

The Role of Emotional Intelligence & Employees Performance and Decision-Making Study Of Non-Governmental Organization Sukkur District

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Abstract

This research aims to observe the relationship between EQ learning and decision-making. Therefore, a sample of more than 100 respondents came from employees working in non-governmental organizations, despite the complex hierarchical nature of the organization. But the main goal of the research is to measure the level of relationships between all variables. The results indicated that there is a highly significant and positive relationship between emotional intelligence and decision-making. Further in this study, the whole result was checked through SPSS 23 version and applied quantitative technology.

Keywords: *Emotional intelligence, decision-making, non-governmental organizations, empathy, self-awareness, Self-management, motivation Social Skills.*

1. Introduction

Certainly, Human resource management has played a vital role in every sector or in every company, and organization all policies are usually made by the senior authority and the most expert, skillful person. (Aligning with the mission 2004) Valuable asset of any company or organization who have faced any constraints in working condition, then with the stay connection of a knowledgeable person, management has resolved all issues and resistance which were occurring before employees toward any accomplishing goal. (Scott-Ladd & Chan, 2004) Very crucial step in EI is to give awareness, and consciousness to employees and take all appropriate decisions. (Berman & West, 2008) A person who is accustomed to multi-skills can convert all hurdles which were raised beyond any purpose.

These kinds of decisions make success to the organization around the competitive zone. (Scott-Ladd & Chan, 2004) Further it is prescribed that putting a portion of conscious connectivity may give information to all employees on how to cross all troubles and remain focused on situations. Ahmed (2002) defined that any employee which is possessed with a well command of techniques, and skills can lead an organization on the right track way. Must letting free to all employees in the involvement of decision opinions with management. There should be a such an environment where all employees work together in peace, if there is need of any policy or decision, which all ought be adopted. A person who is a well gripped on EI may make prominent and excellent to

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organization, obviously, the person who is appropriate in EI never take any wrong decision, better decisions must be taken.

Dividing all taskbars to every employee accordingly with the measurement of equivalency. If we will look in Pakistani NGOs or companies, they have neither considered to employees' thoughts nor make very encouraged in decision-making, every time management has adopted poor quality policies, poor management. EI has widely focused on awareness of how to tackle all problems, formulating policies in implementation format, in this way organization will be capable to be creative, and competitive. (Lowin, 1968) assessed that all employees must be free and involved in every step that the top priority of authority must give concentration upon their employees and let them free to share suggestions and review about the factors which are raising beyond the way of organizational achievement. As further he mentioned that if there is dire need of techniques like dimensions, facts and figures try to go with the support of all of their things as Authority as well as employees feel satisfactory in decision making. (Scott-Ladd & Chan, 2004) Conclusively prescribed as the EI and decision makings are the main key factor to bring the change in the organization. Participation in decision-making and the effectiveness of EQ and participation in decision-making is useful for administrators and researchers to open up more dimensions in EQ and participation in decision-making. As (Scott-Ladd & Chan, 2004) concluded, the combination of emotional intelligence and participation in decision-making is a key factor in changing organizational responses.

1.1 Research Question

1. How does the leader's emotional intelligence have a significant impact on the performance, learning, and decision-making of employees in the NGO sector?
2. Will decision-making, based on emotional intelligence provide proper boost to explore and implement new trends and techniques in same genre?
3. Should emotional intelligence be prerequisite criterion of decision-making for the organizational leaders?

2. Literature Review

Emotional intelligence contributes to overall performance in an organization, from leadership to overall organizational performance. In an outcome-only model, decision makers have complete control over their emotions and identify opportunities as they arise (Istianingsih, Masnun, & Pratiwi, 2020). Instead of being negative, rational thinking occurs when managers or decision makers know that all their decisions are evaluated and held accountable for the consequences of those actions. Conclusion (Istianingsih, Masnun, & Pratiwi, 2020).

Of course, associating yourself with the latest trends and technologies (such as modern connectivity) will be a big difference and factor. Of course, emotional information is an important part of the development of organizational structure, so it will be the ability to

manage effective decision-making, combined with all the latest trends, the technology applied in decision-making may be presented in a real way. Broadly there will not be the possibility to meet with the basic needs which are essential for the prosperity of an organization. It will be vividly clear that how the competition is at a peak level, each organization is trying to adopt the very latest routes to get more and more benefits. (Biswas & Rahman., 2017).

Certainly, the points of hurdles in the progress of the organization will be probably level, so it will be better clearly to have appropriateness of every acts, as there could be secureness of the organization. (Bhattacharjee, & Rahman, 2016). After the analysis of all tasks timely, it will be entirely better to take initiatives which all must be taken very immediately and urgently toward the progress and development.(Kumar & Jauhari, 2016) Emotional skills have become important in the organization, giving it a competitive advantage over competitors in a very dynamic environment focused on employee satisfaction.(Vrontis et al., 2021)

These are companies that have environmental information, mostly based on internal and external company information. Information provides important information to support managers' work in making day-to-day decisions or decisions for the company. Individuals can verify this information, but most companies follow these guidelines. But there is a difference between making good decisions and easy decisions. Open innovation through intelligent information systems is very useful in gathering and managing information (Grezes, Bonazzi, Cimmino, & Atman, 2020). This is because smart people know good or bad outcomes and work with history to avoid repeating it and are cautious when making decisions (Vaughan, Laborde, & McConville, 2019).

2.1 Historical Perspective Of Emotional Intelligence

The word EI very first was summarized by mayor and slavery. The influence of leadership through emotions will be highly helpful to bring the change administration in a quick response.(Kouzes & Posner, 2017). Outcomes are assessed in a different way be the adoption of the learning stage to the enhancement of employee's performance, and understanding of mental capability according to the avail opportunities, the opportunities will be greatly in favor of the organization.(Lumpkin & Achen, 2018). The strategic policies must be made merely for the purpose of future achievement or desirable goals to meet basic learning steps and employee performance enhancement. The performance is only depending upon the employee's satisfaction...(Lumpkin & Achen, 2018) The bad instrument which does not leave to organization toward the map of triumph, the things and all accomplishments are not so easy to cope up in a short span of time.(Edelman &Knippenbert, 2018)

The concentration on basic points may become the so fruitful for the atmosphere of the organization, Version in the shape of genius always takes the organization to success, take every measurement, and initiates to tackle up competitors. (Edelman & Knippenbert, 2018). Outcome of quantitative observation researchers assessed as emotional intelligence has importance in organization as the pace of qualitative

leadership steps should be taken on a timely. Another way is to use the pattern of training phase because entirely organization will be liable to go through according to the strategies formulated policies to get a high very much benefit.(Edelman & Knippenbert, 2018). Training session has completely brought the greatest role to bring change in decision.(Lumpkin & Achen, 2018).

2.2 Research Variables' Definitions

The priority in EI is prescribed by the mayor and slavery, and the model indicates the mixed model 1955, 1998. There must be extra effort and compromise in styling. The topic of emotional intelligence is now the biggest controversy, and the Gorman model emphasizes this point.

Emotional intelligence: With the use of EI decision-making, only the highest power base can be implemented. In addition, management will consider all employees every time to achieve targeted ideal goals.

2.3 Emotional Intelligence Is Commonly Defined By Four Attributes:

Research Model

According to Daniel Goleman, an American psychologist who helped to popularize emotional intelligence consists of abilities such as knowing one's own emotions, recognizing emotions in others, motivating oneself, and regulating emotions. Goleman divided the Emotional Intelligence Model into two groups. These are personal competence and social competence and there are five key elements to it:

- a) **Personal Competence:**
 - a. **Self-awareness:** means knowing one's own emotions and feelings; that is, emotional self-awareness. This self-awareness is made up of one's confidence in his/her own abilities and skills.
 - b. **Self-management:** is the ability to direct oneself to change by being open to new ideas and information, without ignoring what they know correctly, maintaining their honesty.
 - c. **Motivation:** refers to the strong desire to achieve and to go further by trying to accomplish his/her personal goals or institutional goals and not to miss opportunities.
- b) **Social Competence:**
 - d. **Empathy:** consists of abilities such as being able to put oneself in the shoes of others, to understand their needs, to help them in their difficult times, to be able to consciously guide the other without escaping from any responsibility.
 - e. **Social Skills:** include skills such as being able to listen to the other person by establishing open communication, establishing and managing communication in such a way as to serve the purpose, initiating change and

controlling conflicts, working with others and guiding them in line with the goals (Yan, 2008)

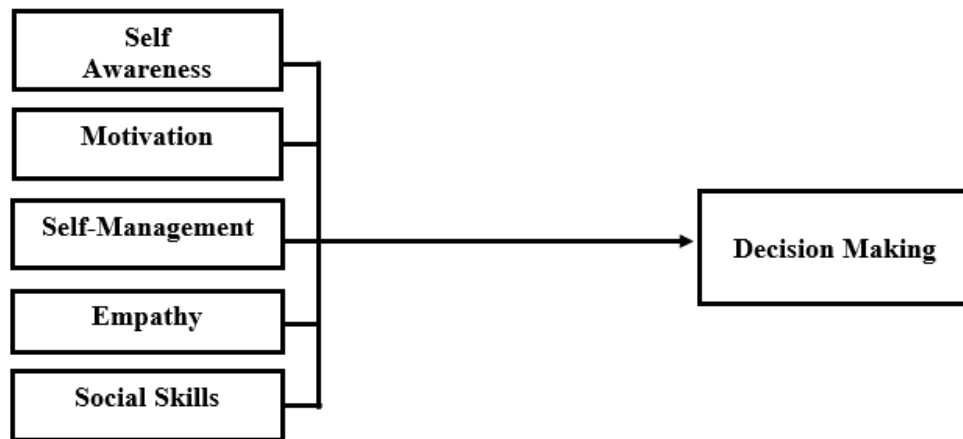


Figure: I Emotional Intelligence

2.4 Theories Of Emotional Intelligence

2.4.1 Goleman Model

(Goleman, 1998) EI has five components: self-awareness, self-control, Social Skills, empathy, and motivation. His focus is on how four factors control the operation of leadership. The method of self-reliability and self-evaluation is structured to understand her/his thoughts and intentions. Control allows a person to control his emotions, especially when these emotions become a problem; he can still adapt to this situation. Having good communication skills does mean making everyone aware of rest and encouraging them. The step of sympathy is a step out of the way of thinking of all of them. Goleman shared their opinion as standing on the level of proper rank, and developing prosperity is directly dependent upon the format of communication, sympathy, and encouragement.

2.4.2. Bar On Model

Another scholar (Bar-On, 2006) identifies a few terms on how to lead employees to very effective performance. Collectively the process of working effectively will be the measurement of interaction, self-reliability, self-awareness, and self-confidence. These points are basic to recognize the deficiencies and crossing beyond all resistance, and constraints which are not letting to the organization on the movement purpose of success. Bar-On models have been criticized for being mentally retarded, as they rely heavily on personality and performance (Grunes, Gudmundsson, & Irmer, 2013) (McCrae, 2000).

Bar-On model. The (Bar-On, 2006) Personal characteristics influence how well they understand and express themselves, inform and communicate with others, and manage daily tasks and needs. Bar-On skills and skills mentioned include interpersonal technique, which is totally providing a complete group of structured formats of success. Further Baron gave a such concept related to emotional quotient inventory, even this conceptual framework has been converted into a multiple languages approximately thirty languages, So people are widely using to it and getting many advantages in collection method of data (Bar-On, 2006) (Van Zyl & C , 2016).

2.5. Decision-Making

Cognitive theory states that learning and memory are developmental and begin with the gathering of information through the senses. The information, then, goes to the brain, where it is coded and analyzed and later consolidated in long-term memory. Afterward, this information can be retrieved and used. This progression requires that biological brain changes happen without the individual consciously having to take part in the process (Faw, 2003; Klein, 2015; Schlaghecken, Refaat, & Maylor, 2011). Decision-making is thought to begin before a person even consciously becomes aware of making the decision. The idea that one deliberates over the decision-making process is not legitimate because one's brain already knows the decision he or she is going to make before he or she does actually make that decision. Although this is an unconscious process that occurs automatically, ones consciousness can later come back and veto the automatic decision (Miller & Schwarz, 2014). Most professionals agree that at least some processes are unconscious, especially sensory and late motor activity, perception, cognition, and the action that follows. The decision to act comes into consciousness after being developed completely in unconsciousness.

2.6. Research Hypothesis

H₁: Self-awareness is positively concerned with decision making.

H₂: Self-management positively related with decision making.

H₃: Motivation is significantly related with decision making.

H₄: Empathy is significantly related with decision making.

H₅: Social Skills positively related to decision-making.

H₆: Decision-making is highly correlated with Emotional Intelligence.

3. Research Methods

The study was conducted on the employees of a non-governmental organization. Data were collected through questionnaires. Twenty-five questions were about emotional intelligence that is self-awareness, self-management, motivation, empathy, and social skills and five were about Decision Making.

The questionnaire was used the Likert 5-point scale model used to collect research-related data from staff who perform duties in different departments of NGOs. Questionnaires exist in two ways. One part is related to the demographic information of the interviewee, and the other part is related to emotional intelligence data in learning and decision-making. Then the collected data was analyzed and sent through SPSS 23 statistical software. Correlation and regression were used to find out the effect of emotional intelligence on employees' learning and decision-making.

4. Discussion & Results:

Table 4.1. Reliability Analysis

		N	%
Cases	Valid	100	80.6
	Excluded ^a	24	19.4
	Total	124	100.0

a. List wise deletion based on all variables in the procedure.

4.2. Regression Analysis

A measure of the relationship between the average value of a variable (such as output) and the corresponding values of other variables (such as time and cost)

Table 4.2. Variables Entered Interpretation

Model	Variables Entered	Variables Removed	Method
1	Social Skills, Self-management, Empathy, Motivation, Self-Awareness	.	Enter

4.3. Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.347a	.120	.73	.96257537

a. Predictors: (Constant), Social Skills, Self-management, Empathy, Motivation, Self-Awareness

4.4 Anova

Analysis of variance is a collection of statistical models that are used to analyze the differences between group means and related procedures. It was developed by statistician and evolutionary biologist Ronald Fisher. Analysis of variance is a set of observations the variation in is divided into different statistical methods.

Table 4.4. Anova^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	11.904	5	2.381	2.570	.032b
	Residual	87.096	94	.927		
	Total	99.000	99			

a. Dependent Variable: Decision Making

b. Predictors: (Constant), Social Skills, Self-management, Empathy, Motivation, Self-Awareness

Table 4.5. Coefficients

Model		Un-standardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error			
1	(Constant)	-9.579E-17	.096		.000	1.000
	Self-Awareness	.117	.113	.117	1.037	.302
	Self-management	.086	.099	.086	.869	.387
	Motivation	.141	.113	.141	1.255	.213
	Empathy	-.228	.104	-.228	-2.202	.030
	Social Skills	-.086	.129	-.086	-.665	.508

a. Dependent Variable: Decision Making

Assume that self-awareness is positively related to learning and decision-making. However, the contribution of self-consciousness to the dependent variable is 0.117, but the significance is 0.302, indicating that there is a negative correlation between the

rejection hypotheses. In the hypothesis, self-management is positively related to learning and decision-making. However, the contribution of self-management to the dependent variable is 0.086, but the significance is 0.387, which means that the hypothesis here is rejected and there is a negative correlation with the dependent variable. In the hypothesis, motivation is significantly related to learning and decision-making. But the motivational contribution to the dependent variable is 0.141, but it is significant 0.030, which means that the hypothesis here is rejected and the correlation with the dependent variable is not significant. Empathy is closely related to learning and decision-making. But the contribution of empathy to the dependent variable is -.228, but the significance is 0.030, indicating that the hypothesis here is accepted and is positively correlated with the dependent variable. In my hypothesis, social skills are positively related to learning and decision-making, but the relationship management contribution of the dependent variable is -.086, which means there is a negative contribution, but it is significant 0.508, which means that the hypothesis here is accepted, and Dependent variable,

4.6. Correlations

Self-awareness has nothing to do with self-awareness, self-awareness and Self-management are irrelevant, the importance ratio is 0.068, self-awareness and motivation are irrelevant to 0.284, self-awareness and empathy have nothing to do with the significance ratio of 0.426, self-awareness and social skills The significance & significance ratio of is .000, and the significance & significance ratio of self-awareness and participation and decision-making is 0.044,

Self-management and Self-management are totally meaningful. Self-management is irrelevant, self-awareness and saliency ratio is 0.068, Self-management is irrelevant, motivation is irrelevant than .394, Self-management is irrelevant and empathy & significance ratio is 0.574 , The significance & significance ratio of Self-management and social skills is 0.155, and the significance & significance ratio of self-awareness and participation and decision-making is 0.149,

Motivation is completely meaningful, motivation is meaningless, self-awareness and saliency ratio is 0.284, motivation is meaningless, Self-management meaningless ratio is 0.394, motivation is meaningless, empathy and saliency ratio Yes. 112, the motivation is the significance of social skills and the ratio of significance is .000, the motivation is the significance of participation and decision-making and the ratio of significance is 0.371,

Empathy has nothing to do with empathy, empathy is irrelevant, self-awareness and importance ratio is 0.426, empathy is irrelevant to Self-management irrelevant ratio is .574, empathy is irrelevant, motivation is irrelevant ratio 0.112 , Empathy is very important, social skills and the significance ratio is 0.000, and the significance and significance ratio of empathy for participation and decision-making is 0.012,

Social skills and social skills are completely significant, social skills are significant, self-awareness and saliency ratio is 0.000, social skills are not significant, Self-management is significantly greater than 0.155, social skills are significant, motivation is significant than .000, Social Skills are significant, empathy and saliency ratio is .000, social skills are irrelevant, participation and decision-making and saliency ratio is 0.093,

Participation in decision-making and participation in decision-making is completely significant, participation in decision-making is irrelevant, self-awareness and significance ratio is 0.044, participation in decision-making is irrelevant, self-discipline is irrelevant ratio is 0.149, participation in decision-making and motivation is an irrelevant ratio of .371, participation in decision-making and social interaction Skills are not important, the ratio of insignificance is 0.012, participation in decision-making and participation is not important, the ratio of decision-making to importance is 0.093,

Table 4.6. Correlations

		Self-awareness	Self-manage	Motivation	Empathy	Social Skills	Decision Making
Self-awareness	Pearson Correlation	1	.183	.108	-.080	-	.201*
	Sig. (2-tailed)		.068	.284	.426	.000	.044
	N	100	100	100	100	100	100
Self-management	Pearson Correlation	.183	1	.086	-.057	-.143	.145
	Sig. (2-tailed)	.068		.394	.574	.155	.149
	N	100	100	100	100	100	100
Motivation	Pearson Correlation	.108	.086	1	.160	.401**	.091
	Sig. (2-tailed)	.284	.394		.112	.000	.371
	N	100	100	100	100	100	100
Empathy	Pearson Correlation	-.080	-.057	.160	1	.350**	-.250*
	Sig. (2-tailed)	.426	.574	.112		.000	.012
	N	100	100	100	100	100	100
Social Skills	Pearson Correlation	-	-.143	.401**	.350**	1	-.169
	Sig. (2-tailed)	.000	.155	.000	.000		.093

	N	100	100	100	100	100	100
Decision Making	Pearson Correlation	.201*	.145	.091	-.250*	-.169	1
	Sig. (2-tailed)	.044	.149	.371	.012	.093	
	N	100	100	100	100	100	100

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

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

Table 4.7. Hypothesis

.NO	Hypotheses	Accepted	Rejected
1	Self-awareness is positively concerned with decision making		✓
2	Motivation is significantly related with decision making		✓
3	Self-management positively related with decision making.	✓	
4	Empathy is significantly related with decision making.	✓	
5	Social Skills positively related with decision making.		✓
6	Decision making is highly correlated with Emotional Intelligence	✓	

5. Conclusion

Emotional intelligence plays a big role in several aspects of our lives. It's vital to develop a relationship of quality that creates a awfully positive impact on all concerned. Having the ability to precise personal issues while not anger or passivity could be a key plus. Additionally, robust emotions facilitate NGOs leaders to form effective selections. Once the emotions aren't restricted during a positive approach it will cause unfortunate selections. Showing emotion intelligent managers build higher selections by victimization emotions to enhance judgments and see things clearly even once feelings square measure overwhelming. Leaders with emotional intelligence tend to realize their personal and structured goal additional effectively than leaders but not have that quality.

Every leader of a non-profit organization has a common goal, which is to improve decision-making standards, so the use of emotional intelligence skills will help achieve this goal. The World Health Organization, the leader of non-profit organizations, measures self-awareness, and may accurately and honestly assess their own advantages over others in the organization, and invest in the attributes of others in decision-making methods. The ability to assess potential emotional outcomes and responses {of

selections of selections of selection} will enable non-profit leaders/decision makers to predict the emotions of those affected by the decision, thereby increasing the chances of obtaining additional positive call results. The method of establishing and maintaining relationships is humane in nature, requiring an emotional perspective, and time is tight, which can produce higher call results. In addition, choice-value creation often creates conflicts, so the ability to manage this conflict involves emotional intelligence talents that can verify the ultimate success of the decision-making method. Using AN EQ lists will not only enhance the outcome of the selection, but it will also enhance the decision-making processes in non-profit organizations. Finally, ensure additional analysis to clarify the impact of EQ-related behaviors on the results achieved in the non-profit environment.

6. Recommendation

Given the unique mission and goals of non-profit entities, it is clear that non-profit leaders need a unique set of talents. Although the literature provides some background on this situation, it provides additional analysis of the use of emotional intelligence in a nonprofit leadership environment. The precise analytical queries that will provide additional insight are:

1. Emotional intelligence counseling should go to workers to strengthen their emotional intelligence.
2. Emotional intelligence has not received enough attention in Pakistani culture. This research may be a small impetus to change the general mentality of indifference to emotional intelligence.
3. Are there performance differences among non-profit CEOs related to the use of emotional intelligence? In other words, the higher levels of emotional intelligence that the CEOs of the World Health Organization's non-profit organizations seem to have added to their work assignments? Intuitively, people would expect this premise to be correct, but concrete evidence is needed to support this view.
4. Measure the non-profit environment, compared with their for-profit analogs, is it conducive to the pool of EQ talents?
5. Leaders of for-profit World Health Organizations show higher levels of emotional intelligence, and may they achieve professional success even after transitioning to non-profit organizations?
6. Once thinking about using EQ skills in a non-profit setting, are institutional settings or individual talents more important in determining success?
7. Don-of-it leader The World Health Organization uses EQ talents to pool their expertise to a higher selection rate than others in the organization believe.

7. Limitations

For researchers, it is difficult to use the data of all NGOs in the Sukkur area. Therefore, due to the limited resources of scholars and even short time, the research is restricted. However, the research is limited to:

- Employees of NGOs.

Author Contributions: All authors have contributed equally

Data Availability Statement: Data will be shared if requested by the academic/researcher from a relevant field of background at the granting institution. The researchers contacted through the official account or sent an email.

Conflict of Interest: There is no conflict of interest.

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