailendra Singh (2004). Data is analyzed through SPSS and result indicated that the gender difference do not show major difference for their emotional intelligence dimension score.

1. Introduction

Emotions play significant role in individual's life. Every person possesses emotions and feelings. As the method for communicating feeling fluctuate from individual to individual. In today's fast changing era people needs to deal with various circumstances at one point of time. Subsequently for taking care of those circumstances individual should need a high IQ ought to likewise have a high level of EQ. Emotional Intelligence has significant role in different domains of everyday life. (Fernandez-Berrocal, Cabello, Castillo and Extremera,2012).Emotional Intelligence is the ability to identify one's emotions, managing emotions and expressing the emotions at right time. It is the ability to communicate with others, be emphatic and to do action oriented things. It is defined as the capacity to process emotional information accurately and efficiently. (Salovey and Mayer,1990). It is the significant component which can be developed (Emmerling and Goleman,2003) and learned (Shapiro 1997;Goleman,1998) at all ages.

1.1 Emotional Intelligence

For past researchers have contemplated the reasons why a high IQ does not result into progress. In 1990, psychologist John Mayer and Peter Salovey begat the term emotional intelligence and divided into four branches i.e. recognizing feelings, utilizing feelings to control psychological reasoning, understanding the feelings, controlling one's own feelings for individual advantage. Goleman broadened four branch systems to incorporate five components of emotional intelligence.

- *Self-awareness*- Mindfulness knowing one's feeling and understanding the effect those states of mind have on others.
- *Self-Regulation*-Controlling or Redirecting one's feelings.
- *Motivation*- Inspiration using passionate components to accomplish objectives.
- *Social Awareness*- Socially mindful Social Skills- Socially mindful Hence emotional intelligence is the

idea which is required at personal and professional front.

1.2 Emotional Intelligence in the Workplace

Workforce in the organizations is the core element for the success. Subsequently individuals working in the organizations should be genuinely solid to deal with the circumstance and comprehend the conduct and feelings for successful efficiency. Emotional Intelligence has been connected with the degree to which administrators act in manners that are steady of the objectives of the organization. Emotional intelligence causes people to expand their profitability where mindfulness, self-guideline, inspiration, social mindfulness and social aptitudes are required. It likewise encourages at the work places where cooperation, coordination and managing individuals are required. Cherniss (2000), four fundamental reason why the work environment would be a consistent setting for assessing and improving passionate knowledge abilities.

Emotional intelligence skills are important for development in many employments. Numerous grown-ups move in the association without the skills important to exceed expectations at their chosen form of employment. Organizations as of now have the set-up methods and inspiration for giving emotional intelligence training. Past evidences proven that emotional intelligence was positively correlated with the work performance (Kerr, Garrin, Heaton & Boyle 2006).

1.3 Emotional Intelligence and Age

As the people develop with his or her age the conduct of an individual changes. Despite the fact that it is said that with the expansion in age the people become progressively adult, with the broad experience the individual holds it is accepted that emotional intelligence of a person is high. In this manner there is a positive connection between emotional intelligence and age, Emotional intelligence increases with age and experience (Goleman, 1998; Salovey and Mayer, 1990; Maddocks and Sparrow 1998). Emotional intelligence shows diverse reflexes with age, Albeit past examinations found that there is certain aspect of emotional intelligence that can only be developed with training (Fariselli; Ghini& Freedman, 2006). Hence it becomes

imperative to understand the effect of age on emotional intelligence. The present investigation means to discover the effect of emotional intelligence on various age-gatherings.

2. Literature Review

Deeksha Sharma (2018): Research was done to know the impact of age on emotional components. The sample of 186 respondents was taken on of different age group ranging from 17-60 years. The result indicated that there was significant impact of age on the emotional intelligence and its components also emotional intelligence increases with age.

TrakisStami,Fernandez Ritin and Parrish Dominique (2018): The goal of the study was to explore whether emotional intelligence is significantly associated with young or old people. In this context the study was done on radiation therapist in Australia. The sample size was 205. Research concluded that emotional intelligence was significantly associated with young age as compared to old age.

Sukhmani Kaur Dhillon (2018):The aim of the investigation was to study the role of emotional intelligence on age. The hypothesis was tested on 60 adolescence and young adults. Finding of the study revealed that young adolescence was high on emotional intelligence as compared to young adults.

Md.Shakeel Anjum,M.Monica,K.Yadav Rao, P.Parthasarathi Reddy,Irram Abbas, Sadhu Vishnu Priya (2017): The study explored the impact of age on emotional intelligence. The sample taken for the study was 462. Trait emotional intelligence questionnaire was used. Findings of the study revealed that there was a significant difference between emotional intelligence and age.

MinakshiNagar (2017): The study was conducted to find out the effect of age on emotional intelligence. For the research ANOVA was used on the five category of age group. Finding stated that emotional intelligence increases with age.

John EmelikeAsiegbu (2016): The objective of the research was to find the effect of age as on the demographic variable on various dimensions of emotional intelligence (self-awareness, self-regulation, motivation, social-skills). The 158 questionnaires were administered in Telecommunication Company in Nigeria, one-way (ANOVA) was used to find the various emotional intelligence dimensions among various age-groups. Findings revealed that the dimensions of emotional intelligence vary among age-group.

Tarek A. El Badawy (2015) :The purpose of the study was to investigate the impact of age on emotional intelligence among the Egyptian higher education institutions. The sample consisted of 100 faculty members. The result indicated that old employees the relationship was insignificant and negative whereas for the younger generation the relationship was significantly positive.

Arunima Sengupta, Ajeya Jha (2014): Research was done to investigate the relationship between emotional intelligence and age. The schutttes emotional intelligence

test(SEIT) questionnaire was used on 200 participants to see the effect of age ranging below 30 yrs and above 30 yrs. Findings indicated that age effect for emotional intelligence was attenuated as old people was high in emotional intelligence.

Jafar Shabani, Siti Aishah Hassan, Aminah Ahmad, Maznah Baba (2011): The research was done to examine whether emotional intelligence can be considered as predictor for mental health and explored also the moderating effect of age on the link between emotional intelligence with mental health among high school student. Sample for the study was 2475 student ranging between 15-17 yrs old. Findings indicated that age is not significant moderator for the relationship between emotional intelligence with mental health.

Natalie C. Shipley,Mary Jo Jackson, Sharon Larisa Segrest (2010):The empirical research was conducted to test the relationship between emotional intelligence and age by using Trait emotional intelligence questionnaire on 193 undergraduate business student. Results revealed that emotional intelligence was not significantly associated with age.

Lorenzo Fariselli, Massimiliano Ghini, Joshua Freedman (2006): The study examined the relationship between emotional intelligence and age also which areas of emotional intelligence are mostly affected by age. Findings revealed that some part of emotional intelligence do increased with age, though the effect was slight.

Paul W.B at Kins Con kkStough (2005): The purpose of the study was to find out does emotional intelligence change with age. In this context two measures of emotional ability was used;selfreport SUEIT and abilities based MSCEIT. Findings indicate that emotional intelligence varies in age by only 1% which means it has small effect.

Derksen, Kramer &Katzko (2002): The researcher examined the relationship between emotional intelligence and age using a sample of 873 people ranging in age from 19 to 84 yrs old. Results revealed that emotional intelligence peaked in middle age and decreased in older age.

3. Research Study

Since emotional intelligence plays integral role in the success of employees at the workplace and it is assumed that as the person grows in age his or her behavior changes because of the past experiences and the maturity level. This study is an attempt to find out the impact of age on various emotional intelligence dimensions among executives in public sector undertaking at Uttarakhand.

3.1 Sample:

The research study includes five emotional intelligence dimensions namely self awareness, self regulation, motivation, social awareness and social skills. The sample size taken for the stud y is 300. The organizations were categorized into two categories. The first category i.e. Central PSUs comprising of BEL (Bharat Electricals Ltd, Kotwadar Unit), BHEL (Bharat hydro Electricals Ltd),ONGC(Oil and Natural Gas Corporation

Head Office Tel Bhavan Dehradun, KDMIPE Dehradun) and THDC(Teri Hydro Development Corporation corporate office, Rishikesh and New Teri, Bhagrithi Puram). The second category i.e. State PSUs ((Public Works Development and Uttarakhand Power Corporation, Dehradun).

3.2 Research Design

In the present study the co-relational research design is used.

3.3 Sampling Technique:

The sampling technique used in the study is non-probability sampling technique employing Quota Sampling. The executives were categorized as E1, E2, E3, E4, E5, E6, E7, E8 and E9. Each of these category were grouped as low level executive (E1, E2, E3), middle level (E4, E5, E6) and high level executive (E7, E8, E9). Executives were also categorized on the basis of different age group.

3.4 Tool:

The data collection tool employed Questionnaire. The questionnaire comprises:

- Personal Data Schedule
- Emotional Intelligence Questionnaire: Shailendra Singh (2004) based on model of emotional intelligence given by Goleman (1998)

4. Research Problem

As the workforce in the organization comprises of different age group so it is imperative to find the impact of age on various dimensions of emotional intelligence at workplace. Hence in this context the research problem was to find out impact of age on Emotional Intelligence Dimensions.

4.1 Research Objective:

To bring out the impact of age on Emotional Intelligence Dimensions.

4.2 Major Research Hypothesis:

H1 There will be the significant effect of age on dimensions of emotional intelligence.

4.3 Sub- Hypothesis:

H1a: The age will have significant effect on self awareness level of executives.

H1b: The age will have significant effect on self regulation level of executives.

H1c: The age will have significant effect on motivation level of executives.

H1d: The age will have significant effect on social skill level of executives.

H1e: The age will have significant effect on social awareness level of executives.

Table 1: Organization of Executives

Organization	No. of Respondents	Percent Value	
Central PSU's	BEL	40	13.33
	BHEL	40	13.33

	ONGC	80	26.66
	THDC	40	13.33
Total of Central PSU's		200	66.66
State PSU's	PWD	50	16.67
	UPCL	50	16.67
Total of State PSU's		100	33.34
Total		300	100.00

The total 300 respondents taken for the study are from different Central and State Public Sector Undertaking.

The first category of Public sector undertaking i.e. **Central** public sector undertakings comprise of BEL (Bharat Electricals Ltd, Kotwadar Unit), BHEL (Bharat Heavy Electricals Ltd), ONGC (Oil and Natural Gas Corporation, Head Office Tel Bhavan, KDMIPE Dehradun) and THDC (Tehri Hydro Development Corporation, Corporate Office, Rishikesh and New Tehri, Bhagirathi puram).

The second category i.e. **State** public sector undertakings include, (Public Work Department, Dehradun and Uttaranchal Power Corporation Limited,(Dehradun).

Table 2: Age Group of executives

Age	No. of Respondents	Percent Value
Up to 30 years	150	50.00
31 to 45 years	100	33.33
46 and above years	50	16.67
Total	300	100.00

Among 300 respondents selected for study, 150 (50%) are in the age group of less than 30 years and 100 (33.33%) each in age group of 31 to 45 years and 50 respondents were in the age group of 46 and above.

Table 3: Executive Level of Respondents

Executive Level	No. of Respondents	Percent Value	
Lower Level	Level 1	50	16.66
	Level 2	50	16.66
	Level 3	50	16.66
Total of Lower Level		150	50.00
Middle Level	Level 4	40	13.33
	Level 5	30	10.00
	Level 6	30	10.00
Total of Middle Level		100	33.34
Higher Level	Level 7	20	06.67
	Level 8	20	06.67

	Level 9	10	03.33
Total of Higher Level		50	16.66
Total		300	100.00

In the above table it is seen that the executives in the organization were categorized into different levels i.e. from E1 – E9. In first level (E1) the 50 (16.66%) executives contributed the data, in second level (E2) the 50 (16.66%) executives contributed and in third level (E3) the 50(16.66%) executives contributed. Similarly in the (E4) level the 40(13.33%) executives filled the questionnaire and in the E5 and E6 level the 30(10.00%) contributed. The 20(06.67%) respondents were in (E7) and (E8) level. In (E9) level of executives the respondents were 10(03.33%). Further the level of executives were grouped into three different category i.e Low level, Middle level and High level managers. The low level manager comprises of executives from (E1-E3), the middle level manager comprises of executives from (E4-E6) and high level manager comprises of executives from (E7-E9).

H1 There will be the significant effect of age on dimensions of emotional intelligence.

Table 4: Age of the executives will have significant effect on the dimensions of emotional intelligence.

H1.a. Table 4: F-ratio (ANOVA) and degree of significance of age on self awareness dimension of executives

Table 4

Age		Self Awareness
21- 30 years	Mean	53.81
	SD	14.20
	N	16
31- 40 years	Mean	49.50
	SD	5.66
	N	56
41- 50 years	Mean	47.34
	SD	7.72
	N	164
51 and above	Mean	47.50
	SD	7.72
	N	60
Total	Mean	48.13
	SD	7.741
	N	296
F Value		4.288
Significance		.006

Self Awareness and Age: In the above table the self awareness of executive's with increasing age it is highest in the age group of 21-30 years (53.81) lowers substantially in the age group of 31-40 yrs (49.50) and 41 to 50 years (47.34)It increases in the age group of 51 and above (47.50).

The above difference among executives with different age group and self awareness level is significant at F- value of 4.288 and in p value of 0.006.

H1.b. Table 5 F-ratio (ANOVA) and degree of significance of age on self regulation dimension of executives

Table-5

Age		Self Regulation
21- 30 years	Mean	48.37
	SD	7.762
	N	16
31- 40 years	Mean	47.71
	SD	9.06
	N	56
41- 50 years	Mean	45.83
	SD	6.99
	N	168
51 and above	Mean	46.55
	SD	6.99
	N	60
Total	Mean	46.46
	SD	7.43
	N	300
F Value		1.289
Significance		.278

Self Regulation and Age: In the above table the self regulation of executive's with increasing age it is highest in the age group of 21-30 years (48.37) lowers substantially in the age group of 31-40 yrs (47.71) and 41 to 50 years (46.46).It increases in the age group of 51 and above (47.50). The above difference among executives with different age group and self regulation level is significant at F- value of 1.289 and in p value of 0.278.

H1c. Age will have significant effect on motivation level of executives.

Table6 F-ratio (ANOVA) and significance of age on motivation dimension of executives

Table 6

Age		Motivation
21- 30 years	Mean	48.43
	SD	6.67
	N	16
31- 40 years	Mean	48.5
	SD	13.19
	N	56
41- 50	Mean	46.46

years	SD	7.49
	N	168
51 and above	Mean	47.71
	SD	7.49
	N	60
Total	Mean	47.21
	SD	8.71
	N	300
F Value		1.027
Significance		.381

Motivation and Age: In the above table the motivation of executive's with increasing age it is highest in the age group of 21-30 years (48.43) lowers substantially in the age group of 31-40 yrs (48.5) and 41 to 50 years (46.46) .It increases in the age group of 51 and above (47.71). The above difference among executives with different age group and self regulation level is significant at F- value of 1.027 and in p value of 0.381.

H1d. Age will have significant effect on social awareness level of executives.

Table7 F-ratio (ANOVA) and significance of age on social awareness dimension of executives

Table 7

Age		Social Awareness
21- 30 years	Mean	45.00
	SD	7.57
	N	16
31- 40 years	Mean	44.89
	SD	5.04
	N	56
41- 50 years	Mean	45.46
	SD	7.44
	N	166
51 and above	Mean	46.40
	SD	7.44
	N	59
Total	Mean	45.51
	SD	6.93
	N	297
F Value		.505
Significance		.679

Social Awareness and Age: In the above table the social awareness of executive's with increasing age it is highest in the age group of 51 above years (46.40) lowers substantially in the age group of 41 to 50 yrs (45.46) and 41 to 50 years. It increases in the age group of 21-30 yrs (45.00). The above difference among executives with

different age group and self regulation level is significant at F- value of .505 and in p value of .679.

H1e. Age will have significant effect on social skills level of executives.

Table8 F-ratio (ANOVA) and degree of significance of age on social skills dimension of executives

Table-8

Age		Social Skills
21- 30 years	Mean	44.93
	SD	6.83
	N	16
31- 40 years	Mean	47.89
	SD	12.30
	N	55
41- 50 years	Mean	45.94
	SD	8.56
	N	159
51 and above	Mean	47.11
	SD	8.56
	N	60
Total	Mean	46.50
	SD	8.94
	N	290
F Value		.901
Significance		.441

Social Skills and Age: In the above table the social skills of executive's with increasing age it is highest in the age group of 31-40 years (47.89) lowers substantially in the age group of 51 and above (47.11) and 41 to 50 years (45,94). It increases in the age group of 21-30 yrs (45.00). The above difference among executives with different age group and self regulation level is significant at F- value of .505 and in p value of .679.

5. Discussion

Age and Self awareness: Self awareness has significant impact owing to the different age levels among executives. Self awareness level is low in the age bracket of 41-50 yrs and highest for the youngest lot i.e. 21-30 yrs refer. The difference in age and self awareness is significant and hence can be considered an important parameter that differentiates emotional intelligence level of executives' for few of the parameters .The reason would be that younger executives feel they have learned significantly about themselves through feelings and emotions. The same is perceived not that degree by middle-age executives however with elder executives' this trait seems to have regain problems, though it is a bit lower than executives' at youngest age group. Beside middle age executives', other seems to understand the reason of their mood substantially. Feelings has an impact on executive performance and this is

understood clearly by younger executives, also elder age group executive do seems to see how their feelings has an impact on their performance. Younger executives are much more aware about their strength and weaknesses. Younger executive believe that their contribution in group discussion are as valuable as those of others. However with maturity of age and experience this thought shows a substantial dip and is lowest at the elder age group. Similarly younger executives do take a stand if they are convinced that they are right, even at the cost of their becoming unpopular. But with maturity age this rigidity and firmness to stand by once ideology negates down. Clarity on what they expect from life also blurs with growing age. The newly recruited and young staff is clearer of what they expect from life than those who have agreed and have spent considerable years in the organization. Later seems to be less clear on what the life for them has store for them. The findings of the study is supported by **Fariselli, Ghini, Freedman (2006)**

Age and Self Regulation : Age has no major influence on self regulation dimensions of individuals but contributes significantly for the two parameters discussed below has a significant influence on self regulation of individuals. The younger an executive is the more unlikely it is for him to give up on receiving initial setbacks but as the ages this quality of dips down. Executives in the higher age group are more considerate and sensitive to the developmental environment and capture the opportunity there.

Age and Motivation: Motivation shows no major influence because of different age group of individual in the organization, but for the parameter discussed in following lines shows a major impact on motivation level of executives. Younger executives have higher preferences to be idea leader than others. As an individual joins an organization he has lot to proof, he sees organization as an canvas to paint his own portrait but as an individual becomes a regular part of organization his own self mellows down and is influenced by his environment, colleagues and other forces. However, with extended tenure in the organization and maturing age, the same individual sees himself in the centre stage to carve his own portrait, though not as perfect as it was in the initial years. The proactive nature of an individual has a definite impact on his or her motivation level, though not significant, but gives an indication of some significance. Younger executives are more proactive as compared to middle aged and elder ones. Similarly, younger executives prefer to be idea leaders than their elder counterparts. As they groom up their preference of being idea leader mellows down. However, it increases with the passage of time and the experience they gain in their respective organization. But, the level of significance is indicative and hence not significant.

Age and Social Awareness: The result of the present study revealed that social awareness dimension of emotional intelligence indicates no major influence because of different age group of individual in the organization and shows a major impact on social awareness level of

executives. It has an indicative significance on social awareness level of executives. As the executive gain experience in organizations their power of sensing other's feelings become dominant. With maturing age and increased experience in organizations executives find it easy to acknowledge who vest the real power in the organization.

The executive display varied scores in their acumen to perceive other's feelings as and when they meet them. It's highest for youngest group of executives followed by middle aged ones.

Age and Social Skills: Social Skills indicates no major influence because of different age group of individual in the organization, though few of the parameters score significantly as convincing skills of executive's increases with age. Being lowest at the youngest age group it peaks at the next age level (younger age group), only to dip at middle age group and again increase at elder executive levels. Although the convincing power of executives does increase with increased understanding of organization and the colleagues; they are part of. It is observed in the organizations that the presentation skills of executives groom with age though highest for younger executives, presentation skills increase from lowest for youngest age group to elderly aged executives. Presentation power of executives does increase with increased understanding of organization and the colleagues; they are part of. The reason may be that the executives with increasing age and maturity feel that their recognition for change and work for removing the barriers are their off. This is of significant implication as executives with prolonged exposure develop vision for changing environment.

Executives as they increase in age and mature feel that their skills to arouse enthusiasm among other increases substantially, though it of indicative significance only. Thus it was observed from the study that emotional intelligence varies in context to the age of the person, increases with age reaches a peak and then starts decreasing it is also consistent to research conducted by **Punia (2002)**.

6. Conclusion

An executive with increasing exposure, experiences and maturing age will definitely show an improved awareness about his organization and fellow executives so as to relate better and adapt the challenging environment. Social skills levels of executive increases with increasing organization hierarchy. It is lowest at increasing level and highest for high level executives, though social skill increases with organization hierarchy, but has no statistical significance. Social skills include an executive's presentation, communication and negotiating skills. Growing age and increased organizational hierarchy adds flavor and improvisation to social skills.

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