

EMOTIONAL INTELLIGENCE AND JOB PERFORMANCE KEY FACTORS IN GETTING BETTER RESULTS IN THE ENERGY BUSINESS SECTOR

SUMMARY

Human talent and his emotional intelligence are vital for companies, in their constant need to reinvent themselves, optimize their work performance and guarantee their competitiveness and sustainability. The objective of the study is to establish the relationship of emotional intelligence and job performance of the leaders of companies in the energy sector in Bogotá, Colombia. The research has a non-experimental design with a quantitative approach with a correlational descriptive scope, cross section. Surveys were applied to a sample of 176 leaders in the energy sector. As a result, the direct and significant relationship between emotional intelligence and job performance is demonstrated.

KEYWORDS

Emotional intelligence, EI, job performance

INTRODUCTION

Intellectually brilliant people are not necessarily the most successful in business or in their personal lives, a key factor is associated with the ability to properly manage emotions Goleman (1995). Thus, in recent years plenty of authors has shown that emotional intelligence has a greater impact on achieving personal and work success (Salovey & Mayer, 1990; Goleman, 1995; Mayer, & Salovey, 1997; Goleman & Cherniss, 2005; Zárate, & Matviuk, 2012; Carmona-Fuentes, Patricia, José G. Vargas-Hernández, And Roberto E. Rosas-Reyes, 2015).

This is how each day, handling emotions in personal and interpersonal relationships in the different roles of an individual, including their working life, becomes more relevant. This research responds to the need to understand how the variables associated with emotional intelligence and job performance are related. Constantly, leaders face hostile environments, stress, physical or mental overexposure. As a result, their interactions and behavior

influence team results, motivations, and even, physical and mental health of the team members.

Therefore, the purpose of the study is to determine the relationship between emotional intelligence and team performance. This study shows strategies to develop emotional intelligence for current leaders, so that they can promote an emotionally intelligent human work environment. In correspondence, they are able to contribute differentially to the strategy in an organization or entrepreneurship.

In the following section the literature review is described, then the methodology used for the development of the research is explained, after that the results are analyzed, and finally the main conclusions of the study are collected.

REVISION OF LITERATURE

When Goleman (1998) estimated the proportion of technical skills, IQ and emotional intelligence as ingredients of excellent performance, found that the emotional intelligence was twice as important as the rest in work positions at any level. As a result, organizations that have leaders with emotional intelligence can cope with the changes with a superior performance. These organizations are those who learn to work together, to collaborate, adapt and have a common denominator, they are in service to others; members must be able to work with other people, influence them effectively and optimize the processes of which they are part (Goleman & Cherniss, 2005).

Casas Romero (2012), concluded that employees who have strong emotional ties to their leaders tend to obtain favorable results that help their managers to be more effective. In this sense, if individuals know what their leaders expect of them and know the value of their contributions in achieving goals, then people recognize the opportunity to grow personally and professionally, therefore, they are more likely to achieve the expected results.

As Bradberr & Greaves (2007) state, emotional intelligence can be used to enhance professional performance in different ways, being Emotional Intelligence (EI) responsible for 60% of the performance and success in all kinds of jobs. Likewise, in their studies, the authors have also discovered that emotional intelligence skills are more important for job performance than any other leadership ability.

Wong and Law (2002) argue that Emotional Intelligence is derived from the concept of "social intelligence", first recognized by Thorndike in 1920, who defined it as "the ability to understand and manage men and women, boys and girls, to act wisely in human relations" (Thorndike, 1920). Based on the above, Gardner (1983) included social intelligence as one of the seven types of intelligences in the theory of multiple intelligences.

Understanding that emotional intelligence has its origins in social intelligence, Salovey and Mayer (1990, p. 189) were the first to define emotional intelligence as "the ability to monitor feelings and emotions and others, distinguish and classify them and use this information to guide our thoughts and actions".

Goleman (1995), deals with the subject of cognition and emotion in a novel way in which there is a complementarity between cognition and emotion and even states that emotional intelligence can be as or more powerful than general intelligence (Rodríguez, 2013).

Therefore, the concept of emotional intelligence refers to a skill characterized by the proper management of own and others' emotions. That is, the individual with emotional intelligence is capable of understanding the nature of his own emotions, knowing the origin of them, expressing or controlling them depending on the demands of situations and even predicting his own feelings. These skills are not limited to oneself, but emotional intelligence also requires understanding and recognition of emotions (Casado, Cristina, 2009).

According to Goleman (1995), Emotional Intelligence can be studied from five basic skills: Self-knowledge (knowing personal feelings and guiding that knowledge towards decision-making); Self-regulation (managing one's emotions in order to facilitate tasks); Motivation (guide your own preferences in the advancement of objectives); Empathy (perceiving the feelings of the other); Social Skills (managing emotions while interpreting situations in the environment assertively).

According to Goleman (2009), emotional intelligence plays a fundamental role in the optimal performance of any type of job. According to Chiavenato (2002, p. 236), performance is "the effectiveness of the personnel working inside organizations", while Robbins (2004, p. 564), argues the importance of setting goals, thus activating behavior and improving performance.

In the same way, Wayne (2010), refers that performance management is a system directed to goals and oriented to ensuring that organizational processes are carried out in a timely manner to maximize the productivity of employees, teams, and, in last instance of the organization. Productivity is an element that is related to the job performance of employees, as well as the quality of work, given that Marystany (2000) refers to the quality of work to the extent that employees are concerned with performing work that meets the quality expected by their direct boss.

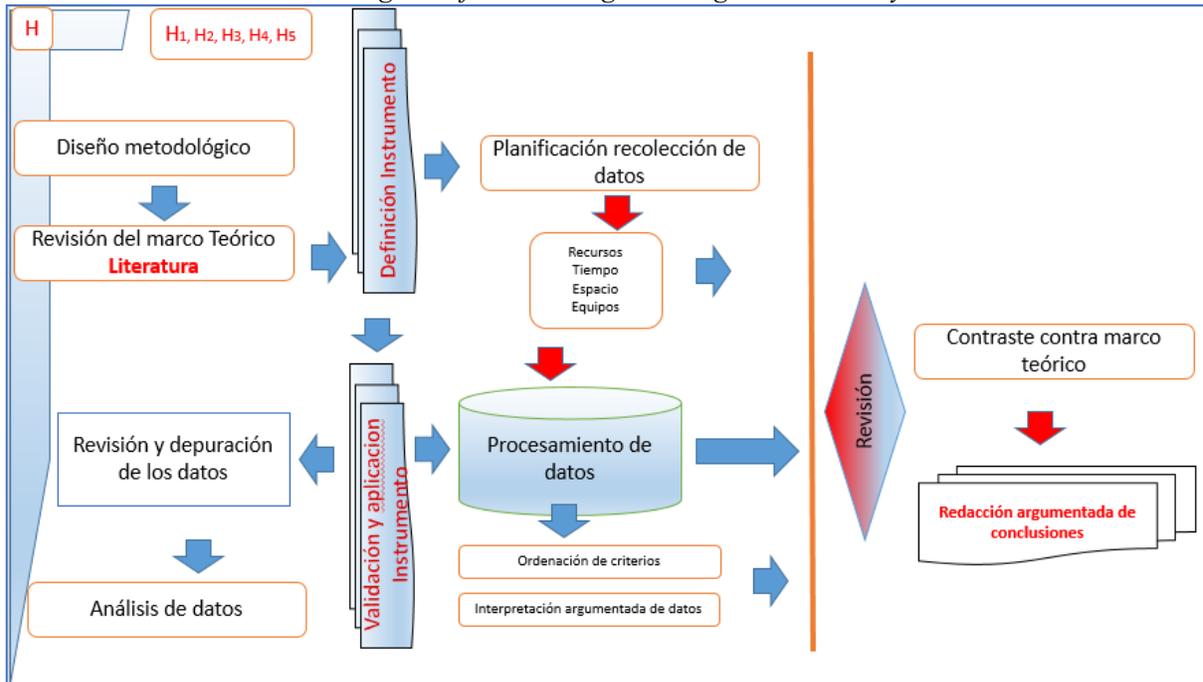
In accordance to García (2019), the success of an organization today is related to the skills of its leaders. It's for this reason that those leaders who understand and know how to handle the Emotional Intelligence have a tendency to low turnover and a higher rate of job performance García (2019). As well as, Araujo and Leal (2007) affirm that it is propitious the development of workshops on Emotional Intelligence and Work Performance in which exercises are carried out to actively listening, training in attention to one's feelings and those of others, emphasizing the development of emotional skills, with rational use in terms of individual and collective well - being.

METHODOLOGY

The study describes relationships between the variables: emotional intelligence and job performance in the leaders of the energy companies' sample. Therefore, the investigation has a non - experimental design of quantitative scope with correlational descriptive approach, cross - sectional, of exploratory nature. Figure 1 illustrates the methodological design used.

Figure 1

Diagram of methodological design to data analysis



Source: Own elaboration

Population and Sample

Since the research will follow a quantitative approach, developed under a correlational design, it is proposed to use the survey technique, with a population of 323 business leaders. With 95% confidence level and 5% maximum error, the estimated sample is 176 company leaders. The analysis unit is made up of adults over 25 years old who lead work teams in the companies included in the sample.

Variables

The independent variables are established based on the concept of emotional intelligence proposed by Goleman (1995), in which are defined: self - awareness, self - regulation, motivation, empathy and social skills.

The dependent variable corresponds to job performance and it is measured through the following indicators: Quality at work, decision making, proactivity.

Hypothesis

General hypothesis

The emotional intelligence variable relates directly and significantly with the job performance variable in the leaders of the companies.

Specific hypotheses:

- Specific hypothesis H1: The self-awareness dimension of the emotional intelligence variable is significantly related to the job performance variable in the leaders of the companies in the sample.
- Specific hypothesis H2: The self-control dimension of the emotional intelligence variable is significantly related to the job performance variable in the leaders of the companies in the sample.
- Specific hypothesis H3: The motivation dimension of the emotional intelligence variable is significantly related to the job performance variable in the leaders of the companies in the sample.
- Specific hypothesis H4: The empathy dimension of the variable emotional intelligence is significantly related to the job performance variable in the leaders of the companies in the sample.
- Specific hypothesis H5: The interpersonal relationships dimension of the emotional intelligence variable is significantly related to the job performance variable in the leaders of the companies in the sample.

Measurement instrument and data collection techniques

To measure the emotional intelligence variable, the authors selected the measuring instrument called Goleman's Inventory of Emotional Competencies (1998). This instrument is structured by 45 questions and subdivided into areas such as: self-knowledge, self-regulation, motivation, empathy and social skills. Likert scale with rating ranges from 1 to 5 is used.

The job performance variable was measured with an Edgar Argueta graphic scale instrument, used and validated in numerous postgraduate thesis whose subject has been job performance (Gutierrez Arteaga, 2018; Nuñuvero , 2020; Huacac , 2014; Astudillo, 2019). Likert scale with rating ranges from 1 to 5 is used. The items corresponding to each component are found in Table 2: Quality of work, proactivity and taking decisions. The Instrument consists of 13 items.

The Likert scale assumes that the strength and intensity of the experience is linear. The answers can be offered at different levels of measurement, allowing scales of 1 and 2 previously configured as positive elements, 3 as neutral element for those users who neither agree nor disagree and 4 and 5 as negatives.

The survey was self-administered and anonymous. The data processing was done automatically with the use of computer means. For this, the statistical computer supports available in Excel and SPSS 23th version was used.

Instrument validity

It was conducted a pilot test to assure that the measurement scale is reliable and valid. Carrying out a pilot test is an important step in the validation of an instrument, since it allows identifying those valid elements that need to be removed from the questionnaire. A pilot test was a random sample of 12 adults, all leaders of one of the companies in the sample. Respondents ranged in age from 35 to 60 years. They were asked to complete the questionnaire, to indicate any ambiguity and to report any difficulties experienced when responding to the items. At this stage, article writing and scoring were refined to give a better understanding of respondents.

Finally, and after the pilot test was carried out, it was then concluded that the surveys or forms are understandable and have adjusted and profiled questions in accordance with the indicators and the dimensions of each of the study variables, and include questions that measure the four optimal factors for measuring emotional intelligence.

To determine the reliability of the instruments, the Cronbach's alpha index is applied, which is a coefficient that it is used to measure the reliability of a measurement scale. The result of the Cronbach coefficient for the Emotional Intelligence test is 0.95 and 0.96 for the Job Performance questionnaire, therefore, there is homogeneity between the questions.

RESULTS

A total of 176 valid questionnaires were analyzed. Of the 176 respondents, 92 (52%) were women and 84 (48%) were men. 9% were adults under 30 years of age; 14% were between 31 and 50 years old, and 45% were over 51 years old. In relation to their level of education, 100% have undergraduate, 93% postgraduate, 12% are pursuing master's degrees and 9.5% had master's degrees.

Table 1

Sample distribution data

| | Sum | Women | % | <30 years | between 31 and 50 years | > 50 years | Men | % | <30 years | between 31 and 50 years | > 50 years |
|------------------------|-----|-------|-----|-----------|-------------------------|------------|-----|-----|-----------|-------------------------|------------|
| Leaders Codensa Emgesa | 323 | 171 | 53% | 17 | 89 | 65 | 152 | 47% | 15 | 75 | 62 |
| Total sample | 176 | 92 | 52% | 9 | 45 | 38 | 84 | 48% | 7 | 36 | 41 |
| Surveyed | 176 | 92 | 52% | 9 | 45 | 38 | 84 | 48% | 7 | 36 | 41 |
| Valid questionnaires | 166 | 88 | 96% | 9 | 43 | 36 | 78 | 93% | 7 | 36 | 35 |

Source: Own elaboration

Regarding emotional intelligence (EI) in the evaluated sample, it is evident that the leaders of the energy companies reflect a medium high or very high result and only 6% evidences a low IE.

Chart 2 Results of Leaders Emotional Intelligence

| Leaders Emotional Intelligence | | | Frequency | % | Accumulated % |
|--------------------------------|-----|-----------|-----------|------|---------------|
| 0 | 190 | Low | 11 | 6% | 6% |
| 191 | 251 | Medium | 96 | 55% | 61% |
| 252 | 282 | High | 62 | 35% | 96% |
| 283 | 310 | Very high | 7 | 4% | 100% |
| | | | 176 | 100% | |

Source: Own elaboration

Regarding job performance (JP), in the 176 leaders sample it is evident that 97% of the respondents gave a result at high or very high levels.

Chart 3 Leaders JP

| Job performance leaders | | | Frequency | % | Accumulated % |
|-------------------------|------|-----------|-----------|------|---------------|
| 0 | 16,3 | Low | 0 | 0% | 0% |
| 17,3 | 33,5 | Medium | 5 | 3% | 3% |
| 34,5 | 50,8 | High | 90 | 51% | 54% |
| 51,8 | 65 | Very high | 81 | 46% | 100% |
| TOTAL | | | 176 | 100% | |

Source: own elaboration

Below, the results of the matrices that correlate the indicators of Emotional Intelligence (independent variable) with the indicators of Work Performance (dependent variable) are presented, to observe their behavior:

Specific hypothesis H1

H1: The self-awareness dimension of the emotional intelligence variable is significantly related to the job performance variable in the leaders of the energy companies.

Table 2

Specific hypothesis H1 Chi-square tests

| | Value | Gl | Sig. Asymptotic (2 sides) | Significance exact (2 side) | Significance exact (1 side) |
|-----------------------|---------|----|---------------------------------|-----------------------------------|-----------------------------------|
| Chi-Square of Pearson | 15,844a | 1 | ,000. | | |

Source: Own elaboration

Table 3

Specific hypothesis H 1 Symmetrical measurements

| | Value | Asymptotic ⁸ Error standar | Approx. Sb | Approx . Sig. |
|--|-------|--|---------------|------------------|
| Interval by interval R of person Spearman's correlation | ,524 | '112 | 4,562 | ,000c |
| Ordinal by ordinal | ,524 | '112 | 4,562 | ,000c |
| N de valid cases | 176 | | | |

Source: Own elaboration

The calculated Chi square value was 15,844. Since the calculated chi square value is greater than 3.84, therefore, the hypothesis is accepted, demonstrating that there is a correlation between the Self - awareness and job Performance in the leaders of the companies. Also, there is an average of 0.524 concomitance, it means that Self - awareness is correlated a 52% with the job performance in leaders of the companies.

H2 specific hypothesis

The self - control or self - regulation dimension of the emotional intelligence variable is significantly related to the variable job performance in leading companies.

Table 4

Specific hypothesis H2 Chi-square tests

| | Value | Gl | SIG. asymptotic | SIGNIFICANCE Exact (2 sides) | SIGNIFICANCE exact (2 sides) |
|--------------------------|---------------------|----|--------------------|------------------------------------|------------------------------------|
| CHI-SQUARE OF PEARSON | 12,699 ⁸ | 1 | ,000 | | |

Source: Own elaboration

Table 5

Specific hypothesis H2 Symmetrical measurements

| | Value | Asymptotic 8 Standard error | Approx. Sb | Approx . Sig. |
|---|-------|--------------------------------|---------------|------------------|
| Interval per interval R of person Spearman's correlation | ,580 | ,114 | 3,946 | ,000c |
| Ordinal by ordinal | ,580 | ,114 | 3,946 | ,000c |
| N of valid cases | 176 | | | |

Source: Own elaboration

The calculated Chi square value was 12,699. Since the calculated chi square value is greater than 3.84, it is demonstrated that there is a correlation between self-control and job performance in the leaders of the companies. An average concomitance of 0.580 is found, meaning that self-control is 48% correlated with job performance in the analyzed company leaders.

Specific hypothesis H3

The motivation dimension of the emotional intelligence variable is significantly related to job performance in leaders.

Table 6

Specific hypothesis H 3 Chi-square tests

| | VALUE | GL | SIG. ASYMPTOTI C (2 SIDES) | SIGNIFICANCE EXACT (2 SIDES) | SIGNIFICANCE EXACT (1 SIDE) |
|--------------------------|---------|----|-------------------------------------|------------------------------------|-----------------------------------|
| CHI-SQUARE OF PEARSON | 29,915* | 1 | ,000 | | |

Source: Own elaboration

Table 7

Specific hypothesis H3 Symmetrical measurements

| | | Value | Asymptotic Standard error | Approx. Sb | Approx. . Sig. |
|--------------------------------|----------------------------|-------|------------------------------|---------------|-------------------|
| Interval by | R of person | ,736 | ,091 | 7,594 | ,000c |
| Interval Ordinal by ordinal | Correlation of Spearman | ,736 | ,091 | 7,594 | ,000c |
| N of valid cases | | 176 | | | |

Source: Own elaboration

Corrected Chi - squared value was 26,593. Since the chi - squared value calculated is greater than 3.84, therefore the hypothesis is accepted and shows that there is a correlation between motivation and quality of the work in the company leaders. Also, it is found a concomitance of 0.736, it means motivation is correlated 74% with job performance in company leaders.

Specific hypothesis H4

H4: The empathy dimension of the emotional intelligence variable is significantly related to the job performance variable in Company leaders.

Table 8

Specific hypothesis H4 Chi-square tests

| | VALUE | GL | SIG. ASYMPTOTIC (2 SIDES) | SIGNIFICANCE EXACT (2 SIDES) | SIGNIFICANCE EXACT (1 SIDE) |
|--------------------------|--------------------|----|---------------------------------|------------------------------------|-----------------------------------|
| CHI SQUARE OF PEARSON | 6,901 ^a | 1 | ,009 | | |

Source: Own elaboration

Table 9

Specific hypothesis H4 Symmetrical measurements

| | Value | Standar error Asymptotic | Approx. Sb | Approx. . Sig. |
|---|--------------|-----------------------------|---------------|-------------------|
| Intervalo by R of person Interval | 0,683 | 0,12 | 2,745 | ,00 |
| Ordinal por Correlation ordinal of N of valid Spearman cases | 0,683 176 | 0,12 | 2,745 | ,00 |

Source: Own elaboration

The corrected Chi square value was 5,551. Since the calculated Chi square value is greater than 3.84, the hypothesis is accepted, which shows that there is a correlation between empathy and job performance in the leaders of the companies. Also, it is found an average concomitance of 0, 683, wich means that empathy correlates 68% with job performance in company leaders.

Specific hypothesis H5

H5: The relationships dimension of the emotional intelligence variable is significantly related to the variable job performance in company leaders.

Table 10

Specific hypothesis H 5 Chi-square tests

| | Value | Gl | SIG. Asymptotic (2 sides) | SIGNIFICANC E Exact (2 sides) | SIGNIFICAN CE exact (1 side) |
|--------------|---------|----|---------------------------------|--|---------------------------------------|
| CHI-CUADRADO | 29,5498 | 1 | ,000 | | |

Source: Own elaboration

Table 11

Specific hypothesis H5 Symmetrical measurements

| | | Value | Standard Error | Aprox. | Aprox. |
|----------------------|-------------------------|-------|----------------|--------|--------|
| | | | Asymptotic | Sb | Sig. |
| Interval by Interval | R of person | ,762 | ,96 | 7,502 | ,000c |
| Ordinal by ordinal | Correlation of Spearman | ,762 | ,96 | 7,502 | ,000c |
| N of valid cases | | 176 | | | |

Source: Own elaboration

The corrected Chi square value was 26,376. Since the calculated Chi square value is greater than 3.84, the hypothesis is accepted, which shows a correlation between social skills and job performance in the leaders of the companies. Likewise, it is found a high concomitance of 0.762, which means that social skills correlate 76% to job performance in the company leaders.

CONCLUSIONS

The main objective of this research was to provide a better understanding of emotional intelligence and job performance, statistically checking the relationship between these two factors in companies in the energy sector in an emerging country, such as Colombia. During the investigation, it was carried out the validation process of the measurement instruments and it was found the existence of direct relationship between high emotional intelligence and high performance.

Based on what was revealed in previous studies and based on the initial results regarding the influence of EI on performance, this study provides a form of measurement that has passed a rigorous process of validity. Finally, it is highlighted that in order for emotional intelligence to fully develop in organizations, it is vital that the highest members of the business hierarchy, front lines and shareholders get involved with a clear vision and commitment to the development of the human resource.

It can be affirmed that, to carry out a diagnosis of emotional intelligence and organizational performance, it is not necessary that the organization is in difficulties or that it is below its productivity level. It is useful when you want to review your actions or when you want to evaluate strategies and plan innovative activities. Emotional intelligence provides a double benefit: on the one hand, it contributes to improving the well-being and happiness of leaders and the human resource in general, and on the other, it stimulates productivity in companies and organizations, whatever type or sector they are.

The scope of this research is not limited to the level of public service companies, but can be disseminated at the level of any organization, integrating the results with other models or combinations of instruments and establishing an integral measurement model. Likewise, it can be updated as the technology and its applicability advances as a mechanism to optimize organizational performance results and personal satisfaction, allowing clarifying and comparing the positions of the various "leaders" regarding their levels of emotional intelligence, which can lead to define a typology of EI action strategies.

Likewise, it is considered relevant to continue examining the relationship of emotional intelligence with other variables such as resilience, adaptability, job performance in other contexts and geographical areas. Managing emotions can also be a powerful element for times of crisis in companies or environments. Considering the assessment, stress management and fundamental social skills within the work environment, such as assertiveness and empathy, the optimization of personal and organizational results can be achieved.

FUTURE LINES OF RESEARCH

Studies on the implication of emotional intelligence in the performance of teams as a line of research have been increasing its importance in recent years in companies. However, there are still numerous research questions that need to be answered.

Based on this research, it can be aligned academically with other researches and propose an iterative model that conceptualizes the selection, development and enhancement of gradual improvements of organizations in the various dimensions of EI, allowing comparative positioning of different types of organizations and transferring the level of emotional intelligence to a strategic factor in HR recruitment and empowerment decisions.

As new research questions, concerns arise regarding the influence of EI in the human gestation process, in school age and in the primary social context. Likewise, it is suggested to consider for future research, how the different types of emotions, for example, the social affect the context and psycho-emotional development of the individual.

In this way, in the organizational context, it would be interesting to explore how the social emotion that originates from social interaction (incited or irretrievably stimulated by others) affects the work environment, to what extent is the individual influenced by this type of emotion and how is performance going to increase or decrease.

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