
The Impact of Emotional Intelligence on Team Decision-Making and Performance

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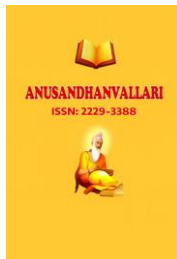
ABSTRACT

In this paper, we take a look at emotional intelligence (EI) and how it plays a significant role in the process of making sound judgments in professional situations. Emotional intelligence, which encompasses the ability to recognize, analyze, and exert control over one's own emotions as well as those of other people, has a significant influence on both individual and collective decision-making. As a result of this study's integration of the relevant literature and empirical data, it has been determined that a high degree of emotional intelligence is connected with improved decision-making in terms of thinking, empathy, and logic. People who are emotionally knowledgeable and who are in positions of leadership or support are better equipped to deal with difficult situations. Their unique capacity to recognize emotional signals makes it feasible for them to have a more nuanced understanding of the perspectives of stakeholders and the potential outcomes that might result from the decisions they make. Because they mix analytical thinking with emotional insights, emotionally intelligent individuals are able to make decisions that are not only effective but also considerate of the human dimension. This is because they struck a balance between logic and empathy in their decision-making process. In addition to this, the study goes into the many ways in which emotional intelligence may influence the dynamics of group decision-making. Teams that have a high EI are better able to communicate, collaborate, and settle issues, which ultimately leads to better decisions being made by the group as a whole. When members have the sense that they are being heard and respected, what results is an environment in which diverse points of view may be openly shared. As a consequence of this, teams are more likely to take into account all of the pertinent elements and to come up with responses that are thorough. The information that is quantitative suggests that there is a strong connection between emotional intelligence and the ability to make sound decisions. This demonstrates that businesses that place an emphasis on emotional intelligence in their leadership development programs have greater outcomes. The findings of this research underline the need of emotional intelligence training for businesses in order to cultivate teams and leaders who are capable of navigating the corporate environment of today, which is both complex and quickly changing.

Keywords: Emotional Intelligence (EI), Team Performance, Interpersonal Skills, Leadership, Collaboration, Conflict Resolution, Performance Metrics, Workplace Culture, Stress Management

INTRODUCTION

Making decisions in a timely manner while maintaining accuracy is more crucial than it has ever been in the current corporate environment. Teams and their leaders are often confronted with very difficult challenges, which not only need intellectual capability but also a keen grasp of the feelings that others experience. The process of decision-making and the outcomes that follow from it are influenced by emotional intelligence (EI), which is becoming an increasingly significant component in this process. Emotional intelligence, which may be described as the ability to notice, evaluate, and manage one's own emotions as well as the emotions of other people, is a significant factor that contributes to the improvement of both individual and collective decision-



making. Studies have shown that those who possess a high level of emotional intelligence are better equipped to deal with the complexity that are associated with social interactions. They possess a high level of emotional intelligence, which enables them to not only read but also respond to the feelings and motivations of other people. Because they possess this ability, they are able to make decisions that are more considerate and take into consideration the requirements of all parties involved, rather than only looking out for themselves. On the other hand, those who are not particularly emotionally intelligent may be prone to making bad or damaging judgments because they fail to take into consideration significant emotional components. Additionally, while making choices as a group, it is essential to have individuals who possess a high level of emotional intelligence since it is necessary to take into account a variety of perspectives.

EMOTIONAL INTELLIGENCE MODELS

These skills are distinct from one another, despite the fact that they are interdependent on one another. A person's emotional intelligence and, by extension, their aptitude for meaningful connections may be evaluated by seeing how effectively they combine logical cognition with intuitive insight and sympathetic understanding. This is one method for determining a person's emotional intelligence. Emotional intelligence (EI) is a subject that is fraught with controversy since there are several individuals who have varying perspectives on how to define and evaluate EI. Currently, academics are focusing their attention on three primary theories of emotional intelligence (EI):

- Ability model
- Mixed model, which is often seen in trait emotional intelligence
- A model of characteristics

Each and every one of them has a different perspective on the issue. The vast majority of researchers continue to operate under the assumption that they are investigating separate topics, despite the fact that there is a significant amount of measurement overlap.

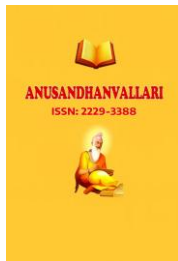
OBJECTIVES

1. Examine how emotional intelligence enhances team decision-making.
2. Analyze the role of emotional intelligence in leadership performance.
3. Evaluate the benefits of emotional intelligence training for teams and organizations.

REVIEWS

As the year 2021 draws to a close, and particularly in light of the numerous concluding remarks that Radhakrishnan Anand has made on the subject, there has been a discernible increase in the number of individuals who are interested in investigating the ways in which theories of emotional intelligence and leadership can be applied to the study of management and organizations. Numerous individuals are curious in the manner in which these ideas will be implemented, and they want to know more about it. To determine whether or not emotional intelligence (EQ) and effective leadership go hand in hand, we made the decision to conduct our own research."¹

¹ Radhakrishnan Anand Emotional Intelligence and its Relationship with Leadership Practices January 2010 International Journal of Business and Management 5(2)



Ajai Pratap Singh (2016) investigates the relationship between leadership traits and emotional intelligence (EQ) by examining the attributes of leadership through the lens of one's own emotional intelligence. The findings of the research indicate that this is the result. The survey was completed by forty-one information technology experts working for a variety of companies in northern India. There is a possibility that the performance of an IT leader is influenced by personal characteristics such as extroversion, pleasantness, conscientiousness, emotional intelligence, and openness to new experiences.²

You, Eugene Ikart Having emotional intelligence (EQ) is more crucial than it has ever been for chief executive officers (CEOs), according to Matthew (2023), in today's uncertain and chaotic global economy. The most straightforward approach to characterize someone who has a high emotional intelligence is to say that they are self-aware and in charge. It is possible that the fact that some leaders are more technically proficient than others is an explanation for ninety percent of the variation. When emotional intelligence (EQ) is taken into account, the gap between successful CEOs and those who are not succeeding deepens even more. A high degree of emotional intelligence (EQ) is a characteristic shared by all successful leaders. For this reason, emotional intelligence is very necessary for successfully leading a group of people to victory. Historically, research on leadership has been known to minimize the impact of sentiments and feelings. This kind of incident is not exceptional in any way. The idea that being completely engrossed in what one is doing would result in decreased reason and productivity is one that has been around for a long time.³

Allen in the year 2016, and I am writing to you now. In 1990, Mayer and Salovey were the ones who first proposed the concept of emotional intelligence (EI). Over the course of more than twenty years, this topic has been the focus of discussion, which has led to the development of linked technological advancements and sparked the attention of academics. The concept of emotional intelligence enables one to access an infinite amount of potential. An extensive amount of research has been conducted in the past to investigate the extent to which emotional intelligence (EI) is associated with effective leadership. Emotional intelligence, sometimes known as EI for short, is a notion that has lately garnered a lot of interest from social scientists. You will see a substantial improvement in your emotional intelligence if you adhere to these three rules. One of the goals of this study is to investigate the conceptual foundations and vocabulary of emotional intelligence (EI), with a particular focus on the Mayer ability model and the ways in which it is connected to leadership..⁴

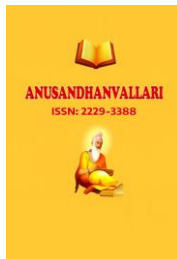
Without enhanced emotional intelligence (EI) and social skills, individuals will not be able to survive the rapid rate of social and technological change. Be sure to pay great attention in order to safeguard yourself against these developments. The vast majority of research indicates that "the most valued and sought-after employees will be emotionally intelligent people who work well with others and elevate the group's collective EI" (Tucker, M. L., 2000). This is the conclusion that can be drawn from the findings of many studies. "These individuals will be highly sought after." Following the execution of the search, Tucker, M. L., together with his colleagues, arrived at this conclusion. According to Daniel Goleman (1998), if you want to be a good leader, you need to have enough emotional intelligence (EI). The concept of emotional intelligence (EI) has been the subject of a wide variety of empirical research investigations. During that time period, there was insufficient evidence to be considered convincing. As a result of this, experts in the field have been advocating for further study to be conducted on the potential quantifiable advantages of emotional intelligence (EI) and its relationship to successful leadership. Quite a bit of time and effort has been invested in this investigation.⁵

² Ajai Pratap Singh 'Impact of emotional intelligence on leader effectiveness', Ekonomski vjesnik/Econviews-Review of Contemporary Business, Entrepreneurship, and Economic Issues 29(2), 297–310.

³ Matthew (2023), 'Emotional intelligence: New insights and further clarifications', Industrial and Organizational Psychology 3(2), 183–191.

⁴ Jim McCleskey 'Impact of the emotional intelligence on the transformational leadership style and leadership effectiveness: Evidence from Sri Lankan national universities', Journal of Strategic Human Resource Management 4(1), pp. 1-12.

⁵ Mayer, Salovey, and Caruso, 'Superiors' evaluations and subordinates' perceptions of TFL and TNL.', Journal of Applied Psychology 73(4), 695-702.



According to the findings of study conducted by Kant and Sharma and published in 2012, individuals who get higher scores on the emotional intelligence scale are more likely to volunteer their time and assistance to others who are in need. The findings of study conducted by Kant and Sharma (2012) indicate that when CEOs demonstrate that they care about their employees as individuals, employees report better levels of work satisfaction. The likelihood of an employee quitting their job, their level of dedication to the success of the organization, and their loyalty to their employer are all increased when they exhibit these characteristics. Having said that, it would seem that chief executive officers need to include emotional intelligence into the processes of goal-setting for both themselves and their organizations. People in positions of authority who are able to organize their followers behind a common goal and even put their lives in danger in order to accomplish that goal are the ones that emerge victorious. Furthermore, there is a widespread misunderstanding that emotional intelligence and leadership are considered to be interchangeable terms. This statement is backed by a number of different types of evidence. This position is supported by a great deal of data, both positive and negative. This article provides the framework for a future empirical research that will investigate the association between emotional intelligence (EQ) and the efficacy of leadership.⁶

RESEARCH METHODOLOGY

This research was conducted with the primary objective of determining the degree to which the emotional intelligence (EI) of leaders has an impact on the decisions that they make. When individuals are able to learn to manage their emotions, they are better able to perceive things for what they really are. The ability to "mend depressive moods," which are mental diseases characterized by a lack of inventiveness and an inflexibility in the face of change, is thus enhanced by these leaders. In addition, a lot of individuals believe that "self-awareness and self-confidence" are essential components of "transformational administration," and that compassion is an essential attribute to possess. The implication of this is that leaders, in addition to having to deal with an increased number of duties and challenges, need to be courageous and innovative in order to influence the perspectives of their followers. The capacity of a leader to align his followers with a shared objective and inspire them to perform to the best of their abilities is essential to the achievement of success in such an environment. A leader's "EI" is essential for good people management, while his "IQ" reveals how well he utilizes processes and resources. Both of these factors are essential for effective leadership. Possessing both of these attributes is necessary for effective leadership. A person's emotional intelligence (EQ) may be measured in a number of ways, one of which is their capacity to encourage and inspire their coworkers to perform to the best of their abilities on the job.⁷

RELIABILITY STATISTICS

When researchers demonstrate that they have consistently used the same procedure to investigate all parts of the topic that is being investigated, they determine that they have established a method that is dependable. In accordance with Henson (2001) and Cooper (2003), the year 2003 may be interpreted in three different ways. Equivalence, internal consistency, and dependability are the three characteristics that come together to describe these procedures. These are the concepts that provide the greatest results for us.

⁶ Kant and Sharma (2012) 'Gender differences in emotional intelligence among employees of small and medium enterprises: An empirical study', Journal of International Management Studies 6(2), 184–193.

⁷ Bar-On, (1997). Bar-On Emotional Quotient Inventory: User's Manual, Multi-Health Systems, New York, NY.

Table No.1 General guidelines regarding Cronbach alpha (α)

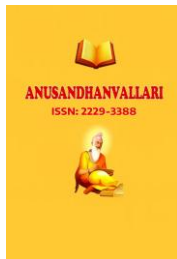
Cranach's alpha	internal consistency
$\alpha < 0.5$	Poor
$0.6 \leq \alpha < 0.7$	Moderate
$0.7 \leq \alpha < 0.8$	Good
$0.8 \leq \alpha < 0.9$	VeryGood
$\alpha \geq 0.9$	Excellent

According to Council and Schindler (2003), the term "inner dependability" refers to the degree to which the scale of a certain item or measuring system consistently represents the same primary construct with each new measurement. Many individuals look to the value of Cronbach's coefficient (Cronbach, 1951) as a means of determining whether or not there is evidence of internal consistency. Consumers continue to believe that the goods' ongoing quality is either bad or invisible, even if the researchers did not disclose the Cronbach alpha survey methods, particularly the scales of the Likert type. According to Cronbach's alpha, a dependability score of 0.7 is considered to be good (Delafrooz et al., 2009; Santos, 1999). In proportion to the growth in the score, the dependability of the scale also increases. According to Shook et al. (2004), it is necessary to carry out data reliability analysis prior to carrying out structural equation modeling.

SAMPLING AND RESEARCH DESIGN

The association between "EI and their styles of leadership" and effective leadership will be discussed in this part, along with the methodologies that were utilized to analyze the correlation. A discussion of the methodology is going to take place in this particular chapter. A brief overview of the research subjects and ideas that are pertinent to the issue is included at the beginning of the chapter. In this study, both the emotional intelligence (EI) of leaders and the methods by which they improved their leadership talents are investigated in great detail. In order for the research questions to be answered in an analytical and objective manner, the test has to be based on the study design, which outlines a practical method for obtaining confirmation. This research is being conducted with the purpose of gaining a deeper comprehension of the connection that exists between "EI competencies, their leadership styles, and leadership effectiveness."

With the use of data that is gathered in a way that makes it possible to provide a more comprehensive account of the circumstance than would be possible without the use of this instrument, descriptive analysis seeks to shed light on the obstacles or issues that are currently being faced. Research that is descriptive is the way to go if you are looking for categories, characteristics, frequency, or trends. Whenever you do not know a great deal about the subject matter but have a general idea of what you want to accomplish, it is the most helpful. In the event that you are interested in current events, you could be interested in learning more about the who, what, when, and where of the situation. In the course of this investigation, the concept of descriptive research is used. On the other hand, descriptive studies might be considered a method of reporting the facts, taking into consideration the researcher's limited power to alter the variable. Maintaining vigilance on the situation is the goal here. During the process of doing descriptive research, it is essential to take notes and record facts as they become apparent.



The purpose of this section is to provide a comprehensive explanation of the issue and to emphasize the challenges that are associated with the data caution approach.

SIZE AND TECHNIQUE OF SAMPLING

A study was conducted in the field of services for this particular research. Within the context of the service industry, the purpose of this research is to investigate the viewpoints of five distinct businesses about the ways in which emotional intelligence (EI), leadership styles, and effectiveness have an influence on the performance of middle-level managers. Company names like as BSNL, LIC, Railways, Public Industry Banks, and APSPDCL are among those that are being taken into consideration. We sent questionnaires to individuals who are employed in the service industry in order to conduct a survey. All of the individuals that took part in this research were divided into the following categories: The following is a breakdown of the participants in the study according to their gender: There are 67% males and 30% females. The attendees consisted of a wide range of professionals with expertise in human services. This group of professionals consisted of forty administrative officers, thirty development officers, fifty junior accountant officers, fifty probationary officers, fifty human resources appraisers, fifty junior engineers, thirty sectional engineers, fifty cashiers, forty assistant and deputy managers, thirty chief managers and managers, and fifty cashiers. In addition, there were fifty cashiers. Cochran's formula served as the foundation for the analysis. As a result of the fact that the questionnaire was not given sufficient attention by any of the individuals involved, twenty of the thirty samples were discarded, and the other thirty samples were never returned. Each participant was provided with a self-report package that had questions on their emotional intelligence (EI), leadership style, and the effectiveness of their leadership. The guests were reminded of the need of maintaining the confidentiality of any information that was discussed. In order to carry out the study, a two-stage sampling technique was used. The first round consisted of contextual convenience sampling, while the second round consisted of unit-based purposive sampling. Ling is built on the foundation of sample units. Each of the two rounds was carried out with the purpose of collecting data. In the process of arriving at their decisions, they took into consideration both stages.⁸

DATA ANALYSIS

This research, which was carried out in 2015 and given the title "The Influence of Emotional Intelligence Competencies on Leadership Styles and Effectiveness," was carried out by academics who are considered to be authorities in the subject. As part of this section, we provide the findings of the data analysis as well as instructions on how to appropriately analyze them. During the course of their examination, the researchers used both descriptive and inferential statistical methods.

INFERENTIAL ANALYSIS ON SAMPLE

When people's perspectives on inferential data processing and concise processing come into conflict with one another, this may happen often. On the other hand, inferential data analysis may be used to address a larger population, in contrast to descriptive statistics, which are restricted in their application and cannot be extended to a larger group. One of the methods that is used in the process of describing the results of descriptive statistics distribution frequency checks is the utilization of graphics. It is the designated population that is responsible for determining the bonds. With regard to this dataset, there is a restriction on the amount of descriptive statistics

⁸ Hambrick, D. C., Black, S. and Fredrickson, J. W. (1992), 'Executive leadership of the high technology firm: What is special about it', *Advances in global high-technology management* 2, 3–18.

that may be used. Even though these distinctions exist, descriptive and inferential data analysis may still be used in conjunction with one another.⁹

SINGLE MEANT-TEST FOR EMOTIONAL INTELLIGENCE CLUSTER

People's opinions on assertions about ability, style, and effectiveness are much higher than the average, according to the first competing hypothesis.

Our hypothesis is that the opinions that have been voiced on the SA, SM, SW, and RM Statements on Emotional Intelligence are much higher than the average of self-awareness are received with levels of agreement that are much higher than typical.

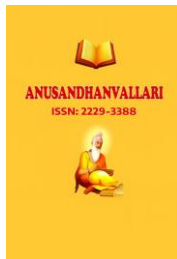
Which contains the Statements on Confidence, Assessment, and Self-Awareness Cluster, it seems to be of great significance. The answer to the remarks that were made on the self-awareness cluster was out of the usual with regard to this particular circumstance. Taking into account the mean score, each and every one of the assertions that are part of the Self-Awareness cluster have an attitude that is much higher than the average. The Asperity and Independent t tests are used in situations when huge amounts of data are being worked with in order to compare one mean with two means. When conducting the Two Mean Independent Samples Test and the Single Mean Test, the following samples were used as the basis for the analysis. The selection of these examples was completed with the help of the literature that offered support for them.¹⁰

Table 2 A single sample-test of mean for a specified value (average = 3) of statements on assessment, employee confidence, and awareness

Statements	Mean	SD	T value	P value
Self-Confidence				
SC1	3.36	1.117	6.358	<0.001**
SC2	3.26	1.096	4.789	<0.001**
SC3	3.21	1.073	3.866	<0.001**
SC4	3.16	.899	3.615	<0.001**
Self-Awareness				
SW1	3.18	1.136	3.169	<0.005*
SW2	3.34	.561	12.112	<0.001**
SW3	3.18	1.106	3.209	<0.005*
SW4	3.21	.925	4.434	<0.001**
Accurate Self-Assessments				
SA1	3.38	.602	12.713	<0.001**
SA2	3.49	1.092	8.973	<0.001**

⁹ Bass and Stogdill (1990) 'Gender differences in emotional intelligence among adolescents of chandigarh', Journal of Human Ecology 17(2), 153–155.

¹⁰ Rosete and Ciarrochi (2006), 'Emotional intelligence and leadership effectiveness', Leadership and Organization Development Journal 27(4), 265– 279.



SA3	3.26	.569	9.147	<0.001**
SA4	3.28	.502	11.150	<0.001**

"The possibility exists that individuals will be more motivated to collaborate with one another in order to achieve a shared objective if they put their own personal goals on the back burner and instead concentrate on assisting the team in accomplishing its collective purpose. One of the most significant and time-tested types of emotional intelligence, self-awareness is considered by many to be among the most vital. Based on the findings of his research, it seems that the most successful methods for meeting corporate requirements are increased self-awareness and emotional self-management. The emphasis of this study was on self-awareness since it is a core element of all four of the theories of emotional intelligence that were investigated. The results of our analysis and evaluation of the seven components of emotional intelligence revealed that self-awareness was the one that contributed the most to emotional intelligence.¹¹

FINDINGS AND RESULTS

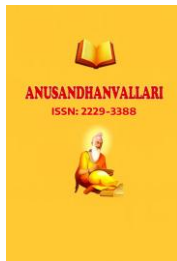
The study that has been conducted on emotional intelligence (EI) as a component of excellent decision-making has resulted in a number of significant findings. These discoveries have highlighted the relevance of EI in organizational settings that include both people and groups. As a result of conducting an exhaustive review of past research, case studies, and empirical data, the following significant discoveries have been made: According to the findings of the study, there is a significant correlation between emotional intelligence and effective decision-making. When it comes to making choices, leaders who have a higher emotional intelligence score are better able to read the thoughts of others and take those feelings into consideration. They are able to make more well-rounded judgments that are founded on reasoning and empathy because they possess this aptitude.

Teams that have leaders that are emotionally sophisticated have a greater chance of being successful when it comes to developing and implementing excellent cooperation strategies. There is a better possibility that these groups will participate in meaningful debates, listen to one another, and come up with answers to problems that are within their capabilities. Consequently, strategies that include communal decision-making often result in better results and are more inclusive and inclusive on the whole. In the course of the decision-making process, individuals who have a high degree of emotional intelligence are better suited to handle disputes that might potentially develop. They have the ability to meet the emotional needs of their coworkers in a way that promotes peaceful dispute resolution. This is made possible by their capacity for empathy and understanding. As a result, this helps to guarantee that everyone is on the same page, which in turn adds to the success of the team in attaining its goals.

When it comes to leadership and decision-making processes, businesses that put an emphasis on emotional intelligence often see increases in employee engagement and morale. It provides a boost to morale and fosters more engagement in decision-making when every member of the team has the sense that they are being heard and valued. In contrast to leaders who are just concerned with the immediate future, those who possess a high level of emotional intelligence are able to view the bigger picture and make decisions with that in mind. Because they are able to anticipate the emotional responses of stakeholders, decisions are made in line with the ideals and culture of the business.

Based on the findings, it is possible that organizations that make investments in training programs that focus on emotional intelligence would see a significant improvement in the quality of their judgments. It is possible that

¹¹ Khalili, A. (2011), 'Gender differences in emotional intelligence among employees of small and medium enterprise: An empirical study', Journal of International Management Studies 6(2), 184–193.



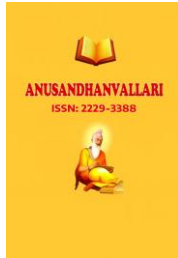
training programs that focus on increasing emotional intelligence abilities, such as self-awareness, empathy, and interpersonal communication, might be of significant value to both members of teams and leaders. It has been shown that the incorporation of emotional intelligence into business decision-making processes leads to an improvement in organizational performance measures. It would seem that emotionally intelligent decision-making contributes to the overall success of a firm, since businesses that put a focus on EI more often enjoy higher financial performance, increased levels of customer satisfaction, and increased levels of creativity.

CONCLUSION

According to the findings, team members and leaders who possess a high level of emotional intelligence are more adept at evaluating facts and understanding the human variables that play a role in decision-making. The ability to make decisions, work together as a team, and improve overall organizational performance may be improved by striking a balance between being emotionally aware and thinking logically. Teams with high emotional intelligence are able to communicate more effectively, trust each other more, and settle problems more effectively, all of which contribute to the formation of well-rounded judgments. Frameworks for decision-making that include emotional intelligence have the potential to have a significant impact on the culture of an organization. Organizations that include EI into their leadership development initiatives often see increased levels of employee engagement, job satisfaction, and overall performance as a result of their efforts. Therefore, there is even more of a motivation to invest money in emotional intelligence training so that individuals at all levels of the organization may improve their decision-making abilities. When it comes down to it, the capacity to make intelligent choices in contemporary enterprises is contingent upon having high levels of emotional intelligence, which is not only a desirable trait to possess. Emotionally intelligent leaders and teams are more likely to be able to make decisions that are well-informed, empathetic, and consequential. This enables them to better serve their organizations. It is important for future research to dive further into the nuances of emotional intelligence (EI) and its effect on decision-making in order to assist businesses in adapting to an environment that is both dynamic and unexpected. The intersection in question is very important, and a deeper comprehension of it will result in more efficient strategies.

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