

RELATIONSHIP BETWEEN EMOTIONAL INTELLIGENCE AND DECISION-MAKING STYLES AMONG MANAGERS AT SPORTS ORGANIZATIONS IN FARS PROVINCE

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ABSTRACT

Decision-making is one the main tasks of managers at all levels and there for an understanding of the factors affecting it is of particular importance. This study aimed to evaluate the impact of emotional intelligence on decision-making styles among managers of the General Department of Sports And Youths in Fars Province. To this end a correlation research design was used. The population and the sample size were the same and included 67 respondents. The instruments used in this study were Siberia Schering's Emotional Intelligence Questionnaire and Scott and Bruce's Decision Making Questionnaire. The collected data were analyzed using synchronous regression analysis. The results showed that self-awareness as a component of emotional intelligence has the greatest role in predicting rational decision-making style. Besides, social awareness has the highest impact on predicting intuitive decision-making style. Self-motivation was found to play the most important role in predicting spontaneous decision-making style. The results also indicated that self-management has the greatest role in predicting avoidant decision-making style. However, it was found that none of emotional intelligence components play a role in dependency decision-making style. Based on these findings, it can be concluded that emotional intelligence plays an important role in sports management and especially in sports managers' decision-making styles.

Keywords: *Emotional Intelligence, Decision-Making Styles, Sports Mangers*

INTRODUCTION

In the competitive business environment, dynamic and growing survival of today's organization is dependent upon appropriate, timely, and effective decisions taken by managers who act intelligently and wisely (Soltani, 2009). The study of decision-making process is not a new issue as several studies have been conducted over years about decision-making in different fields and disciplines (Koontz & Weirich, 1998). Scott and Bruce (1995) in their studies on decision-making styles and individuals' decision-making and factors affecting them have noted many internal characteristics and individual differences. Thus, they have developed 5 decision-making styles: rational, intuitive, dependent, spontaneous, and avoidant decision-making styles (Baiocco *et al.*, 2009; Parker *et al.*, 2007; Nozari and Boustani, 2014). Management decision making is an important part of organizational behavior. However, managers' decision-making styles and decisions made by them are mainly affected by their perceptions (Aghayar and SharifiDaramadi, 2007). Emotional intelligence seems to be one of the factors that affect management decision making styles, which has been emphasized greatly by many scholars and has created significant developments in the field of organizational behavior management theories. Emotional intelligence is one of the most important concepts that integrate various cognitive and non-cognitive aspects such as thinking and emotion which has been discussed in recent years and is used in contrast to cognitive intelligence. Nygren (2002) believes that individuals' decision-making styles are dependent on their preferences for using logical (analytical) and affective (emotional) method and this corresponds to a dual decision-making process. According to this approach, people follow two intellectual models: Emotional model which is quick, effortless, and spontaneous and logical model that is a slow, strenuous, willful, and deliberate process. However, it should be noted that both models share a continuum and interact with each other. Although people are able to develop both intellectual models, their different personal habits in

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using emotional or rational approaches show their decision-making styles and this can be used as a starting point for conducting research on different styles used by people when making decisions (Epstein *et al.*, 1996). Therefore, it is clear that in addition to cognitive (logical) factors, non-cognitive (emotional) factors can also affect individual decision-making styles. This is why various studies have emphasized the role of emotional intelligence in effective leadership (Herbest and Maree, 2007), management decision making (Sevdalis *et al.*, 2007), and its role in management decision-making changes (Don, 2006). It was also found that one of the most noticeable characteristics of the effectiveness of managers in the organization is to be endowed with emotional intelligence (Goleman, 1998). People with high levels of emotional skills and high emotional intelligence in the organization are able to understand their own and others' feelings very easily and cope with them very effectively. Such people are privileged in all areas of life, whether in emotional and intimate relations or in understanding unspoken rules which lead to making progress in organizational policies. People with well-developed emotional skills are satisfied and efficient in their life as they possess intellectual habits which turn them into productive and competent people. In contrast, those people who are not able to control their emotional life, are involved with internal conflicts; which reduces their ability to perform focused tasks and clear thinking. Besides, they are not able to make effective decisions (Goleman, 2001).

Therefore, it can be easily found that if managers in different organizations and especially in the General Department of Sports and Youths possess sufficient levels of emotional intelligence, they can take steps towards the achievement of organizational goals more effectively and possibly adopt more appropriate decision-making style when dealing with others. Given that no study has examined the role of emotional intelligence in decision-making styles of managers at the General Department of Sports and Youths, this study tries to find out to what extent emotional intelligence can predict different types of managers' decision-making styles.

Literature Review

A review of studies conducted in Iran and abroad suggests that emotions and emotional intelligence play a decisive role in the organizational success, especially in leadership and even management decision making styles. In the literature abroad, the following studies can be mentioned as some examples in this regard: Weinberger (2003) conducted a study on a sample of managers in the United States and showed that there is a relationship between emotional intelligence components and leadership styles. Another study found that emotional intelligence is positively associated with people-oriented decision-making style and a negative correlation with conceptual, behavioral, and task-oriented decision-making styles (Chan, 2005). Herbest and Mary (2007) found some evidence in the support for the relationship between emotional intelligence and leadership effectiveness. Emotional intelligence was found to potentially predict transformational leadership behaviors. Sudalis *et al.*, (2007) investigated characteristic emotional intelligence and emotion-based decision-making through two studies and showed that emotional intelligence taken from efficiency (competence) model is more effective on emotion-based decision-making. Sina and Amsh (2010) demonstrated that managers' emotional intelligence is correlated with their working management. In addition, Tsai and Wang (2011) found that managers' emotional intelligence has a positive significant impact on their personal leadership style.

The same results were found in studies conducted in Iran. Mortazavi *et al.*, (2005) in their study showed a significant relationship between emotional intelligence and leadership style. Hadizadeh Moghaddam and Tehrani (2007) demonstrated that there is a negative relationship between managers' emotional intelligence and rational and avoidant decision-making styles and a positive significant relationship between managers' emotional intelligence and intuitive decision-making style. Besides, emotional intelligence was found to predict rational, intuitive, and avoidant decision-making styles. Tabari and Ghorbani (2009) showed that there is a significant relationship between emotional intelligence and decision-making styles and a significant correlation between emotional intelligence and planned and unplanned decision-making methods. Similarly, Kashkar *et al.*, (2013) showed that there is a relationship between emotional intelligence and rational decision-making style among physical education managers. Besides, emotional intelligence was reported to be able to predict managers' rational decision-making style.

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MATERIALS AND METHODS

Method

A descriptive-correlation research design was used in this study. The population under study consisted of all 67 managers and experts at the General Department of Sports and Youths along with the heads of sport boards in Fars Province. Since the research population was limited, all members in the population were included in the sample under study. The instruments used to collect data were Schering's (1995) Emotional Intelligence Questionnaire that contains 33 items and is scored using a five-point Likert scale. The questionnaire contains five components: self-awareness (8 items), self-management (7 items), social awareness (6 items), social skills (5 items), and self-motivation (7 items). Using factor analysis, Schering (1995) reported a good validity for the questionnaire. The reliability of the questionnaire was determined by Haddadi *et al.*, (2011) through Cronbach's alpha and was reported to equal 0.87 on an Iranian sample. The reliability of the questionnaire in this study through Cronbach's alpha was 0.81. To determine management decision making styles, Scott and Bruce's (1995) self-administered Decision Making Questionnaire was used. The questionnaire contains 25 items in a five-point Likert scale (1= total disagree to 5 = totally agree) to assess the respondents decision-making in the form of five rational, intuitive, spontaneous, avoidant, and dependent styles. The validity of the questionnaire was confirmed by Nozari (2011) using factor analysis and its reliability using Cronbach's alpha was reported to equal 0.82. In this study, the reliability of the questionnaire through Cronbach's alpha coefficient was 0.89. To analyze the data collected, in addition to using descriptive statistics (mean and standard deviation), inferential statistics (correlation coefficient and synchronous regression test) was used.

RESULTS AND DISCUSSION

Results

Hypothesis I: Emotional intelligence components can predict rational decision-making style.

To test this hypothesis, the Pearson correlation coefficients between the research variables and the results of the synchronous regression for emotional intelligence components as predictor variables on rational decision-making style as the criterion variable were determined. As can be seen in Table 2, emotional intelligence and its components have a negative significant relationship with rational decision-making style. According to the figures in Table 2, it can be said that emotional intelligence components are able to predict rational decision making style ($F = 5.34$, $P = 0.000$) and 30% of variances of the rational management style can be explained by emotional intelligence components ($R^2 = 0.30$). In addition, as the value of beta (β) shows, self-awareness a component of emotional intelligence plays the strongest role in reversely predicting rational decision-making style.

Table 1 shows the mean, standard deviation, minimum, and maximum scores of variables under study:

Table 1: Descriptive statistics for variables under study

Maximum score	Minimum score	Standard Deviation	Average	Count	Indices Variables	
33	13	4/74	23/57	67	Self-awareness	Emotional intelligence
34	7	5/19	17/42	67	Their management	
26	6	3/89	17/18	67	Social Awareness	
23	5	3/75	13/18	67	Social skills	
31	12	3/96	22/36	67	Motivation	
127	49	16/02	95/70	67	Total score	Style of decision-making
18	4	3/08	10/29	67	Intellectual	
22	8	3/03	15/77	67	Intuitive	
22	9	2/78	15/55	67	Annie	
23	8	3/67	16/31	67	Avoidance	
25	12	2/60	18/45	67	Dependence	
102	67	5/62	85/04	67	Total score	

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Table 2: The correlation between the dimensions of emotional intelligence and rational decision-making style

Rational style			Variables	
p	r	Count		
0/000	-0/45	67	Self-awareness	Emotional intelligence
0/001	-0/40	67	Their management	
0/000	-0/43	67	Social Awareness	
0/002	-0/37	67	Social skills	
0/007	-0/33	67	Motivation	
0/000	-0/54	67	Total score	

Table 3: Regression simultaneously rational style based on the dimensions of emotional intelligence

D-W	sig	F	R ²	R	sig	t	β	Predictions	Criterion
1/91	0/000	5/34	0/30	0/55	0/034	-2/166	-0/282	Consciousness	Intellectual
					0/184	-1/345	-0/183	Their	
					0/238	-1/192	-0/164	management	
					0/895	-0/133	-0/019	Social	
					0/536	-0/622	-0/078	Awareness	
								Social skills	
								Spontaneous	

Hypothesis 2: dimensions of emotional intelligence can predict intuitive style of decision-making.

To evaluate this hypothesis the Pearson correlation coefficient between the variables and the results of the regression at the same time as changing the dimensions of emotional intelligence between the style Intuitive decision making as a criterion variable is present. In Table 4, we see that the relationship between emotional intelligence and all aspects of intuitive decision-making style is positive and significant.

Table 4: The correlation between the dimensions of emotional intelligence and intuitive style of decision

Intuitive style			Variables	
p	r	Count		
0/000	0/46	67	Self-awareness	Emotional intelligence
0/000	0/45	67	Their management	
0/000	0/56	67	Social Awareness	
0/000	0/49	67	Social skills	
0/002	0/37	67	Motivation	
0/000	0/63	67	Total score	

According to the figures in Table 5 it can be said dimensions of emotional intelligence are able to predict the bulk intuitive style of decision (86/8 F=8/86 and P=0/000) and 37% of managers intuitive style the dimensions of emotional intelligence can be explained (37/0 R²=0/37). Also, due to the amount of beta (β) only after most socially conscious in anticipation of intuitive decision-making style is responsible.

Table 5: Regression simultaneously intuitive style-based aspects of emotional intelligence

D-W	sig	F	R ²	R	sig	t	β	Predictions	Criterion
1/99	0/000	8/86	0/37	0/42	0/172	1/38	0/164	Consciousness	Intuitive
					0/282	1/08	0/135	Their management	
					0/014	2/52	0/316	Social Awareness	
					0/216	1/252	0/161	Social skills	
					0/580	0/556	0/064	Spontaneous	

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According to the figures in Table 5 can be said dimensions of emotional intelligence are able to predict the bulk intuitive style of decision ($8/86 = F=8/86$ and $P=0/000$) and 37% of managers intuitive style emotional intelligence can be explained by the size ($R^2=0/37$). Also, due to the amount of beta (β) only after most socially conscious in anticipation of intuitive decision-making style is responsible.

Hypothesis 3: dimensions of emotional intelligence can predict instantaneous decision-making style.

In Table 6, we see that the relationship between emotional intelligence and motivation after instant style decision is negative and significant.

Table 6: The correlation between emotional intelligence and style of instant decision

Spot Light	Variables		
p	r	Count	
0/560	-0/07	67	Self-awareness
0/09	-0/206	67	Their management
0/834	-0/026	67	Social Awareness
0/18	-0/165	67	Social skills
0/001	-0/412	67	Motivation
0/05	-0/235	67	Total score

Table 7: Regression simultaneous instant style based on the dimensions of emotional intelligence

D-W	sig	F	R ²	R	sig	t	β	Predictions	Criterion
2/22	0/013	3/153	0/20	0/453	0/834	0/211	0/029	Consciousness	Annie
					0/455	0/752	-0/109	Their	
					0/144	1/48	0/218	management	
					0/790	0/267	-0/04	Social	
					0/001	3/33	-0/446	Awareness	
								Social skills	
								Spontaneous	

According to the figures in Table 7 can be said dimensions of emotional intelligence are able to predict the style of bulk immediate decision ($F=3/153$ and $P=0/013$) and 20% of managers instant style emotional intelligence can be explained by the size ($R^2=0/20$). Also, due to the amount of beta (β) the style of decision-making role in predicting immediate motivation plays later.

Hypothesis 4: dimensions of emotional intelligence can predict avoidant style of decision-making.

Which are noted in Table 8. All aspects of the relationship between emotional intelligence and self-awareness to the style after the decision are negative and significant avoidance.

Table 8: The correlation between emotional intelligence and style of decision avoidance

Light Avoidance	Variables		
p	r	Count	
0/135	-0/185	67	Self-awareness
0/000	-0/61	67	Their management
0/007	-0/33	67	Social Awareness
0/004	-0/35	67	Social skills
0/007	-0/33	67	Motivation
0/000	-0/49	67	Total score

According to the figures in Table 9 to be able to predict the dimensions of emotional intelligence are avoidant style of decision ($F =7/69$ and $P=0/000$) and 39% avoidant style of decision making managers emotional intelligence can be explained by the size ($R^2=0/39$). Also, due to the amount of beta (β) only after most of his management role in predicting avoidant style of decision-making plays.

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Table 9: Regression while avoidant style based on the dimensions of emotional intelligence

D-W	sig	F	R ²	R	sig	t	β	Predictions	Criterion
1/68	0/000	7/69	0/39	0/62	0/678	0/417	0/051	Consciousness	Avoidance
					0/000	-4/50	-0/574	Their management	
					0/908	-0/116	-0/015	Social Awareness	
					0/789	-0/268	-0/036	Social skills	
					0/529	-0/632	-0/074	Spontaneous	

Hypothesis No. 5: the dimensions of emotional intelligence can predict the style of decision-making independence.

Can be seen in Table 10 that the controversial aspects of the relationship between social skills and decision-making style is positive and significant correlation.

Table 10: The correlation between emotional intelligence and style of decision-making independence

Attachment style			Variables	
p	r	Count		
0/506	0/083	67	Self-awareness	Emotional intelligence
0/477	0/088	67	Their management	
0/471	0/09	67	Social Awareness	
0/035	0/258	67	Social skills	
0/07	0/222	67	Motivation	
0/123	0/19	67	Total score	

According to the figures in Table 11 dimensions of emotional intelligence to be able to predict the style of decision-making are dependent (F =1/304 and P) 0/274 and considering the amount of beta (β) and 't' level of significance becomes clear that none of the dimensions of emotional intelligence do not play a role in predicting the style of decision-making independence.

Table 11: Regression style at the same time dependent on the dimensions of emotional intelligence

D-W	sig	F	R ²	R	sig	t	β	Predictions	Criterion
1/34	0/274	1/304	0/09	0/31	0/638	-0/473	-0/07	Consciousness	Dependence
					0/535	-0/624	-0/10	Their	
					0/774	-0/289	-0/045	management	
					0/079	1/787	0/288	Social Awareness	
					0/203	0/288	0/184	Social skills	
								Spontaneous	

Discussion and Conclusion

Decision-making is one of the most important processes in the organization and it is regarded as the main task managers at all levels. As such, an awareness of the factors affecting decision-making is of utmost significance. Studies conducted on decision-making styles show decision-making styles are affected rational and emotional methods, given the important role played by emotional intelligence in organizations, this study aimed to evaluate the impact of emotional intelligence on decision-making styles among managers of the General Department of Sports And Youths in Fars Province. Our findings indicated that emotional intelligence and its components have a negative significant relationship with rational decision-making style. Besides, it was found that 30% of variances of the rational management style can be explained by emotional intelligence components and self-awareness a component of emotional intelligence plays the strongest role in predicting rational decision-making style. The results of previous studies suggest that emotional intelligence and decision-making styles are interrelated. Besides,

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results of few studies which explored the effect of emotional intelligence on rational decision-making are in line with the findings of the present study for instance, Weinberger (2003), Chan (2005), Herbst and Mary (2007), Sudalis *et al.*, (2007), Sina and Amsh (2010), Tsai *et al.*, (2011), and Sin and Feigenbaum (2012) have emphasized the influence of emotions on decision making. Rahman *et al.*, (2012) and Rahman (2012) demonstrated the relationship between emotional intelligence and decision-making styles. Al-Azzam (2014) and Fallon *et al.*, (2014) have also emphasized the role of emotional intelligence in decision-making abilities. However, consistent with the results of the present study; Mortazavi *et al.*, (2005) and HadizadehMoghaddam and Tehrani (2007) found relationship between emotional intelligence and decision-making styles.

They also found that emotional intelligence is able to predict rational decision-making style. Of course, it should be noted that they did not consider emotional intelligence components in their studies and thus they used emotional intelligence overall score. Tabari and Ghorbani (2009) and Kashkar *et al.*, (2013) found that emotional intelligence is able to predict managers' rational decision making style. But they did not determine which component(s) of emotional intelligence is a stronger predictor of logical or rational decision-making style.

It can be said that emotional intelligence, especially self-awareness play an important role in rational decision making style among sports managers, so that self-awareness help managers to employ rational decision-making style in difficult management situations less frequently and as a result of this, they can control their emotions and interpersonal relationships more effectively. Such managers are thus able to avoid logical decisions under high pressure and emergency situations and make the best decision by benefiting from self-awareness and, controlling their preferences in how to react to different people and situations, and identifying the problem. Thus, one can say that a manager with emotional self-awareness uses rational strategies less frequently. According to Goleman (1995), managers' emotional intelligence plays a more effective role in their success than their cognitive or rational intelligence and this might influence the decision-making process.

Moreover, the results of the present study showed that social skills and self-motivation as emotional intelligence components have a positive significant relationship with dependent decision-making style. However, this relationship is in such a way that none of emotional intelligence components can play a role in predicting dependent decision-making style. The literature shows that no study has addressed the role of emotional intelligence in dependent decision-making style. In other words, inferentially no study has demonstrated that to what extent emotional intelligence components can predict dependent decision-making style and what is the effect of each component on this style. However, given the simple relationship of social skills and self-motivation as two components of emotional intelligence with dependent decision-making style; perhaps it can be said managers who have high social skills, are also able to use their awareness of others' emotions to successfully control and manage their interactions. Such managers like to be confirmed, appreciated, encouraged, and praised by people around them. Therefore, managers with such characteristics are likely to behave according to dependent decision-making style as this style is characterized by the lack of intellectual independence of the decision-maker and his/her reliance upon others' support and guidelines when making decisions. When faced with problems, such decision makers need to have someone beside them to fully follow what he says. But this finding that emotional intelligence components have no role independent decision-making style can be explained in the light of the fact that the managers who have the emotional intelligence are the ones who take responsibility for their own actions and make the final decisions on their own. However, this is in contrast with Scott's and Bruce's (1995) opinion who believe instead of making the final decision by their own after consulting with others, these people are totally dependent on other people's opinions and act accordingly. The present study also showed that managers who have emotional intelligence and employ it in organizational management, especially in the General Department of Sports and Youths are those managers who with the knowledge of your inner emotions and those of others (employees) are able to control their own emotions in order to facilitate the decision-making process so that it can result in the success of the organization.

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ACKNOWLEDGMENT

This article is extracted from my Research project under the title of “Relationship between Emotional Intelligence and Decision-Making Styles among Managers at Sports Organizations in Fars Province”. Hereby, I extend my sincere appreciation to Islamic Azad university of Arsanjan for the efforts and supports they provided to me.

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