Emotional Intelligence: A Theoretical Review of Alignment with Behavioral School of Management Thought

Wobodo, Chinonye Chris, Prof. Zeb-Obipi, Isaac

Department of Management, Faculty of Management SciencesRivers State University, Port Harcourt
Department of Management, Faculty of Management Sciences,Rivers State University, Port Harcourt

Abstract: *The diverse nature of modern business operations has made it a strategic necessity to have a proper understanding of oneself as well as why others act the way they do, this is so as to work cooperatively,harmoniously, and freely with them to mitigate conflict tendencies inherent in human nature. Therefore, achieving suchharmonious and cooperative atmosphere is premised on the degree of emotional intelligence of allmembers of the organization irrespective of their level and position occupied. It was based on this notion that this study theoretically reviewed literature on the meaning and nature of emotional intelligence construct, x-rayed its three basic models which explain the various ways an individual can display emotional intelligence competence.The study further situates emotional intelligence in the behavioral school of management thought. Consequently, the study found that emotional intelligence plays inestimable role in the promotion of group cohesivenessat the workplace through effective interpersonal relationship management competence. Given this findings, we conclude that inthe organization, employee performance and industrial harmony to a great extent depend on how well and potent emotional intelligenceis displayed by the people. Finally, the study recommended as follows: (i) that management of organization should emphasize the need for a sustained social interaction at the workplace among employees through orientation and training since it serves as a lubricant for group cohesiveness (ii) that businesses should provide the necessary leadership that will motivate people in the organization to trust one another and allow free flow of information, learning from one another and mutual support.*

Keyword*: Emotional intelligence, models, social awareness, relationship management, intrapersonal relations, interpersonal relations, behavioural school of management thought*

I. Introduction

As a manager, having a proper understandingofthe different forces that shape and influence the behavior of today'sworkforce is not only necessary for building a cohesive teams but rather compulsory asprudent application of such knowledge is a major recipe for operational sustainability. This is because the organization as a social system draws its inputs such as workforce from diverse places within its environment to pursue its goals.These individuals are characterized with different personality components in terms of behavior, attitude, mood, morale, education, gender, age, culture, values, religion, perception etc. which in effect situate a great level of deep and surface level diversity in the organization. Therefore in order to work with and utilize them effectively, it is expedient to have a proper understanding of the uniqueness of each individual to avoid regular conflict in the workplace. Hence,Robbins, David and Mary (2011) suggest people who are well aware of their own emotions and those of others have the tendencies of effective performance in their task. The capacity to read and deducethese emotions and handle interpersonal relationships judiciously and empathetically is considered as having emotional intelligence.

According to Ashkanasy and Daus (2005), and Giardini and Frese (2006) the concept of emotional intelligence has emerged as an important but still relatively ignored topic in organizational theory.It was propounded by Salovey and Mayer(1990) where they posit that emotions are internal events that coordinate physical responses, cognitions and conscious awareness and subsequently popularized by the famous work of Daniel Goleman(1995). Ever since, scholars have being on their toes to justify or disprove the implication of feelings and emotions in every social context (Bar-On, 1996; Richardson &Evans, 1997; Elias, 2001).Robbins et al (2011) assert thatemotional intelligence is concerned with an assortment of non-cognitive skills, capabilities and competencies that influence a person's ability to cope with his environment's demand and pressures. Emotional intelligence is undoubtedly considered an indispensibleelement in human resource planning, job profiling, recruitment, interviews and selection, learning and development, and client relations and customer

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service, among others (Olivier, 2009). Researchers argue that due to the indispensability of this behavioral tendency, it accounts for larger proportion of job success than technical competencies itself.

The researchersagreethat emotional intelligence is an essential ingredient for effective workers' performanceoutcome as it can be used to project the productivity of the employees by understanding and handling their emotions in a desired manner (Lam & Kirby, 2002;Semadar, Robins & Ferris, 2006; Kim, Cable, Kim & Wang, 2009).This assertion furthersuggests that the display of emotional intelligence by individual members of the organization in their interaction with others instills a remarkable level of mutual respect and understanding which is necessary for group cohesion and goal attainment.In fact, it is on this premise that most jobs todaydemandsome level of emotional intelligence skill. No wonder, Weisinger (1999) earlier professed that emotional intelligence is associated with success at work and plays a strategic role in certain aspects of effective team leadership and team performance. This strategic role can manifest in the form of teambonding and knowledge sharing.

However, evidence based on extant literature showed that scholars have actually carried out several empirical and theoretical studies in this direction. But amid this superfluity of studies, there has not been any study empirically or theoretically that x-rayed the alignment of emotional intelligence with the Behavior School of Thought. Studies such as Petrides, Frederickson and Furnham (2004) evaluated the association between trait, emotional intelligence, academic performance, and cognitive capacity among secondary school students in Britain and their finding indicates that emotional intelligence moderated the linkage between academic performance and cognitive capacity. Shahhosseini, Silong, Ismaill and Uli (2012) assessed the role of emotional intelligenceon job performance in manufacturing firms in Malaysia and the outcome showed that emotional intelligence contributes significantly in improving interpersonal relationship at the workplace and also determines the regularity of personal and industrial conflicts in the organization.In view of this gap in literature, this study is billed to theoretically review the nature and meaning of emotional intelligenceand how it has evolved over the years; review its different models and taxonomies and x-ray how it can be used to foster workplace relationships; and identify how it aligns with the behavioralschool of management thought by reviewing its elements in relation to that of emotional intelligence.

The Meaning and Nature of Emotional Intelligence (EI)

As humans in everyday of our lives as we go about our daily routines we experience different kinds of emotions and some scholars believe that emotions naturally is an agent of biasness as it tends to color one's judgment and behavior if not properly controlled given that good decision-making is paramount inachieving effective and successful business strategy. According to Goleman (1996) this situation can be better regarded as emotional hijack; a situation where ones judgment is influenced by his fragile emotional state of mind. This is why in business managementemotions are perceived as a negative phenomenon especially in the area of objective decision making process (Qadar, Maimoona, Gohar & Asma Fida, 2013).On the other hands, Mayer, Caruso and Salovey (1999) maintained that emotions are psychological elements such as cognition, responses and awareness.

In Mayer, Roberts and Barsade (2008) view,intelligence is centered on distinct information an individual possess. Intelligence is regarded as thinking in the right way,apparently without any emotionalattachment. It is considered as the single most effective predictor of individual performance at the workplace (Andoh, 1998). Some critics of intelligence hold that it is more of a result of an individual's opportunities to acquire skills and information in a given situation. Differing from the positions of other scholars, Olivier (2010) observed that many scholars have argued that using only conventional intelligence to predict individuals' or organizational productivity in this era is considered too narrow and unrealistic. This is because there are other forces in the individual that can better spur them into action if emphasized and developed properly such as emotional intelligence. This may account for the reason some individuals could be academically brilliant yet socially and interpersonally incompetent.

In view of this, as the world progressed into the 21st century, research has shown that emotional intelligence is more of a reliable predictor of success or performance at the workplace than the traditional notion of cognitive intelligence. Accordingto Pool (1997) intelligence predicts only about 20 percent of career success whileemotional intelligence predicts about 80 percent of a person's success in life. Cooper and Sawaf (1997) confirmed the implication of emotional intelligence at the workplace environment and in other context of human interaction by asserting that it fosters harmony at the workplaceand our mutual relationships with others.

Drawing from Emmerling and Goleman (2003), there are quite array of assertions and postulations as to what emotional intelligence means in a 21[st]century work environment. But one salient fact is that each of these definitionscomplements oneanother.Emotional intelligence according to Salovey and Mayer (1990) is considered as social intelligence which encompasses the ability to understand not just one's own emotions but also the emotions of others. In the views of Ciarrochi, Chan and Caputi (2000) and Simunek, Schutte, Hollander and McKenley (2000) emotional intelligence is said to be associated todecent, pleasant and active mood

management at workplace. Yet, other scholarsviewed it as the capability to diagnose and manage the emotions and feeling in oneself and those of others and to make use of this information to guide one's thinking and actions (Giardini & Frese, 2006; Mayer, Roberts& Barsade, 2008).

Looking at the different propositions by scholars above as to what emotional intelligence means in modern management, it is quite striking to observe that all the definitions raised tilted towards the two discernable definitional elements in Goleman's originalconceptualization in1995 -(i) the understanding of one's self and (ii)the understanding of others. Therefore, this trend iscontrary toOsisioma *et al*., (2016) assertion that there is no one definition of emotional intelligence from the perspective of scholars. In our opinion, the only disparity observed here is a matter of semantics and not content of opinion. Accordingly, Emmerling andGoleman (2003) supported this opinion in their assertion that there are many definitions of emotional intelligence but each of the definitions are complementary to each other; each one focuses on understanding one's self and others' emotions.

Emotional intelligence behavior is a widely recommended disposition at all levelsor categories of employees whetherat the managerial or non-managerial cadre.This is as Singh (2007) maintained that at the organizational leadership level, emotional intelligence aids the leadership of the organization in synchronizing their own emotions and feelingsas well as that of their followers or subordinate. The implication of this information to the leader is that he utilizes it to guide the people in order to achieve a desired target (Salovey & Mayer, 1996).Based on this assertion, we can say that the absence of emotional intelligence disposition in a leader-follower relationship especially in a highly complex and diverse workforceorganization can be detrimental to interpersonal relationships vibrancy; thereby creating room for industrial disharmony and poor adaptive mindset in the face of challenges.

Again, according to Bar-On *et al.*(2000) as a leader or manager, emotional intelligence not only rely onidentification and management of emotions but also calls for the development of employees skills to enable them performtheir assigned tasks effectively for the success of the organization.Such development will revolve around the three managerial skills(technical, conceptual and human relation skills) as advocated by Katz and Kahn (1975) to improve their performance on the job.This action therefore justifies Hasanzadeh (2009) position that emotional intelligent leader develops innovation and creativity in employees and as a result, contribute in the enhancement of job performance.

It is worthy of note that being emotionally intelligent as a leader does not mean you should listen to everything a worker presents to you, you must be able to discern the difference between real and phony expressions. This is because some of them we may prefer to call organizational politicians must be well observed to know when they are impression managing a situation to their personal advantage hence, emotional intelligence should not be mistaken for weakness. Therefore it is necessary to know how to display the needed kind of emotions at the right time and with maturity without losing sight of objectivity and firmness.   Just as Carmeli (2003) and Vakola *et al.* (2004) stated that leaders with emotional intelligence are able to maintain calmness even when under serious pressure and at the same time are compassionate, empathetic and excellent motivators. Managers or leaders leading with this kind of orientation never over-react to issues without a proper evaluation of the situation hence they are sensitive.

However, emotional intelligence phenomenon is not only a basic necessity for a cohesive leader-follower relationships, it also has a huge place in building mutual trust and pro-social behavior among and between colleagues in the same department, cadre, or organization wide. Pro-social behavior could be demonstrated in the form of sportsmanship, altruism, courtesy etc. According to Organ (1988), these behaviors are dimensions of organizational citizenship behavior and Law *et al.*(2005) posits that the essence of this discretionary behavior is to reduce or prevent work related conflicts which in the long run promote industrial harmony and organizational success. This means that under this atmosphere, there is bound to be group cohesiveness and low possibility of voluntary turnover intention.Korunka (2005) also supports this position in his assertion that if employees are pleased with what they earn , working environment , certainty of promotions and behaviors of fellow workers will be more engaged in their work and in turn reduce job turnover intention.

Osisioma *et al*., (2016)in their study argued that notwithstanding the significant role of social networks in breeding peace in the organization,little is being done with respect to making the employees realize that relationship is as important in the work place as work itself, hence, the formation of informal groups in the organization is frowned at by the management of some organization. Yet, Mayer and Caruso (2002) warned that emotional intelligence plays a vital role in individuals professional, home and personal lives as the relationships people form are regulated by the rules of behavior that are triggered by emotions. Also other evidence shows that emotional intelligence is linked with key outcomes such as high quality interpersonal relationships (Lopes, Brackett, Nezlek, Schütz, Sellin& Salovey, 2004). Based on this, we can say that emotional intelligence is a solid foundation for achievement of a progressive productive result in today's extremely competitive business environment.

Models of Emotional Intelligence

Extant literature has it that ever since the introduction of the emotional intelligence construct by Salovey and Mayer (1990),several models have been formulated by scholars to present amuch better and simpler understanding of the construct.However, these models are streamlined under the following three lines of thought namely (i)ability approach (ii) mixed approach and (iii) trait approach as suggested by Mayerand Salovey (1990), Goleman (1995), Bar-On (1998)and Petride (2000). But the basic disparity between them is centered on how the authors' model mirrors their emotional intelligence either as a natural human trait or as a competence which can be gradually developed as time progresses. Each of these modelsis discussed below and how they contribute in building mutual relationship in the workplace.

Mayer-Salovey-Caruso Ability Model

This model is actually considered as the first conceptualized model of emotional intelligence. It was designed by Salovey and Mayer(1990). Under this model emotional intelligence is regarded as a type of intelligence that is anchored on emotional and mental ability that contains reasoning and information processing (Mayer *et al.,* 2016). Again within this framework, they isolated four but interdependent capabilities to define all facets of emotional intelligence and these include:

i. **Emotional Perception**: This is concerned with the capability to be self-aware of emotions as well as expressing this emotion accurately to others. It also helps an individual have a proper understanding of verbal and non-verbal signs.This means that with this ability one is able to isolate phony emotions from honest emotions.

ii. **Emotional Assimilation:**This is the ability of an individual to distinguish among the bevyof emotions one is feeling and recognize those that are influencing their thought processes and directing attention to important information. A good grasp of this type of emotion enhances problem-solving patterns such as approaching issues with open mindedness and creativity.

iii. **Emotion Understanding:**This is the ability to understand multifaceted emotions and identify transitions from one emotion to the other such as the transition from anger to satisfaction or from anger to shame.

iv. **Emotion Management:** This is connected with an individual's ability to maintain open-mindedness in the face of both pleasant and unpleasant feelings. An individual with a good grasp of emotion management knows when to switch emotions in relation to context and situation on hand. It is a very crucial relationship management skill since it concerns regulating emotions, responding appropriately as well as responding correctly to others' emotions.

Bar-On Mixed Model of Emotional Intelligence

This model is traceable to the work of Bar-On (2002).In this model, emotional intelligence is viewed as a collection of non-cognitive abilities, competencies and skills that influence one's ability to succeed in synchronizingwith or adapting to environmental perturbations and pressures.Furthermore, Bar-On (2002) contends that individuals possessing more than average level of emotional intelligence are bound to be more successful and equipped in overcoming environmental demands and pressures.On the contrary he opines that the absence or deficiency in emotional intelligence can result inthe existence of emotional problems as well as thetendency for failure in life. In general, Bar-On (2002) perceived emotional intelligence and cognitive intelligence to contribute equally to an individual's overall intelligence, which then offers an indication of one's potential to succeed in life.

Goleman's Mixed Model of Emotional Intelligence

Here we must again reiterate that Daniel Goleman expanded and popularized emotional intelligence construct in 1995 when he defined emotional intelligence as capability tostimulate oneself and thrive in the midst of obstacles. In his work, he developed five dimensions of emotional intelligence which includes self-awareness, self-regulation, motivation, empathy and social skills. According to him three dimensions out these are categorized as personal competencies i.e. self-awareness, self-regulation, and motivation, while the other two dimensions were classified as social competencies i.e. empathy and social skills. However, personal competencies here refer to having the skills required to identify and manage one's own emotion while social competencies look that the abilities to understand and manage other people's emotions.Furthermore, it was observed that Goleman subsequently deconstructed this model from five taxonomies to four: self-awareness, self-management, social awareness and relationship management. Each of these dimensions is discussed below.

Self-Awareness

Self-awarenessis considered as a very salient aspect of emotional intelligence.This is because it is concernedwith a proper understanding of oneself. According to Boyatzis et al. (2002) self-awareness entails understanding your own feelings and emotions. In the same vein, Goleman (1995) posits that it is the capability

of an individual to recognize their own emotions and utilize same in making good decisions. In view of definitions, we must say that an individual with high level of self-awareness can easily work well with others in any social context. This is aspeople who are very conversant with this competence and skill always have the tendency to achieve greater results. This is probably because they have a good knowledge of their strengths and weaknesses at their fingertips at all times. To this end, we deduced that self-awareness encompasses three main components – (i) feeling awareness (ii) competence awareness and (iii) weakness awareness.

Feeling Awareness
According to Crompton (2010) paying attention to how we feel is the first step to more effective self-management of our behavior.Feeling is a necessary component of human disposition or response to events. It is a mental representation of what is going on in the body as a result of our emotion. Accordingly, Stone (2018) argued that feelings develop in humans to draw our attention to everyday threats that confronts our quest for survival. Given this understanding, a non-synchronizationof one's feelings as they swingback and forth, may inhibitour perform at work as well as undermine our interpersonal relationship with others through the display of inappropriate actions and reactions in the face of complex situationwhich ordinarily could be adequately managed when a good grasp of one's feeling is active. This view corroborates with Stone (2018) assertion that feelings give us a quick valuation about whether a thing is good or bad for us and motivates us to take action accordingly.

Competence Awareness
In the organization employees are mainly engaged, rewarded and promotedon the bases of their competencies and contribution to the organization. Therefore a good understanding of one's level of competency is seen as a necessary ingredient forself- confidence building through the knowledge of what one can do and not able to do at any given point in time.Holahan and Sears (1995) further gave credence to this view when they maintained that self-awareness is a necessary factor in stimulating self-confidence in people while in return self-confidence boosts success and good performance in the organizations. This is considered very salient because ignorance of such information may jeopardize the organization's effort in many ways especially in the event of avoidable misrepresentation of organizational interest as a resultof requisite competence deficiency.

Weakness Awareness
A weakness isassociated with any deficiency which may limit the performance and effectiveness of an individual in a given area or situation. Consequently, weakness awareness measures the extent to which an individual have adequate knowledge of his area of frailty. This is because by nature no human being is infallible andsuch infallibility drives our knowledge base towardcontext specific areas. Therefore, knowing one's area of weakness can be used to objectively determine one's performance benchmarkand possible area of training and development need for improvement. Just as pointed out in Boyatzis et al. (2002),self- awareness results in high level of productivity and performance of the employees in the organization. Hence, achieving such high performance and productivity is linked among other things to a sound knowledge of one's real nature in the area of weaknesses and core competence.

Self- Management
This aspect of emotional intelligence basically advocates effective self-comportment. Here Goleman (1998) posits that self-management encompasses handling one's emotions and impulses and adjusting to rapid change in the environment.According to Rahim and Psenicka (1996), self-management is the manner through which an individual conduct himself. In their opinion, self-management is regarded as a vital instrument which can be used to affect appropriate performance in the workplace.Similarly, Boyatzis *et al.*(2002) in their study expressed that self-management competence can be utilize in forecasting performance expectation in contemporary organization. An individual deepened in self-management concept will always know how to adequately manage stressful situation even when others are trembled. They are rarely carried away by their emotions.
Building on the position of the forgoing observations, we identified three components of self-management as includingself-adjustment, self-control and self-discipline.

Self-adjustment
This is the ability of an individual to understand and at the same time adapt to unforeseen change. It is an important aspect of self-management in the face of perturbation which characterizes the workplace. An individual with this emotional intelligence quality can thrive in any environment because of their resilience mindset even when other may choose to give up. Accordingly,Pulakos, Arad, Donovan and Plamondon (2000) established that organizational leaders will always seek employees with this kind of competence due to the

positive outcome they bring at work such as excellent work performance,work attitude and stress management ability.

Self- control

   This is the ability of an individual to effectively manage his feelings as triggered by his emotions in order to subdue undesirable behavior.This is definition further explains Crompton (2010) assertion that people with strong emotional self-control strive to stay focused and poised even in the face of stressful situation. Furthermore, being highly self-controlled can be a valuable resource inachieving success in life as it helps provide adequate response to upsetting situations that are bound to occur in our everydaysocial interactions.With self-control competence at work, a leader finds it inappropriate to lose his temper in any circumstance, no matter how provocative, he maintains comportment.

Self-discipline

According to Damrongpanit (2019)self-disciple is one of the essential qualities of each individual for self-control, awareness of responsibility and future planning, compliance with regulations, respect for differences, and value of honor. Leaning on this, we viewed it asthe capacity of an individual to assume control over his feelings and thought in order to do things right despite the pressure being faced.A self-disciplined person sticks to his decision and not easily influenced by circumstances of the season.

Social Awareness

   Every day in our lives we try to understand what is going on in our immediate environment and by extension work environment. We do this specifically because we want know how that environment and the people in it influence our lives. Goleman (1998) in his definition of social awareness viewed it as the ability to sense, understand, and respond constructively to otherpeople's emotions while comprehending works. He further assert that only socially aware person can put himself or herself in the place of others in order to have a better knowledge of what they are going through before taking any decision concerning them.This shows that empathy is deeply imbedded in emotional intelligence ideals.

   AgainNelson and Sarah (2011) suggest that social awareness is more of knowing howothers feel and not about experiencing what they are going through. This indicatesthat individual with social awareness can work and interact pretty well with other people both individually and in group since they can easily deduce other's emotional swing. The utilization of this deduced information on the forces that triggers emotional swing such as mood makes it easier to associate with such people.Dwelling on this, we identified three components that can be associated with social awareness as including people knowledge, environment knowledge and relationship knowledge.

People knowledge

   People knowledge is the ability of a manager to understand each individual worker's behavior in relation to their personality makeup. A manager with this kind knowledge recognizes the uniqueness of each individual and the diversity that characterizes the modern workplace and uses such knowledge to develop people oriented policies that stimulate commitment in pursuance of corporate goal. Just as scholars have earlier agreed thata manager is one who achieve goal through people, in the same vein, we are saying that among other things, the extent to which a manager achieve his goal also dependson how he is able tounderstand the individuality of the people he works with in order to fully maximize their potentials.

Environment knowledge

   Environment knowledge is concerned with the ability of a manger to monitor the pace of change taking place in its operating environment in order to develop proactive and reactive strategies for smooth adaptation and ultimate survival. This is why organization continuously engages in environmental scanning, research and development programs and industrial espionage to ensure that they are not operating in obscurity in relation to the rapid changes taking place in their external environment (Jaja, Gabriel & Wobodo, 2019). They further stressed that it is based on the outcome of environment knowledge that organizations may decide to adopt and implement a given change and development program to reconfigure its internal operational processes and structures in order to look like other organizations they perceive as defenders and prospectors (i.e. pace setters.) in the field.

Relationship knowledge

This is the ability to recognize the power and benefits of maintaining one's social network in a globalized world. As a component of social awareness, relationship knowledge draws our attention to the fact that our success in business and personal life is attributable to unflinching relationship maintenance culture with allcritical stakeholders. This notion is further reflected inNelson and Sarah (2011) when they associated social awareness with wisdom related to human relationships.

Relationship Management

The organization is considered as an open system that brings people from different divides together to achieve what that organization is set out to do. Therefore, bringing this people from different divides into a cohesive body requires effective relationship management.In this regard,

Kenton (2019) refers relationship management as a strategy in which a manager maintains an ongoing level of engagement with its followers. Good relationship management ability can be used to achieve quality negotiation and amicable conflict resolution in the workplace. Also, in an environment where people value relationship, there is always fewer tendencies for conflict as each individual tends to act in ways that will not undermine other persons rights and privileges thereby creating room forindustrial harmony.

Behavioral School of Management Thought

In the study of organization theory and design, it is quite clear that there are arrays of theories and principles which moderatethe pattern and mode of business management. However, each of these theories and principles isembraced and utilized by scholars and managers of business to solve economic and social problems on the basis of their orientation and philosophy. Since organization is a social system with diverse men and women from different divides and with different aspirations and motivational drive, managing themeffectively requires a good understanding of one another's peculiar behavior to mitigate the tendency of industrial conflict either between the management and the employees or between the employees. It is therefore on this premise that the behavioral management school of thought emerged to create an atmosphere of interpersonal understanding for effective human relations management.

Thebehavioral school of management thought, according Jaja and Zeb-Obipi (2005),kicked off as a human relation's school in the 1930s.They basically emerged as a result of the inadequacies of the scientific school and functional approach school(Tamunomiebi,2001). He further described the behavioral school as the study of observable and verifiable human behavior in the workplace. However, due to the significance of behaviorin determining interaction and cooperation in the organization, research in this area has tremendously grown.Currently, research in this school transcends all the interpersonal approaches of management, human relations and cooperative social systems (Baridam, 1993). Similarly, Tamunomiebi(2001) asserts that research focus on behavioral school had mainly concerned three critical areas such as studies on individual behavior in the organization, group behavior and organizational aspect.

Drawing from Tamunomiebi (2001) and Baridam (1993) on the focus area of the behavioral school, it is observed that all those constructs and concepts are dominant issues in organizational behavior. For instance, the study of individual, group and organization are the three fundamental unit of analysis in organizational behavior in contemporary management. Therefore, it will be safe to say that the behavioral school is the foundation of the field of organizational behavior which focuses on the understanding of human behavior in order toutilize them effectively and get the best contribution from them either at the individual or group level.

However, we must admit thatthe pioneer study on behavior and social interaction at the workplace stems fromthe famous work of Elton Mayo in 1920s. Just as Sapru(2013) suggested thatthe turning point in the developmentof social interaction advocacy came to full force as a result of the Hawthorn experiments at the Western Electric under the supervision of Elton Mayo. Consequently, Mayo is credited with being the founder of the human relations school of management thought. The experiment focused on behavior in the workplace through close observation of group of workers to determine how productivity could be enhanced as a result of changes in working condition.According to Mullin (1996) the Hawthorne experiments were classified into four namely: (i) the illumination experiments (ii) the relay assembly (iii) the interview program and (iv) the bank wiring room observation.

However, the outcome of these experiments based on Jaja and Zeb-Obipi (2005) and Sapru, (2013) indicates as follows: that human element is more strategic in the workplace than the previous notion of pay by other theories; that non–economic rewards and sanctions significantly affect the workers' behavior; that a worker often does not act or react to management as an individual but as a member of a group; that there is a strong bond between the degree of human relations experienced by the worker and his productivity level and finally that communication, participation and leadership play a vital role in the worker's productivity.Again other later contributors to this theory are Hugo Munsterberg (1913) who proposed the engagement of psychologists in the selection of prospective workers during recruitment; Parker Follet (1941) who emphasized

that organization should be more democratic in dealing with their employees by way of accommodating them; Maslow (1954) whose contribution dwelt on the development of the goals and need of man (physiological, safety, affection, esteem and self-actualization),McGregor (1960) who hypothesized that in an organization there exist two types of workers, the theory X and the theory Y etc.

Elements of Behavioral School of Management

In order to deduceelements of the behavioral school of management thought relevant toour discourse, we identified four key tenets that define what the theory advocates as including: centrality of the human aspect of the organization, emphasis on responsiveness to environmental change, emphasis on employee participation and emphasis on interpersonal relations.

i)   Centrality of human aspect of the organization

Unlike the classical theorists that hold a mechanical or machine view of employees at the workplace, the behaviorists perceive the worker from a humane perspective. They believe that the worker is the most important asset of the organization that needs to be understood, valued and motivated in order to secure their commitment and compliance. This is as Sapru (2013) pointed out that the behaviorists see employees as human beings with feelings, concerns and worries that need to be addressed at all times.In the same vein,Tamunomiebi and Wobodo (2018) concurred that amid all organizational resources, the employees still remain the life blood of the organization as its success or failure depends largely on their performance.

ii)   Emphasis on Responsiveness to Environmental Change

The behavioral management school advocates that organization as a social system with different constituencies namely, the employer, employee, customers, host communities and government with incompatible goal, there is needs for responsiveness of organizations to the rapid changing internal and external environment. The behavioral school embraces a diversity of perspectives in the management of organization (Sapru, 2013). For instance, they suggest the adoption of contingency theory in their leadership approach. The adoption of contingency approach helps a manager adoptsa given leadership style based on the perceived environmental condition; it is a situation dependent approach to management. Hence, Robbins et al. (2011) contend that contingency theory is one that depends on effective match between a leader's style and the level of allowance he has to influence his followers or environment. In Jones and George (2003), they contend that the adoption of contingency approach in today's decision making process will benefit the system's theory due to its capacity to identify contingencies in the environment, such as level of technological advancement, the degree of goals incompatibility among stakeholders etc.This implies that in order to thrive in business, managers of organization must identify each element in the organization to enable them proffer solution to complex situation.

iii) Emphasis on Employee Participation

The behavioral theorists acknowledge that every human being   have ego to protect and the extent to which this ego is preserved depends on how these individuals perceive other people's action on them. As such, individuals at the workplace want to be recognized as part and parcel of every decision that affects them. The behaviorists believe that given people the privilege to participate in decision making will condition themto be committed to its actualization. Jaja (2013) believes that employee participation is one that gives group members the prerogative to take part in decision making process. This allowance manifests in the form of delegation of authority, group decision making, deciding work methods and goal expectations, feedback etc. Nwachukwu (1998) also argued that democratic leadership is indisputably the best approach to managing an organization system whether public or private. He further added that today's workforce respond favorably to it through increased performance, lower unit cost and improved labor management relations. Also, literature exploration shows that the adoption of participative management is primarily to attain commitment and ownership of decisions democratically.

iv) Emphasis on Interpersonal Relations

Due to the complex and diversity- driven nature of the workplace, effective communication is considered asessential glue that binds people together. Accordingly,Nelson and Low (2011) observed that assertive communication is the capacity to clearly and honestly communicate your thoughts and feelings to others in a straightforward and direct manner. The behavioral schoolholds that effective interpersonal relations at the workplace promote healthy relationships which in turn result in group cohesiveness and cooperation through timely information sharing.It is argued that people with higher level of interpersonal skills are better able to adapt their own ideas to that of other people, especially when this will aid in the achievementof organizational goals more quickly and efficiently. Interpersonal relations are required at all three levels of management: supervisory, middle management, and senior management (Yu kl, 2005).It is not a function of

your hierarchy but your flexibility in relation to behavior. It is through interpersonal relations that organizational citizenship behavior is cultivated and displayed to help one another in crisis situation and consequently facilitates organizational goal attainment.Therefore, it is very necessary that employees be cultured toward demonstrating noble interpersonal connection with one another in the organization**.**

Alignment of Emotional Intelligence with Behavioral School of Management Thought
Drawing from the extant literature thus far, we observed that there is an alignment of emotional intelligence construct and the behavioral management school of thought.Tamunomiebi (2001) clarified that to know why people behave the way they do, it is expedient that you understand their attitudinal and emotional make up which is basically the focus of emotional intelligence through theirself-awareness and social awareness competencies. Jaja and Zeb-Obipi (2005) also demonstrated this alignment in their assertion that the behavioral school mainly seeks to understand the influence of the behavior of an individual worker and group membership on intrapersonal and interpersonal relationships at the workplace. In support of this opinion, Bar-On (2002) modeled intrapersonal and interpersonal relationship, adaptability, stress management and general mood component as critical elements of emotional intelligence construct.
Again due to the alignment of behavioral school with emotional intelligence construct in contemporary organization, leaders and scholars have continued to emphasize the need for a continuousintegration and proper understanding of industrial psychology and organizational behavior in managing people. Scholars like Jaja (2003)confirmed this claim when he posits that the primary purpose of industrial psychology is to understand human behavior at the workplace. In congruence with this view,Robbins et al. (2011)stated that the basic content of organizational behavior discipline is centered on the understanding of the foundation of individual behavior, group behavior and organizational dynamics. This alignment is so pertinent in modern management that Elias et al. (1997) declared that social and emotional orientation plays a prominent role in developmentof positive attitudes, behaviors and cognitions which in turn makes the individual healthy and competentsocially,emotionally, academically, and physically.
It is therefore on this note organizational behaviorists like Robbins et al. (2011) advocate that at the individual level of analysis, to have a better understanding of why people behave differently specific concepts such as personality, attitude, values, mood, learning and motivational drive of the individual have to be understood to be able to predict their actions, hence they form the underlying determinant of individual behavior. At the group level, they suggested a good understanding of teams, group decision making, power and politics, communication,leadership, conflict while at the organizational level, they emphasized on issues like structure, change and development, organizational culture etc.

Emotional Intelligence and Centrality of Human aspect of the Organization
Emotional intelligence is a phenomenon that helpsus understand what is going on in other people's life by merely observing or interacting with them at a particular point in time. An emotionally intelligent driven leader acknowledges the essentiality of the employee in pursuit of organizational goals. With this in mind, he is always in the state of trying to deduce what their moods and needs are in order to develop and apply appropriate means of motivating them to achieve desired result**.**According to Arbolo andZeb-Obipi(2017), motivation is associated with the encouragement given to employees to inspire them towards goals attainment. This is because human beings are changing beings whose actions and behavior are influenced by their feelings, moods and situation. As a result of their centrality at the workplace, lack of understanding of their behavioral dynamics through emotional intelligence capabilities has the potentiality of inducing a dysfunctional conflict situationwhich can slide the organization into chaos. Most of the literatures and findings from past researchers prove that having positive relationship management skills increases productivity in the organization as a number of avoidable conflicts are reduced. Furthermore, these studies assert that people with good interpersonal skills can generally control the feelings that emerge in difficult situations and respond appropriately instead of being overwhelmed by their emotions.

Emotional Intelligence and Emphasis on Responsiveness to Environmental Change
Given the over bearing influence of the external environment on business survivability due to its changing tendencies, the ability of a manager to be emotionally intelligent becomes a major tool for effective adaptation in the face of change. An emotionally intelligent manageris one that is quick to identify possible threats in the environment and quickly proffers both proactive and reactive measures for effective adaption. The extent to which this is achieve is dependent on how socially aware the organization is to the happening in its operating environment. A social relationship is concerned with the ability to control one's own emotions, and feelings of competence (Doll, Zucker & Brehm, 2004). Social awareness competence is an essential tool for organization's improved adaptive capacity; for instance Koontz and Weihrich (1999) concisely explain that firms do not completely isolate itself from their operating environment but are mutually dependent. This mutual

dependency presents the organization with opportunities and adversity of varied degrees. And since adversity is associated with strains and pressures; it requires a progressive adaptive capacity from the organization to survive and the extent to which they can adapt depends how emotionally aware they are to their environmental demands.This is where regular environmental scanning becomes a very critical factor.

Emotional Intelligence and Emphasis on Employee Participation

Emotional intelligent competence helps us to understand that no organization can achieve its goal without the people. This explains whyFollet's definition of management as the process of achieving organizational goal through people still remains the most acceptable amongst others. An emotionally intelligent manager believes that goals are best attained through cooperation and joint effort. When people participatein setting and defining means of achieving a goal, it gives them a sense of its ownership and as such motivates them in pursuit of it. Consequently, emotionally intelligent leaders adopt different people-oriented leadership approach topromote employee participation in decision making. For instance, democratic leadership style is a leadership disposition designed to give subordinates opportunity to take part in decision making. According to Nwachukwu (1998) this form of leadership approach is observably one of the most embraced in modern business management. Another leadership approach that encourages employee participation is laissez-faire. This is a leadership style that is characterized by complete freedomto group which enables them make decisions concerning their work as well as the strategies to achieve it. This is also connected with Robbins *et al.*(2011) affirmationthat a laissez-faire leader may only be interested in the provision of resources needed for the task while every other thing are left in the hands of the actors.

Emotional Intelligence Emphasis on interpersonal Relations

Studies show that lack of mutual understandingleads to negativity at the workplace.Emotional intelligence provides a platform for people to have a better understanding of themselves in relation to their individuality. This is asan interpersonal relation is seen as a strong association among people working together in the same organization (Juneja, 2019).In the same vein,Arbolo andZeb-Obipi (2017) argues that throughemotional reflexivity, the individual at the workplace is able to detect and regulate emotions in a manner that allows for adjustments for suitability with immediate situation. Emotional intelligence competence helps us to build healthy and cohesive work group that enthrones synergy for better performance; since an individual working all alone rarely finishes tasks within deadline.

II. Conclusion and Recommendations

From the literature reviewed in the variables of this paper, we discovered that emotional intelligence is a phenomenal subject matter that determines an individual's intrapersonal and interpersonal relationships at the workplace.This is as many scholars have attributed successful performance and group cohesiveness to a progressive demonstration of this behavior. Also, the three models of emotional intelligence namely: the ability model, mixed model and trait model extensively reviewed in this paper showed that each of them has something in common.In the direction of the alignment of emotional intelligence with behavioral management school of thought, a strong relationship was observed. This is as emotional intelligence is found to be situated in thebehavioral management school of thought which emphasizes the need for socialcooperativeness among individuals in the organization to foster loveand togethernesswhich is necessary for industrial harmony. And for this to occur, emotional intelligence is fundamental. This is why managers and scholars emphasize the possession of emotional intelligence. In employment today, emotional intelligence has been incorporated as necessity for selection of potential employees especially when their jobs require high level of social relationships.

Based on the foregoing, we recommend as follows:
i. That management of organization should emphasize the needfor a sustained social interaction at the workplace among employees through orientation and training since it serves as a lubricant for group cohesiveness.
ii. That business should provide the necessary leadership that will motivate people in the organization to trust one anotherand allow free flow of information, learning from one another and mutual support.
iii. That organization in their recruitment and selection processes should continue toengage the services of psychologistswho will help them determine the right breed of individual characteristic- personality, attitude, values, and behavior for give job.

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