



## EMOTIONAL INTELLIGENCE AND JOB PERFORMANCE AMONG INDIAN MILITARY INTELLIGENCE PERSONNEL

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### ABSTRACT :

There are studies linking emotional intelligence to job performance therefore, findings still reveal a mixture of inconsistent results. However, to add to the growing interest in the subject matter, this study examines the effect of emotional intelligence on job performance among Indian Military Intelligence Personnel. Using stratified random sampling technique, sample size of Three hundred (300) Junior Commissioned Officers (JCOs), Non-Commissioned Officers (NCOs) & Other Ranks (ORs) of Indian Military Intelligence was chosen. Data was collected through structured questionnaire and descriptive comparative analysis while the Spearman Rank Correlation was used in testing the hypotheses and five point Likert Scale has been used. Sampling adequacy has been measured through KMO and Bartlett's Test, sampling adequacy reflected as 0.865. The psychometric properties of the Emotional Intelligence Scale and Job Performance Scale were established through Cronbach Alpha internal consistency ranging from 0.90 to 0.95. A correlation of  $\rho = 0.948$  suggests a strong, positive association between the variables.



Results indicate that a positive relationship was found between Emotional intelligence and job performance. Based on the findings, it was recommended that the Directorate of Military Intelligence should focus not only on identifying the occupational stress factors affecting their personnel but also try to manage their emotional competences through the provision of conducive working environment for them. In this way they can deal with the problem of occupational stress and boost their job performance. Also, this could be done by employing the service of motivational interviewing counsellor, psychologist and counsellors from Defence Institute of Psychological Research to train the Military Intelligence personnel, who has gathering information from various sources i.e remote sensing equipment, human resources and trans-border activities and also conduct operations to prevent espionage, sabotage & subversion activities and made them as psychologically fit to handle their emotional intelligence in positive way.

**KEYWORDS :** Indian Army, Military Intelligence, Emotional Intelligence, Job Performance.

### INTRODUCTION:

*The safety, honour and welfare of your country come first, always and every time.*

*The honour, welfare and comfort of the men you command come next.*

*Your own ease, comfort and safety come last, always and every time.*

**- Field Marshal Philip Walhouse Chetwode**

Commander-in-Chief, British Indian Army in 1932

Emotional intelligence as originally conceptualised by Salovey and Mayer (1990, p.10) involves the ability/capability to appraise, perceive accurately, and express emotion; the ability to access and/or generate feelings when they facilitate thought; the ability to understand emotion and emotional knowledge; and the skill/ability to regulate or control emotions to promote emotional and intellectual growth. Mayer and Salovey (1993) suggested that there are individual differences in EI relating to differences in our ability to appraise our own emotions and those of others. They further suggested that individuals higher in EI might be more open to internal experience and better able to label and communicate those experiences. Salovey and Mayer (1990) initially posed that the mental processes involving emotional information included the appraisal and expression of emotion, regulation of emotion and adaptive use of emotions. However, this framework also included personality traits; for instance, EI was hypothesised to be able to distinguish between individuals who were genuine and warm 'compared to those who were oblivious and boorish'. Because the concept of EI would be more useful if it was separated from personality traits and confined to a mental ability, the model was revised in 1997 (Mayer & Salovey, 1997) to give greater emphasis to the cognitive components of EI and to highlight the potential for emotional and intellectual growth.

Research findings linking emotional intelligence to high quality social relationships have implications for the performance of employees in organisations (Sala, Druskat, Mount, 2006). To them, emotionally intelligent individuals may engage in more extra-role behaviours such as helping co-workers and spreading goodwill about the organisation than their counterparts. Furthermore, they are of the views that people may generally have favourable attitudes about emotionally intelligent individuals, and as a consequence, emotionally intelligent individuals may receive better advice, more social support, and higher performance evaluations than their counterparts. In another development, Sala et al (2006) further opine that emotionally intelligent individuals may be more successful in producing and communicating, inspiring visions or generating enthusiasm and hope for their ideas. Thus, it is not the possession of certificates by workers that really matters in the new millennium workplace, but rather workers who, in addition to excellent skills, possess self management skills and ability to relate well with others so as to engender good working relationship.

In another development, Cote and Miners (2006) are of the views that individuals with low cognitive intelligence may reap relatively large returns from high emotional intelligence, because job performance that is not attained through cognitive intelligence may be attained through emotional intelligence. To them, an employee who accurately detects colleagues' emotions may facilitate coordination and interpersonal functioning that may, in turn enhance task performance (Law, Wong, and Song, 2004).

Military Intelligence personnel has gathering information from various sources i.e remote sensing equipments, human resources and trans-border activities and also conduct operations to prevent espionage, sabotage & subversion activities. After information gathering the same have been shared with other intelligence agencies i.e National Technical Research Organisation, R&AW, IB, DIA & Joint Cipher Bureau. They use this information to determine risks related to potential command decisions. They use the intelligence gathered through their specialty to resolve threats presented by an adversary and to provide operational commanders with a reduced risk of uncertainty. Hence, profession of Military Intelligence personnel is not a tiny one; they are playing with their life and against nature. Hence, the Military Intelligence department require personnels, who have strong background, not only in educational knowledge, but also in inter-personal skills such as responsibility, self-esteem, sociability, self management, integrity, effective collaboration, trust building, ability to handle confrontations constructively, treating one another in a caring manner, and honesty. All these forms the bedrock of emotional intelligence. Therefore, it is pertinent to mentioned that, low morale, intimidated personnels, arrogant superiors, emotional instability are indices of emotional deficiencies and their attendant effects become evident in decreased job performance leading to inter-conflict, mistakes, absence, ill health, unnecessary transfer request, lack of organisational commitment and reputation, loss of key staff and depleted bottom line.

### 1.1 About the Indian Army.

The Indian Army has its origin in the armed guards of the East India Company of merchant from Britain. These guards were required for the company's protection. Initially there were Englishmen but gradually Indians were also enrolled. In 1902 when Lord Kitchener took over as Commander-in-Chief (C-in-C) of Army it was further reorganized as a new regular force. In 1947, with the partition of the country, two-third of the strength remained with India and one-third went away to Pakistan. On the eve of our independence the strength of undivided Army was nearly 25,00,000. On 15 January 1948, Lieutenant General K.M. Cariappa became the first Indian Commander-in-Chief (C-in-C). 15 Jan is now celebrated every year as 'Army Day'. Our Army is the ultimate insurance policy to safeguard our freedom as it stand guarantee against disintegration of the country, whether planned by the enemies outside the country or from within.

India has 1.13 million strong Army making it world's second largest Army. No better soldier than the Indian soldier. The Indian soldier can suffer the privacy, his needs are few and more importantly, he can brave the hardship of Army life even in combat better than any other soldier in the world. Though it has not fought a full blown war in decades, the force is bogged down in fighting domestic insurgencies, guarding restrictive borders and sometime quelling civilian rioting. Each type of profession has its own difficulties and demands adjustment to it. Adjustment and devotion in any work get hampered by non-fulfilment of basic needs e.g. physical and emotional needs and this is true for our army men too. The need for physical survival and bodily comforts includes the needs for food, clothing, shelter, sleep, rest etc the love and affection for family, religious as well as national sentiments are emotional needs that drives human behavior. The changing times through which army has traversed during the past over six decades, the Politico-Bureaucratic establishment, the socio-economic changes and the consequent changes in value of the society and advent of booming electronic media and telecommunication revolution have had their direct impact on the men in the uniform. Their levels of aspirations are high and they feel they are left behind in the race of life than their counterparts in the civil society. The armed forces personnel have perceived to have been neglected vis-à-vis their counterparts especially the IAS/IPS cadres. Armed forces appear to be the last option for the youth. This transition is inconsistent with the core value of Armed Forces depriving them of the best material in the youth and resulting in the continued shortage of officers in junior ranks.

### 1.2 About the Indian Military Intelligence.

Military Intelligence was set up in 1941 as part of the erstwhile British Indian Army to generate field intelligence for the army. Military Intelligence was initially tasked with generating only tactical or field intelligence in all countries bordering India. Its geographical mandate was set to 50 km from the border. These limits were quickly crossed in the mid 1990s when the organisation began playing an increasing role in countries within the subcontinent and its outer periphery. Military Intelligence's mandate also includes counter-terrorism in the North and the North-East and generating pinpoint intelligence for small team operations. It is also tasked with Counter Intelligence in the army, which entails detecting spies in military areas.

Military Intelligence operatives moved into Tajikistan and later into Afghanistan in support of the Ahmad Shah Massoud-led Northern Alliance that overthrew the Taliban in 2001 with the aid of USA led coalition forces in the aftermath of the September 11 attacks and the subsequent War in Afghanistan. The Military Intelligence should have been adequately equipped to manage the emotional, mental and physiological stress and increase their performance via controlling of emotional intelligence. It is to this end that this research work attempts to examine the impact of emotional intelligence and job performance of Military Intelligence personnel as a case study. The main objective of this study therefore, is to examine the impact of emotional intelligence on job performance.

## 2. Review of Literatures

### 2.1 Sindhuja CV, Shrivastava JK , Gambhir S &Chaturvedula S (2013).

In the article, **“A Study on Trait Emotional Intelligence and Personality type of Indian Military Pilots: A Preliminary study”**, identified the nature of Trait Emotional Intelligence (EI) and the Personality type in sixty (60) trained Indian military pilots and to ascertain association between trait emotional intelligence and personality. The EI was measured by Trait EI Questionnaire (short form), consisting of four scales: Well-being, Self-control, Emotionality and Sociability. Personality was measured using Myers-Briggs Type Indicator. The results of the study indicate that the aviators perceive themselves to have above average level of trait emotional intelligence. The association between personality and trait emotional intelligence yields a significant relationship between the Personality type and Trait EI. It is evident from current study that emotional intelligence is an important indicator for the effective interpersonal functioning of aircrew and to understand its relationship towards the positive workplace performance. Therefore it can be considered in selection process of the individuals who are aspiring to become pilots in both fixed wing and rotary wing of Indian Air force, which will help to predict occupational performance. Further, the performance of the aviators is likely to be enhanced by employing suitable training programs for emotional intelligence.

### 2.2 Col Shashank Ranjan (2015).

In the article, **“Emotional Intelligence in Military Leadership”** published in Centre for Land Warfare Studies (CLAWS), suggested that good old fashioned IQ and technical ability are not important ingredients in a strong leadership. But the recipe would not be complete without EQ. Leadership with high EQ is becoming more critical than ever in present times of peculiar conditions in the military and civil realm where we operate and belong to, respectively. The challenge today is to innovate and adopt where one needs different perspectives from varied backgrounds on the drawing board. It was once thought that components of EQ were ‘nice to have’ in leaders but now these can be said as ‘need to have’. It is fortunate that EI can be learned, though the process takes time and commitment. But the benefits that accrue from well developed EI, both for the leader and the organization, make it worth the effort. Graduating higher, scholar philosophers also argue in favour of ‘spiritual intelligence’ and ‘bigger minds’ for a leader. The bottom-line of any variety of leadership that we think of, shall have to be transformational in nature wherein the leaders address the attitude and thought process of the team members. Leaders who exhibit heightened levels of EI may be more likely to engage in transformational leadership behaviours than those who possess lower levels of EI.

### 2.3 Kevin B. Oden, Monika Lohani, Marissa McCoy, James Crutchfield, Susan Rivers (2015).

In the article, **“Embedding emotional intelligence into military training contexts”**, states that, even the most junior Warfighters must effectively interact and negotiate with locals from communities that do not share their religious beliefs, social perspectives or customs. These cultural differences introduce a layer of uncertainty into chaotic operational contexts that are marked by moments of intense stress, and often contribute to strong emotional responses such as anxiety or anger. Unchecked, these emotional responses can escalate and lead Warfighters to make judgments and decisions they might not otherwise make. In high stakes situations, even the slightest mistake may have tragic consequences; thus, a need exists to equip Warfighters with skills that allow them to recognize/regulate their emotions. Emotional Intelligence (EI) “is the ability to monitor one’s own and other’s feelings and emotions, to discriminate among them and to use this information to guide one’s thinking and actions”. Learning effective strategies to manage our emotions is critical for laying a strong foundation for the development of positive relationships. Being able to effectively build positive relationships in diverse settings is a key attribute of cross cultural competence that may be improved through EI training. By practicing emotion recognition/regulation strategies, individuals will begin to replace ineffective decision-making with productive responses to challenging situations. In order to understand how emotions can influence decision making and social judgment, various moderating factors need to be considered, including cultural, group, and individual differences in emotional recognition/regulation. They find out that many opportunities exist to infuse EI training into current military

training practices and programs. For instance, current immersion training environments (e.g., Infantry Immersion Trainer) provide the training media in which these skills can be mastered; however, work remains to fully realize the value of EI training in military settings. The extant literature provides clear evidence that high levels of EI are related to positive outcomes such as improved decision-making, establishment of positive relationships, and strong leadership. In this paper, they proposed that joining EI and immersion training together would be useful for improving decision-making in cross-cultural settings, however, other benefits of the overall approach could be extended to other aspects of the Warfighter's experience, to include promoting a healthy and safe transition at departure from service.

## 2.4 Other Literatures

Emotional intelligence influences organisational effectiveness in a number of areas, namely: employee recruitment and retention; development of talent; teamwork; employee commitment; morale; health; innovation; productivity; efficiency; sales; revenues; quality of service; customer/client loyalty; and finally, client outcomes (Cherniss, 2001). Furthermore, in line with some theoretical predictions, emotional intelligence was related to several indicators of job performance (Lopes, Grewa, Kadis, Gall and Salovey, 2006). According them, emotionally intelligent individuals received greater merit increases and held higher company rank than their counterparts. In addition, they also received better peer ratings of interpersonal facilitation and stress tolerance than their counterparts.

Ismail, Suh-Suh, Ajis and Dollah (2009) conducted an empirical study to examine the relationship between occupational stress, emotional intelligence and job performance among academic employees who worked in private institutions of higher learning in Kuching City, Malaysia. The result showed that relationship between occupational stress and emotional intelligence significantly correlated with job performance. Statistically, the result confirms that the inclusion of emotional intelligence in the analysis has mediated the effect of occupational stress on job performance in the organisational sector sample. They further suggested that properly managed emotions in implementing job will strongly increase the capability of employees to cope with occupational stress problems. As a result, it may lead to higher positive attitudinal and behavioural outcomes (e.g., satisfaction, commitment, and good moral values). Thus, these positive outcomes may lead to sustained job performance and achieved organisational strategies and goals.

At a local level, Afolabi, Awosola and Omole (2010) in their study to examine the influence of emotional intelligence and gender on job performance and job satisfaction among Nigerian police officers found out that police officers who are of high emotional intelligence are more satisfied and perform better than police officers who are of low emotional intelligence. Also, respondents who have male or female roles with high emotional intelligence perform better and more satisfied with their job than respondents who have male or female roles with low emotional intelligence. Furthermore, the trio further opine that in policing which involves team work and getting along with others which is critical to success, the ability to perceive and regulate others' emotions may determine an individual's job performance as well as job satisfaction and this could as well increase the motivation and effectiveness of the policemen in combating crime.

## 3. Research Gap

Two searches were conducted using the keyword "Emotional Intelligence" and "Job Performance". Studies were limited to human subjects, English language and also particularly on Military Intelligence personnel, yielding only 25 articles.

Apart, literature's review mentioned above, maximum literatures focused on emotional intelligence, job stress, motivation, self-concept and job performance. No dedicated study on emotional intelligence and job performance among Indian Military Intelligence Personnel was carried out.

## 4. Research Objectives

The broad objective of this study was to examine the impact of emotional intelligence on job performance of Indian Military Intelligence Personnel. Specifically, the following: -

- Ascertain the level of job performance among the Indian Military Intelligence Personnel.
- Ascertain the level of emotional intelligence among the Indian Military Intelligence Personnel.

**5. Research Questions**

- What is the level of job performance among the Indian Military Intelligence Personnel?
- What is the level of emotional intelligence among the Indian Military Intelligence Personnel?

**6. Hypotheses**

- H0<sub>1</sub>: There is no significant relationship between emotional intelligence and job performance among personnel of Indian Military Intelligence.
- H0<sub>2</sub>: There is no significant on high level of emotional intelligence on high level of job performance among personnel of Indian Military Intelligence.

**7. Research Design**

The sample of this study consists of three hundred (300) personnel including Junior Commissioned Officers (JCOs), Non-Commissioned Officers (NCOs) & Other Ranks (ORs) of Indian Military Intelligence on 20 questions pertaining to measure the level of job performance and 25 questions pertaining to measure the level of emotional intelligence.

**8. Methodology**

This study examines the effect of emotional intelligence on job performance among Indian Military Intelligence Personnel. Using stratified random sampling technique on sample size of three hundred (300) personnel including Junior Commissioned Officers (JCOs), Non-Commissioned Officers (NCOs) & Other Ranks (ORs) of Indian Military Intelligence. Data was collected through structured questionnaire and descriptive comparative analysis while the Spearman Rank Correlation was used in testing the hypotheses and five point Likert Scale has been used. Sampling adequacy has been measured through KMO and Bartlett’s Test and reflected as 0.865. The psychometric properties of the Emotional Intelligence Scale and Job Performance Scale were established through Cronbach Alpha internal consistency ranging from 0.90 to 0.95. A correlation of rho = 0.948 suggests a strong, positive association between the variables.

**9. Discussion on Research Questions**

**9.1 Research Question 1.** What is the level of job performance among the Indian Military Intelligence Personnel?

The data in Table No. 1, shows the mean and standard deviation scores of respondents to the statements on job performance scale. The overall mean score of the respondents is 75.38 with a standard deviation of 24.27. This indicates that the level of job performance among Indian Military Intelligence personnel is high. This is so in that, the overall mean score 75.38 falls within the interval of 67 – 100 on the interval scale (Table No 1.1) which clearly indicates high job performance among Indian Military Intelligence personnel.

**Level of Job Performance among the Indian Military Intelligence Personnel.**

Table No. 1				
Ser No	Statement	Mean	Std.	N
			Deviation	

Application of professional/ technical/ administrative knowledge	3.80	1.183	300
Understanding and organisation of job	3.74	1.223	300
Accomplishment of assigned task within a set time frame	3.77	1.197	300
Judgement (quality of decisions and contributions)	3.81	1.166	300
Work speed and accuracy	3.75	1.216	300
Communication skills	3.79	1.174	300
Human relations	3.70	1.297	300
Management of subordinates	3.77	1.202	300
Quality of work	3.83	1.131	300
Dependability	3.79	1.249	300
Loyalty to the organisation	3.72	1.254	300
Sense of responsibility	3.77	1.206	300
Appearance	3.76	1.171	300
Punctuality at work	3.74	1.231	300
Drive and determination	3.72	1.246	300
Resource utilization	3.89	1.177	300
Contribution to the overall development of the organisation	3.83	1.138	300
Ability to perform completely under pressure	3.71	1.274	300
Ability to encourage and train subordinates to avoid late assessments of goals	3.76	1.283	300
Resourcefulness and creativity	3.73	1.259	300

**Table No. 1.1- Interval table for Job Performance among Indian Military Intelligence Personnel.**

Interval	Total mean score (JP)	Remark
1 - 33	-	Low JP
34 - 66	-	Moderate JP
<b>67 - 100</b>	<b>75.38</b>	<b>High JP</b>

**9.2 Research Question 2.** What is the level of emotional intelligence among the Indian Military Intelligence Personnel?

The data in Table No. 2 shows the mean and standard deviation scores of respondents to the statements on emotional intelligence scale. The overall mean score of the respondents is 94.57 with a standard deviation of 30.27. This indicates that the level of emotional intelligence among Indian Military Intelligence personnel is high. This is so in that, the overall mean score 94.57 falls within the interval of 85 – 125 on the interval scale (Table No 2.1) which clearly indicates high emotional intelligence among Indian Military Intelligence personnel.

**Level of Emotional Intelligence among the Indian Military Intelligence Personnel**

Ser No	Statement	Mean	Std. Deviation	N
	I know what other people are feeling just by looking at them	3.60	1.417	300
	When my mood changes, I see new possibilities	3.76	1.310	300
	I find it hard to understand the non-verbal message of other people	3.79	1.188	300
	I expect that I will do well on most things I try	3.73	1.248	300

I expect good things to happen	3.76	1.200	300
I like to share my emotions with others	3.75	1.220	300
I present myself in a way that makes a good impression on others	3.77	1.240	300
I seek out activities that make me happy	3.78	1.184	300
When I am in positive mood, I a able to come up with new ideas	3.85	1.117	300
I make others feel good within and outside my department as a socio-cultural aspects	3.86	1.182	300
I have control over my emotions	3.80	1.174	300
I motivate myself by imaging a good outcome to task I take on	3.74	1.232	300
I use good moods to help myself keep trying in the face of obstacles	3.76	1.184	300
I easily recognize my emotions as I experience them	3.76	1.222	300
When I experience a positive emotion, I know how to make it last	3.83	1.128	300
I know why my emotions change	3.90	1.166	300
I compliment others when they have done something well	3.82	1.148	300
When I am in a positive mood, solving problems is easy for me	3.79	1.202	300
I can tell how people are feeling by listening to the tune of their voice	3.85	1.187	300
I expect that I will do well on most things I try	3.71	1.285	300
Other people find it easy to confide in me	3.72	1.264	300
Emotions are one of the things that make my life worth living	3.92	1.160	300
I am aware of my emotions as I experience them	3.73	1.248	300
I relax quickly under pressure in situations	3.82	1.176	300
I am aware of the non-verbal message I send to others	3.77	1.192	300

Table No. 2.1- Interval table for Emotional Intelligence among the Indian Military Intelligence Personnel.

Interval	Total mean score (EI)	Remark
1 - 42	-	Low EI
43 - 84	-	Moderate EI
<b>85 - 125</b>	<b>94.57</b>	<b>High EI</b>

### 9.3 Testing of Hypotheses

**HO<sub>1</sub>:** There is no significant relationship between emotional intelligence and job performance among personnel of Indian Military Intelligence.

During testing there is a significant relationship existed between emotional intelligence and job performance among personnel of Indian Military Intelligence. Hence, emotional intelligence had influence on job performance of personnel in the study. Therefore, hypothesis one was rejected. The implication here is that, emotional intelligence has influence on the job performance among personnel of Indian Military Intelligence.

**HO<sub>2</sub>:** There is no significant on high level of emotional intelligence on high level of job performance among personnel of Indian Military Intelligence.

During testing it is proved that the personnel who have high level of emotional intelligence, their job performance level is also high. Therefore, hypothesis two was equally rejected. The implication here is that, high level of emotional intelligence leads to high level of job performance among personnel of Indian Military Intelligence.

## 10. CONCLUSIONS AND RECOMMENDATIONS



The analysis of data obtained from the respondents show that job performance of personnel of Indian Military Intelligence is positively influenced by emotional intelligence. Personnel with higher level of emotional intelligence are found to have higher performance in job. Being, Military Intelligence personnel its involves team work and getting along with others which is simultaneously leads to success; the ability to perceive and regulate others' emotions may determine an individual's job performance and this could as well increase the motivation and effectiveness of the Military Intelligence personnel in combating anti national elements.

Based on the findings, it was recommended that the Directorate of Military Intelligence should focus not only on identifying the occupational stress factors affecting their personnel (which have been studied earlier by various authors) but also try to manage their emotional competences through the provision of conducive working environment for them.

The study further recommends that the policy makers should change the selection policy and procedures for new recruitment candidate as well as remustering candidate to Military Intelligence department, as including Emotional Intelligence Test (EQ-Test), so as, they make up their own emotional intelligence by effective manner in future and increase their job performance for the organisation. Military Intelligence personnel should be encouraged to develop training courses on Emotional Intelligence and other social skills which would lead to their greater acceptance among their colleagues, superiors and subordinates thereby enhancing the work process leading to success in the organization. All this could be done by changing in the selection process, employing the service of motivational interviewing counsellor, psychologist and counsellors from Defence Institute of Psychological Research Institute to train the Military Intelligence personnel, who has gathering information from various sources i.e remote sensing equipment, human resources and trans-border activities and also conduct operations to prevent espionage, sabotage & subversion activities and made them as psychologically fit to handle their emotional intelligence in positive way.

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