

ROLE OF EMOTIONAL INTELLIGENCE IN STIMULATING KNOWLEDGE SHARING BEHAVIOUR IN THE ORGANIZATION

Dr. Ekta Verma

Assistant Professor, Department of Commerce and
Business Administration University of Allahabad
Email id: ektaverma.au@gmail.com

Miss. Reetu Singh

Research Scholar, Department of Commerce and
Business Administration University of Allahabad
Email id: singh.reetu30@gmail.com

ABSTRACT:

The purpose of this paper is to probe into the role of Emotional Intelligence in knowledge sharing behaviour. Seeking to support a leader's cognitive, emotional and physical resources, the use of Emotional Intelligence is a modern tool of effective management, enabling the individual to manage a wide range of employees that are often performing in a unique set of roles. In addition, emotional and personal competencies are two primary factors that are shown to be directly linked to performance within a work environment, making the Emotional Intelligence identification and analysis essential for effective knowledge sharing as well as the increased development of the organization's human capital. With tighter budgets, escalating costs and the continuous demand to produce more for less, there is a need to develop a higher standard for knowledge sharing behaviour, ones that will effectively address the challenges of high employee turnover, a rapidly changing business environment and the ever increasing demand for improved products and services. The study is based on examining the most generally applied definitions and other aspects of Emotional Intelligence, as well as its associated managerial leadership competencies in knowledge sharing. The

paper adopted an empirical methodology in describing Emotional Intelligence leadership for effective knowledge sharing in the organization. The Emotional Intelligence leadership discussed in this paper requires that for effective knowledge sharing, organizations have to grow emotional capital to handle issues of low morale, organizational stress, high staff turnover and lack of work/ life balance. The aim of the present paper is to explore the relationship between Emotional Intelligence and knowledge sharing to measure the tendency of emotional control of the working class both male and female at a managerial level in a private and public sector of petrochemicals in India. The main task of this study is to find out the impact of different factors of emotional intelligence on knowledge Sharing. Sample statistical members of this research were 210 people. Convenience sampling technique is used to answer the instrument of the study. SPSS software was used to analyse the data collected based on descriptive statistics viz., mean, standard deviation, and percentage. The reliability and validity of the questionnaire is tested using cronbach alpha test with the derived value 0.814. Research hypothesis was reviewed using a structural equation model. The respective results have revealed that Emotional Intelligence has a

positive and significant effect on the knowledge sharing behaviour in the organization.

Keywords: Knowledge Sharing, Emotional Intelligence, Knowledge Management.

INTRODUCTION:

Emotional Intelligence is the major contributor to human social capital. It raises and transforms the level of human behavior and ethical aspiration of leader (**Allen & Meyer, 1990**). Employees listen so deeply to the emotional messages of the Emotional Intelligence constituents that they precede to purposeful action. Contrary to classical model, decision- making is arbitrary when it is not infused with the intelligence of emotions (**Goleman, 1995**). Emotional Intelligence is the distinguished integral factors which demarcate routine managerial from outstanding leadership (**Ashkanansy & Daus, 2002**). Emotions are cognitive source which serve as an essential guides for rational thinking amongst humans. Many emotions are products of evolutionary wisdom (**Gardner, 2002**) which are inextricably woven into all cognition. Knowledge plays a pertinent role in the implementation of reform because it involves two major factors; Change and People. Knowledge Sharing is a mutual course of Knowledge Generation by which an organization gains the access to realize its inside and outside knowledge by the mode of exchanging. This process is essential to change entity knowledge to organizational knowledge as knowledge exists only in the brains of people (**Beveren, 2002**). Emotional intelligence plays an important role in the work environment because it enables achievement of various individual and organizational outcomes, such as, job satisfaction, job performance, organizational commitment and organizational citizenship behaviour (**Carmeli, 2003; Wong**

and Law, 2002; Malik and Ansari, 2014; Maini et al., 2012). Emotional intelligence is inherently attractive. Everyone agrees that having the skills of urban life and social information is more useful. People who can manage well recognize others' emotions, control their emotions and social interactions in the business world are one step ahead of others. For example, partners of an international consulting firm may have more emotional intelligence than average people do and compared to the other partners they earn 1.2 million dollars more income than other partners do (**Robbins & Judge, 2010**).

In the era of knowledge economy, knowledge is increasingly seen as the most important strategic asset. Individual knowledge workers play central role in the creation of value and the development of strategies. Organizations have an urgent need to focus on innovation with respect to new products and services. A fundamental precursor of such innovation is effective knowledge sharing. A significant part of the knowledge possessed by an organization is within the knowledge workers. Thus, it is important to understand what encourages individuals to share their knowledge and what holds them back from sharing it. Employees' willingness to share knowledge can be influenced by not only organizational factors but also individual factors like people behaviours, motives and characteristics. Emotional intelligence can be one of the individual factors that can play an important role in forming their knowledge sharing endeavours. The authors are convinced that a personality trait-based emotional intelligence measuring device may contribute to find deeper connections to what emotional intelligence factors facilitate knowledge sharing.

LITERATURE REVIEW:

Emotional Intelligence is facilitating and managing emotions effectively by constructing a combination of mental abilities and personality traits, where emotions are paving the multiple dispositions for pertinent functioning of optimism and empathy. There is an association of psychological distress and maladaptive behavior and physical morbidity. The core of emotional intelligence is based on adaptation of creating conscious and intelligent actions regarding our own emotional responses as well as managing other people's reactions to an emotionally charged situation **(Manesh, 2014)**

The capacity to examine self and others' feelings and emotions to discriminate among them and to use the information to guide one's thinking and actions **(Solovey and Mayer, 1990)**. Emotional Intelligence is an individual competence to discriminate and carve emotions in one as well as recognize and then transforming in others as well **(Goleman, 1995)**. It has been evolved over a period of time as a commendatory intelligence to intellect and social intelligence, among others. It constitutes intrinsic qualities, personality traits, emotional and sane capabilities **(Mayer and Solovey, 1990)**. The ideology of multiple intelligences **(Wechsler, 1940)** detaches emotional intelligence from intelligence quotient and bestowed a unique identity. But its face value is accentuated when it is being practiced with leadership and enhancement of individual groups, teams and penetration sole in efficacy of organization **(Tunnell, 1980)**.

Luu (2013), states that emotional intelligence can activate knowledge sharing behaviour and acts as a layer between cognition and knowledge sharing behaviour. It has to be seen that high emotional intelligence level can help not only to manage our own emotions but also to manage emotions of others. This statement is highly supported in case when another person reacts with egoism or arrogance

to shared knowledge or when he or she has too low self-efficiency to learn from others **(van der Hoof et al., 2012)**.

Darabi (2012) argues that emotional intelligence is one of the most important human mechanisms that involve the ability to adapt the environment. **Chin (2013)** has determined emotional intelligence as a tool that employees use to detect all worker related emotions, and also for emotional self-management, motivation and social skills.

Knowledge Management refers to a multidisciplinary approach to achieving organisational objectives by making the best use of knowledge. Knowledge management efforts typically focus on organisational objectives such as improved performance, competitive advantage, innovation, the sharing of lessons learned, integration and continuous improvement of the organisation **(Jamrizal et al., 2017)**. Knowledge Sharing can be defined as sharing the appropriate information, suggestions, thoughts and expertise with the remaining people in the organization. Similarly, it is a set of conducts that involves the swap over of information or serving others **(Tamata and Rao, 2017)**. In any organization, knowledge can be determined as a rich source of competitive advantage **(Arabshahi et al., 2013)**. Within a knowledge economy information and data effectively overshadow physical assets **(Thakur et al., 2013)** and companies uncover most opportunities – and derive the value – from one intellectual asset in particular: knowledge **(Coveo, 2013)**. This makes knowledge management a key strategic field which facilitates improving performance. Knowledge sharing is a substantial area of knowledge management located within knowledge process where knowledge is generated and applied **(Arabshahi et al., 2013)**. Knowledge sharing is considered to be one of most important aspects of knowledge management **(Gupta et al., 2000)** and the success of knowledge management

initiatives depends on knowledge sharing (**Wang et al., 2010**). As a generator, individuals create knowledge by exchanging their ideas and experience through socialisation. As a receptor individuals perform the knowledge before it is transferred to any repository. This process indicates that creating and sharing of knowledge depends on the conscious effort of an individual who motivate for knowledge to be shared or hoarded (**Edit and Nora, 2014**).

Analysis of Emotional Intelligence is very important because it enabled individuals to react properly in complex instances. People with high levels of emotional intelligence can make use of this emotion regulation mechanism effectively to create positive emotions as well as to promote emotional and intellectual growth. In contrast, people with low levels of emotional intelligence are not able to use antecedent- and response-focused emotion regulation effectively, and they have slower emotional growth (**Praveen and Narashiman**). It acted as a defensive mechanism to evaluate anxiety, frustration, marooned behaviour, depression, boredom amongst individuals. It generally inculcates the real habits of the leaders and decides their leadership performance in critical situations. **Othman and Abdullah (2009)** have created a model that expresses relationships between emotional intelligence and tacit knowledge sharing. It shows that emotional intelligence and its dimensions affect teamwork and organisational citizenship behaviour of team members and also help in achieving knowledge sharing. This way emotional intelligence can be described as a source of human energy, information, connection and influence that helps in changing attitudes. The organizations should focus on developing emotional competencies such as empathy, self-motivation and self-regulation of organizational members in order to reap the benefits of knowledge sharing (**Malik and Ansari, 2018**).

Effective knowledge sharing utilizes their Emotional Intelligence to cope themselves and to successfully cope and pave way for others in the organization. Emotional Intelligence is the ability to accurately perceive one's own and others' emotions, to understand the signals that emotions send about relationships; and to manage your own and other's emotions. It doesn't necessarily include the qualities viz., optimism, initiative and self-confidence that some popular definitions ascribe to it. A typology of what exactly constitutes Emotional Intelligence is important not only because the capacity is so central to leadership but because people strong in some of its elements can be utterly lacking in others, sometimes to disastrous effect (**Bass, 1985**). Knowledge sharing is considered to be one of most important aspects of knowledge management (**Gupta et al., 2000**) and the success of knowledge management initiatives depends on knowledge sharing (**Wang et al., 2010**).

OBJECTIVES OF THE STUDY:

Emotions exert a profound influence on the experiences, cognition and behaviour, including prosaically acts, recall, decision making, persuasion, information processing and interpersonal attitudes. Following are the objectives of this research paper which are described below:

- To examine the phenomena associated with emotional intelligence in public and private petrochemicals for effective knowledge sharing.
- To evaluate the impact of different emotional intelligence dimensions on knowledge sharing behaviour in the organization.

SCOPE OF RESEARCH:

By identifying the present knowledge gap concerning Emotional Intelligence and knowledge sharing behaviour, the research analysis can underline the significance related

to the Emotional Intelligence which is associated with knowledge sharing behaviour in the field of petrochemical sector. This research can be helpful in ways viz., Emotional Intelligence leadership behaviour and effective knowledge sharing. Emotions closely drive a person's behaviour and here, one such behaviour is being studied i.e. knowledge sharing behaviour.

RESEARCH METHODOLOGY:

1. **Nature of Data:** Primary as well as secondary sources of data was used.
2. **Sampling Technique:** The sample study participants are chosen by convenience sampling technique the criteria chosen for selection of sample is :
 - (a) Each manager or employee having an experience of 3 years or more
 - (b) Demographic evidence is collected, related to gender, age, experience, marital status and qualification
3. **Sample Size:** 250 respondents were selected through convenience sampling from two companies (One public, ONGC, Delhi and one private, Cairn Oil and Gas Vertical of Vedanta Ltd., Gurugram) in petroleum sector, mostly managers and employees but the responses received amounted to 210.
4. **Data Collection tools:** Questionnaire already developed on Emotional Intelligence is measured by 5 emotional and social competencies inventory- version 3.0 which was developed by Dr. Daniel Goleman (2007) in collaboration with the Hey group.
5. **Statistical Tools:** This instrument is paired on the 5 likert scale. Goleman scale is divided into two parts i.e., social competencies (empathy and social skills) and personal competencies (self-awareness, self-regulation and self-motivation). Descriptive statistics, correlation and regression analysis have been applied by using SPSS

software to measure the effect of emotional intelligence on knowledge sharing behaviour.

Hypotheses:

In this research paper four hypotheses were developed to determine the impact of Emotional Intelligence in knowledge sharing behaviour in petrochemical companies. The hypotheses were framed to justify the objective of the study.

Objective 1: To examine the phenomena associated with emotional intelligence in public and private petrochemicals for effective knowledge sharing.

- **H0₁:** Emotional Intelligence is not significantly associated in developing knowledge sharing behaviour in petrochemical companies.
- **H1₁:** Emotional Intelligence is significantly associated in developing knowledge sharing behaviour in petrochemical companies.

Objective 2: To evaluate the impact of different emotional intelligence dimensions on knowledge sharing behaviour in the organization.

- **H0₂:** Emotional Intelligence has no significant impact on knowledge sharing behaviour in the organization.
- **H1₂:** Emotional Intelligence has significant impact on knowledge sharing behaviour in the organization.

THEORETICAL FRAMEWORK:



Source: Self Constructed

This research model serves as a foundation for this research study. The relationship of independent and dependent variable could be judged through this frame with the help of this framework, it can be helpful to develop the theory and identify the relationship relating to emotional intelligence and knowledge sharing in the employees of the petrochemical companies.

Data Analysis and Findings:

1. Demographic Profile: The total respondents for this study were 210 on the basis of gender, age, experience and marital status. As illustrated in Table1.

Table1: Demographic profile of respondents

Demographics	Description	Number of participants	Percentage
Age	20-30 years	94	44.7
	30-40 years	86	40.9
	40-55 years	30	14.2
Gender	Male	98	47.6
	Female	112	53.3
Experience	Less than 3 years	84	40
	3 to 5 years	75	35.7
	5years and more	51	24.2
Marital status	Single	117	55.7
	Married	93	44.2

2. Descriptive analysis: It is implemented on all the variables of emotional intelligence and knowledge sharing. The mean value of all the variables is favourable whereas social skills are having the highest value of mean and standard deviation of 4.48 and 0.463 respectively. The Likert Scale is divided on five category from strongly disagree to strongly agree. This study reveals the minimum value to three which means the neutral whereas the maximum value is five which is depicting the strongly agree relationship.

Table 2: Descriptive analysis

	N	Minimum	Maximum	Mean	Std. Deviation
Self awareness	210	3.40	5.00	4.4088	.40800
Self-regulation	210	3.50	5.00	4.4955	.43969
Empathy	210	3.60	5.00	4.3798	.41317
Self-motivation	210	3.50	5.00	4.3731	.39651
Social skills	210	3.50	5.00	4.4883	.46311
Knowledge Sharing	210	3.20	5.00	4.4026	.38233

2. Reliability: In order to check the consistency of the variables reliability test is done. The overall reliability of these variables is 0.814. Questionnaires reliability was checked by manipulating Cronbach’s Alpha. The reliability of variables of emotional intelligence and knowledge sharing was found to be 0.814 which was more than 0.7 so it was considered good.

Table3: Reliability statistics for emotional intelligence and knowledge sharing

Variables	Number of Items	Cronbach’s Alpha
Emotional Intelligence plus Knowledge Sharing	30	0.814

Table 4: Reliability

Constructs	Cronbach’s Alpha	No. of items
Self awareness	0.716	5
Self-regulation	0.780	4
Empathy	0.700	5
Self-motivation	0.707	4
Social skill	0.781	4

4. Correlation: To check the strength of the linear association between the variable Pearson Product Correlation was used (Saunders et al., 2009). The correlation value is denoted by r lies in the range of +1 and -1. Association among the variable is considered significant when the value of the correlation is higher which means the stronger the relationship is. Also the smaller will be the p-value, it is more significant. In order to test the relationship of all the constructs of emotional intelligence and

knowledge sharing, Pearson's correlation test is conducted to find the high, moderate and weak correlation among the variables. There is a positive correlation between emotional intelligence and knowledge sharing. Correlation analysis is done for measuring the association between overall emotional intelligence and knowledge sharing. The result reveals that there is a positive association among the two variables and the correlation is significant at the significance level of 0.01 i.e. $r=0.599$, ($p<0.01$). This shows a positive and moderate relation between the two variables.

Table 5: Correlation Analysis

	Self awareness	Self-regulation	Empathy	Self-motivation	Social skills	Knowledge Sharing
Self-awareness Pearson correlation Sig. (2-tailed)	1					
Self-regulation Pearson correlation Sig. (2-tailed)	.430 .000	1				
Empathy Pearson correlation Sig. (2-tailed)	.866 .000	.220 .000	1 .000			
Self-motivation Pearson correlation Sig. (2-tailed)	.969 .000	.349 .000	.913 .000	1		
Social skills Pearson correlation Sig. (2-tailed)	.181 .000	.271 .000	.301 .074	.132 .010	1	
Knowledge Sharing Pearson correlation Sig. (2-tailed)	.595 .000	.506 .268	.728 .000	.653 .000	.335 .000	1

5. Regression analysis Coefficient of determination is as essential as the correlation coefficient. It determines the strength of association among the dependent and independent variable. The value for coefficient of determination must lie in a range of +1 and -1. It justifies the casual relationship among the constructs as well the variance. The study is done on 5 independent variables and 1 dependent variable which means that multiple regression model is used to check the regression of this data.

Table 6: Regression analysis

R square	Adjusted R square	F	Sig.
.647	.643	139.54	.000

The above model captured 65% variation of knowledge Sharing which is supported by F statistic of 139.54 at $P=.000$

Table7: Regression Coefficients

Model	Beta coefficient	T	Sig.
(constant)	.844	4.716	.000
Self-Awareness	.439	3.466	.001
Self-Regulation	.132	4.132	.000
Empathy	.658	9.146	.000
Motivation	.449	3.006	.003
Social Skills	.276	10.455	.000

In this study all the constructs are having a positive impact on knowledge sharing. This means that one per cent in one construct Emotional Intelligence will increase one per cent in knowledge sharing. In case of social skills is having a value of 0.334 which is supported by a t-statistic of 10.45.

In case of self-awareness and self-regulation, both are having a moderate correlation of .43, a significant relationship. While, self-awareness is having a strong correlation with empathy of .86 and self-regulation is having weak correlation with empathy having a value of .22. In case of motivation, it is having a strong relation with self-regulation and empathy at .96 and .91 respectively but a weak correlation with self-regulation of .34. A social skill is having a weak correlation with all the variables. In case of knowledge sharing, it is having a moderate relation with self-awareness, self-regulation, empathy and motivation. Empathy and knowledge sharing has a significant relationship. The result of regression analysis in

case of empathy and knowledge sharing is having a value of .711 and supported by t-statistic of 9.14 which means that it is statistically significant. Higher the motivation, higher is the knowledge sharing. The regression analysis is performed in order to check the strength among the two variables. The results reveal that it is having a value of .499 and supported by t-statistic of 3.06 which means that it is statistically significant.

CONCLUSIONS AND RECOMMENDATIONS:

The researcher believes that Emotional Intelligence is one of the useful tools which helps a leader to judge people more clearly and closely and build a connection between people. And it develops a sense of sensitivity, balance feeling and a strong mix of cognitive capacity (logical, conceptual and creative thinking), people skills (Interpersonal skills, influence skills and communication skills). This study has taken pertinent steps towards understanding the connection between Emotional Intelligence leadership and knowledge sharing. This study was established to explore the efficacy of emotional intelligence for knowledge sharing in the organisation and also to check the relationship and correlation of emotional intelligence constructs with knowledge sharing. The assertion of this study probes into the positive relationship between emotional intelligence leadership for effective knowledge sharing. The significant values to these two variables show that if the emotional intelligence leadership increases then the levels of effective governance also increase. These variables are having a direct relationship which shows that employees who have strong emotional intelligence are more satisfied and deal with the situations more efficiently as compared to those who are less emotionally intelligent.

In case of construct of emotional intelligence, employees who are self-regulated, they are more satisfied towards the job and

emphatic towards the relation with the organization and are willing to continue as well. This image is reflected in the results as well. Similar is the case when observed in the other variable like motivation which is having the direct relationship with the effective knowledge sharing i.e., both variables are directly proportional to each other. Results of self-regulation, motivation, empathy, self-awareness and social skills are also having positive relationship with knowledge sharing which plays an integral role being the dependent variable of this study.

Emotional intelligence emerged as an useful tool which helps a leader to judge people more vividly and closely and build a bond between people and develops a sense of sensitivity, balanced feeling and a strong mix of cognitive capacity (logical, conceptual and creative thinking), people skills(interpersonal skills, influence skill and communication skills) this study has taken some bold steps towards understanding emotional intelligence leadership for effective knowledge sharing and highlighting the key role affective factors which play pivotal in accentuation towards quality of effective knowledge sharing in organization.

REFERENCES:

- 1) Allen, N., Meyer, J. (1990), "The Measurement and Antecedents of Affective, Continuance, and Normative Commitment to the Organization", *Journal of Occupational Psychology*, 63, 1-18.
- 2) Ashkanasy.N.M. and Daus. C.S (2002). "Emotion in the workplace: The new challenge for managers", *Academy of Management Executive*, 16(1), 76-86.
- 3) Arabshahi, M., Lagzian, M., Rahimnia, F. and Kafashpour, A. (2013), "The impact of emotional intelligence on faculty members' knowledge sharing behaviors", *Management Science Letters*, 3(12), 2963-2970.

- 4) Arbatani, T. R., Mousavi, S. M. (2012), "An Exploration of Emotional Intelligence between Levels of Management", *African Journal of Business Management*, 6(11) , 4142-4149.
- 5) Chin, H.C. and Chen, H.T. (2013), "The Effect of Emotional Intelligence on Job Satisfaction of Vocational High School Teachers", *Business and Information*, 267-273.
- 6) COVEO (2013), "E-book of Measuring Return on Knowledge in a Big Data World."
- 7) Darabi, M. (2012), "Emotional Intelligence: A literature review", *Journal of Applied Sciences Research*, 8(6), 2991-2997.
- 8) Edit K. and Nora O.K. (2014), What Emotional Intelligence Traits Enable Managers to Share Knowledge for Work-Related Quality of Life?, *Management, Knowledge and Learning International Conference*, 325-333.
- 9) Gardner, L., and Stough C. (2002), "Examining the relationship between leadership and emotional intelligence in senior level managers", *Leadership and Organization Development Journal*, 23, 68-78.
- 10) Goleman, D. (1995), "Emotional intelligence", New York: Bantam Books.
- 11) Goleman, D. (1998), "Working with Emotional Intelligence", New York: Bantam Books.
- 12) Gupta, A.K. and Govindarajan, V. (2000), "Knowledge management's social dimension: Lessons from Nucor Steel", *Sloan Management Review*, 42(1), 71-80.
- 13) Jamrizal et al (2017), The Relationship between Knowledge Management, Emotional Intelligence and Empowerment to Performance, *International Journal of Managerial Studies and Research*, 5(4), 29-34.
- 14) Kovacs N. O. et al (2015), Exploring Emotional Intelligence Trait Enablers for Knowledge Sharing: An Empirical Study, *International Journal of Synergy and Research*, 4(1), 07-21.
- 15) Luu, T. (2014), "Knowledge sharing and competitive intelligence", *Marketing Intelligence & Planning*, 32(3), 269-292.
- 16) Mahesh B.S. and Panceerselvam S. (2016), The role and Importance of Emotional Intelligence in Knowledge Management, *International Journal of Advanced Research in Computer Science and Software Engineering*, 6(2), 632-636.
- 17) Malik S. and Ansari A.H. (2018), Encouraging Knowledge Sharing Behaviour in High Technology Firm: The role of Emotional Intelligence, *Asia Pacific Journal of Research*, 1(38), 07-14.
- 18) Manesh (2014), The Role and Importance of Emotional Intelligence in Knowledge Management, *International Journal of All Research Education and Scientific Methods*, 4(8), 79-84.
- 19) Mayer, J.D., and Salovey, P. (1997), "What is emotional intelligence", *Emotional Development and Emotional Intelligence: Educational Implications*, New York, New York: Basic Books, 3-31.
- 20) Mubeen et al.(2016), Impact of Emotional Intelligence and Knowledge Management on Organizational Performance: Mediating Role of Organizational Learning, *Journal of Management Info*, 11(1), 35-52.
- 21) Othman, A.K. and Abdullah, H.S (2008), "The Influence of Emotional Intelligence on Tacit Knowledge Sharing in Service Organizations", *Knowledge Management in Emerging Economies: social*, 31.
- 22) Praveen Raghu Narayan T. and Narashiman K, Emotional Intelligence and Work Performance: A conceptual Study, *IOSR Journal of Mechanical Engineering*, 62-68.
- 23) Rohini Pordanjani et al. (2013), Personality Traits as Predictors of Occupational Accident Rates Among workers of Khorasan Petrochemical Company, Iran, *Journal of*

- Occupational Health and Epidemiology, 2(3), 93-98.
- 24) Saeidipour Bahman et al. (2012), Study the Effect of Emotional Intelligence on Organizational Learning Staff, Case Study: Jihad Agriculture Organization of Isfahan, Management Science Letters, 2501-2510.
- 25) Salovey, P and Mayer, J (1990), "Emotional intelligence", Imagination, Cognition and Personality, 9 (3), 185-211.
- 26) Tamata Vand Rao M.K. (2017), Linking Emotional Intelligence to Knowledge Sharing Behaviour: Organizational Justice and Work Engagement as Mediators, Global Business Review, 18(6), 1580-1596.
- 27) Tunnell, G. (1980), "Intra-individual consistency in personality assessment: the effect of self-monitoring", Journal of Personality, 48 (2), 220-32.
- 28) Van Den Hooff, B., Schouten, A.P. and Simonovski, S. (2012), "What one feels and what one knows: The Influence of Emotions on Attitudes and Intentions Towards Knowledge Sharing", Journal of Knowledge Management, 16(1), 148-158.
- 29) Wang S. and Raymond, A.N. (2010), "Knowledge Sharing: A Review and Directions for Future Research", Human Resource Management Review, 20, 115-131.

- 30) Wechsler, D. (1940). "Non-intellective Factors in General Intelligence." Psychological Bulletin, 37, 444-445.



Dr. Ekta Verma

Assistant Professor

Email id: ektaverma.au@gmail.com

Department of Commerce and Business

Administration

University of Allahabad



Miss. Reetu Singh

Research Scholar

Email id: singh.reetu30@gmail.com

Department of Commerce and Business

Administration

University of Allahabad