

## “Studying the Effect of Emotional Intelligence on Employee Performance, Applied on Egyptian Tourism Companies”

Neven Samy Hasan

### Abstract

Tourism is a labor-intensive industry that requires professional labor with important employees features to achieve high level of employee performance. Tourism industry needs employees with high level of emotional intelligence as its work involves high levels of emotional work and its employees often face situations that require high level of emotional intelligence to achieve customer satisfaction. The research aimed to study the concepts of emotional intelligence and employee performance and to know the effect of applying emotional intelligence on employees` performance in Egyptian tourism companies. Questionnaires were distributed to managers, sub-managers, leaders and employees of Egyptian tourism companies class (A) in Cairo. It was found that, emotional intelligence is important for raising employees` performance because emotionally intelligence employees can make decisions to enhance the performance by changing the behaviors in a desired manner and can enhance their negotiation skills. Consequently, emotional intelligence has a positive effect on employee performance in Egyptian tourism companies.

**Key Words:** Emotional intelligence - Employees` performance - Egyptian tourism companies - Performance.

### I. Introduction

Emotional intelligence (EI) is a management concept that greatly affects organizational performance. Emotional intelligence helps achieving a high level of employee performance as it can accurately regulate emotions, interact with others, help adapt to a changing environment and improve the companies` performance (Serhan and Gazzaz, 2019).

Goleman (2000) argues that the ability to manage one's own feelings, interact effectively with others and communicate is more than twice as important as intelligence quotient (IQ) in determining job skills and is a much stronger predictor of success at work than traditional measures of intelligence.

Emotional intelligence is what gives a person a competitive advantage, value, higher productivity and leads to better job performance at the individual as well as the team level (Sreelekha and Gokul, 2018).

The importance of emotional intelligence in tourism companies lies in the importance of the human factor in providing a high-quality service and adapting to the behaviors and demands of consumers and because of the challenges that these agencies face due to the intensity of competition and globalization, and that they provide services and depend largely on the human factor (Serhan and Gazzaz, 2019).

### II. The Study Problem:

The problem of the research lies in the lack of sufficient attention on the part of those responsible for the tourism companies to provide an appropriate climate for the employees, the failure to show them enough emotional and financial appreciation, not

giving them freedom of expression, and tying them down with regulations and low recourses, which leads to a low level of workers' performance and their inability to develop themselves at work or provide the new services, which leads to the collapse of these agencies due to the deterioration of the quality of service provided by tourism companies, which leads to customer dissatisfaction.

### **III. The Study Importance:**

The importance of the study lies in the importance of the topic of emotional intelligence in increasing employee performance in Egyptian tourism companies as emotionally intelligence employees put all their resources, energy and values toward achieving their goals and satisfy their clients.

**IV. The Study Objectives:** This study aims to:

1. To study the concepts of emotional intelligence.
2. To study the concepts of employee performance.
3. To know the effect of applying emotional intelligence on employees performance in Egyptian tourism companies.

**V. The Study Hypothesis:** "Emotional intelligence has a positive effect on employee performance in Egyptian tourism companies".

### **VI. Data Collection:**

This research depends on two means for collecting data:

The theoretical research, which is depended on the books, articles, and thesis in English language which are related to the research subject, and the field Study, which is depended on quantitative research using questionnaire forms distributed to managers, sub-managers, supervisors and employees of Egyptian tourism companies in Cairo class (A) to find the effect of the independent variable which is emotional intelligence on the dependent variable which is employee performance.

### **VII. The Study Sample:**

The survey has been sent to managers, sub-mangers, supervisors and employees of Egyptian tourism companies class (A) in Cairo at intermittent intervals from November 2021 to February 2022 in a random way.

### **Literature Review**

#### **1. Emotional Intelligence**

##### **1.1 Emotional Intelligence Definition**

Mayer and Salovey defined emotional intelligence as "the ability to perceive accurately, appraise and express emotion; the ability to generate feelings when they facilitate thought; the ability to understand emotion and emotional knowledge; and the ability to regulate emotions to promote emotional and intellectual growth" (Zhou And George, 2003, p.552).

##### **1.2 Models of Emotional Intelligence**

###### **1.2.1 Daniel Goleman 's Model of Emotional Intelligence**

According to Golman (2009, p.55) emotional intelligence involves five dimensions, which are: self-awareness: which is defined as “recognizing a feeling as it happens”, managing emotions: which is defined as “Handling feelings so they are appropriate”, motivating oneself: which is defined as “marshaling emotions in the service of a goal”, empathy: which is defined as “Recognizing emotions in others” and social skills: which is defined as “the art of relationships”.

### **1.2.2 Salovey and Mayer Model of Emotional Intelligence**

Mayar and Salovey (2005) broke down the emotional intelligence definition into four branches which are perceiving emotions, using emotions, understanding emotions and managing emotions in selves and in others.

### **1.2.3 Bar-On Model of Emotional Intelligence**

According to Rajan and Imsar (2018) Bar-On model of emotional intelligence was based on the personality characteristics that includes five branches, which are:

1. Intra-personal skills such as emotional self-awareness, insistence, self-respect, self-actualization.
2. Inter-personal skills such as social duties and sympathy.
3. Adaptability such as problem-solving, reality testing and elasticity.
4. Stress management such as stress magnanimity and rush control.
5. General mood such as happiness and optimism.

## **2. Employee Performance**

Employee performance points out “the effectiveness of employee’s explicit actions that aids to attain organizational goals” (Kaur And Sharma, 2019, p.1660).

Employee’s performance refers to results of individuals come from their activities within the specific time period. It is very important to manage employees’ performance to achieve organization’s goals. Employees’ performance can be measured through evaluating his competency over productivity, enhancing over all organization productivity and success, increasing quality of production and relationship building at work place. Employee’s performance is directed through rating, management by objective, peers evaluations and performance appraisals etc. The supervisor who makes good relations with employees, positively affects their performances (Khan, Asghar and Chughtai, 2013).

Many business organizations across the globe focuses on factors useful for enhancing employees’ performance and provides incentives that can positively impact their job performance. Companies provide various motivational factors to stimulate employees to achieve goals. Factors like working hours, training and development, effective communication, stress management and financial rewards impact the work performance of employees. Further studies highlighted various factors including skills, enthusiasm, satisfaction, incentives and rewards crucial for employee performance (Kaur and Sharma, 2019).

## **The Effect of Emotional Intelligence on Employees` Performance in Tourism Companies**

Lam and Kirby (2002) found that emotional intelligence is the best predictor of the employee's performance as employee's performance forecast the productivity of the employees by understanding and handling their emotions in a desired manner.

People with high emotional level can gather and regulate the emotions accurately to make decisions and to enhance the performance by changing the behaviors in a desired manner (Baloch et al., 2015).

Cherniss (2000) argues that emotions such as excitement, anger and fear are indispensable in facilitating cooperation and that employees who are "intelligent" about their emotions are more efficient and effective in their interactions with the work environment and with their co-workers.

Employees who are confused about their emotional intelligence competencies lose control in stressful situations, suffer from poor mental health and undergo increased volatility (Steinbock, 2020).

Law et al (2008) studied the link in workplaces and found a positive impact of EI on job performance, each of the four dimensions of emotional intelligence may be related to job performance as below:

1. Ability in the appraisal and expression of emotion is necessary for people to develop beneficial interpersonal relationships to communicate with others about their needs (George, 2000).
2. Ability in the appraisal and recognition of emotion in others enables people to understand other's emotions and to respond accordingly to earn their trust and gain their cooperation.
3. Ability in regulating emotions allows a persons to alter their own emotions to decrease undesired emotional impacts on the work environment.
4. Ability to use one's emotions have a positive impact on one's performance allowing him to direct his emotions toward good outcomes (Law et al., 2008).

The characteristics of the tourism industry highlight some important features of the employees as the occupational requirements along with the seasonal nature of the tourism industry have made new business needs. Considering the state of jobs in tourism on the basis of a number of influences has led to changes in the understanding of human resource skills for tourism development. These include: the impact of environmental development on employment, the impact of global and social forces on employment perceptions and the impact of information technology on the tourism business (Hien et al., 2020).

Tourism companies' employees are often faced with situations that require them to not only notice customers' emotions, but also to respond quickly and in appropriate manner, which is important for tourist satisfaction. It is important to understand how employees in tourism companies manage their emotions to help them stay satisfied with their work, thus contributing to the satisfaction of tourists (Knezevic et al., 2020).

Human resources play a critical role in supporting and improving productivity and quality at all levels in tourism companies. Qualified and motivated employees can provide high quality services and gain a competitive advantage (Hien et al., 2020).

Tourism companies' employees with high emotional intelligence are satisfied with their jobs which increases their performance and can withstand the impact of negative events such as conflicts with bosses, colleagues or dissatisfied clients (Steinbock, 2020).

Leaders with high emotional intelligence have great role in raising the employees' performance in tourism companies as leaders can create constructive relationships with

followers and motivate the employees to do their job well (Scott-Halsell, Blum and Huffman, 2008).

The professional success of managers is related to their ability to socialize and motivate employees and manage conflicts so tourism companies` managers need to know their strengths, weaknesses and limitations and have to be adaptable, conscientious, persuasive, cooperative, high-functioning and can see things from the perspective of others (Scott-Halsell, Blum and Huffman, 2008).

### **3. Field Study:**

#### **4.1 Field Study Analysis and Discussion**

In the field study, the descriptive analytical approach was used, which was based on collecting data from survey forms distributed to tourism companies managers, sub-managers, supervisors and employees in the sample related to the study's variables analyzed by statistical methods. The distributed questionnaire forms included two main sections, which are:

1. The first section: includes the sum of the demographic data (gender - job title - number of years of experience).
2. The second section: includes a different set of closed questions and analysis of the answers by calculating the frequencies and percentages. All questionnaire items used the Five-point Likert scale. ranging from (1) "strongly disagree" to (5) "strongly agree" and the midpoint for all scale items is (3.00).

The reliability of the study was confirmed by using Cronbach's alpha ( $\alpha$ ) which is considered to be a measure of scale reliability.

90 forms were distributed to 30 tourism companies, of which only 67 were retrieved, and 23 of them were excluded with a valid sample of 74%.

#### **4.2.1 Demographic Data Analysis**

The demographic questions were related to the demographic data of the respondents including their gender, job title and years of experience.

##### **4.2.1.1 Employee Gender Frequency**

From analyzing the employee gender frequency, it has been noticed that the most responders are from female with 50.7%, which means that most of the workers in tourism companies are from females.

##### **Job Title Frequency**

Table 1: Job Title Frequency

Job Title		Frequency	Percent
Valid	Manager	14	20.9

Sub manager	15	22.4
Supervisor	21	31.3
Employee	17	25.4
Total	67	100.0

Table (1) shows that 31.3 % of the respondents were from supervisors, 22.4 % of them were from sub-managers, 20.9% of them were from managers and 25.4% of them were employees, which indicates that there is a diversity in terms of job titles in tourism companies, and the results showed that the percentage is almost identical in various jobs in the questionnaires retrieved, which means that the sample is representative of the study community.

#### 4.2.1.2 Years of Experience Frequency

Table 2: Years of Experience Frequency

Years of Experience		Frequency	Percent
Valid	Less than 5 years	37	24.5
	From 6 to 15 years	41	27.2
	From 16 to 25 years	41	27.2
	Over 26 years	33	21.9
	Total	67	100.0

From table (2), it has been noticed that the most responders are well experienced. 24.5 % of them have Less than 5 years of experience, 27.2 % of them have from 6 to 15 years of experience, 27.2 % of them have from 16 to 25 years of experience and 21.9 % of them have more than 26 years of experience, which indicate that most of the people working in tourism companies are well experienced.

#### 4.2.2 Descriptive Analysis of Measurement Scales

Table 3: Descriptive Statistics

Descriptive Statistics				
No.	Items	M	SD	A
Emotional Intelligence				

1	I can clearly identify my emotions.	4.331	0.776	<b>0.973</b>
2	I feel very confident in myself.	4.672	0.860	
3	I can express my feelings.	4.731	0.898	
4	I know my abilities.	4.673	0.894	
5	I identify my goals clearly.	4.731	0.978	
6	I easily distinguish between positive and negative emotions.	4.746	0.910	
7	I can easily control my actions and my feelings when faced with problems.	4.776	0.966	
8	I always look for the positives in the work I do.	4.657	0.978	
9	I ignore the problems I've had in the past.	4.597	0.970	
10	I have the ability to direct my feelings when faced with problems.	4.064	0.675	
11	I apologize when I make mistakes.	4.702	0.817	
12	I am calm when accomplishing my tasks.	4.789	0.942	
13	I have the ability to make tough decisions.	4.162	0.765	
14	I do my work with great focus and activity.	4.851	0.925	
15	I can overcome the obstacles that face me in my work.	4.761	1.143	
16	I am excited to implement new ideas.	4.186	0.799	
17	I try to reach my goals despite the challenges.	4.642	1.040	
18	I try to motivate others to achieve their goals	4.702	1.000	
19	I appreciate the emotional needs of others.	4.642	0.949	
20	I respond quickly to other people's feelings.	4.522	1.020	
21	I make an effort to please others.	4.642	0.949	
22	I sympathize with others on their happy and sad occasions.	4.597	0.938	
23	I offer the aids to others.	4.225	0.644	
24	I Feel the feelings around me.	4.133	0.756	
25	I am open in my relationships with others.	4.378	0.788	
26	I establish relationships with colleagues on the basis of cordiality.	4.687	0.925	

27	My Colleagues respect and appreciate me.	4.627	0.902	
28	I listen to colleagues when they talk to me.	4.642	0.933	
29	I share colleagues through thick and thin.	4.942	0.715	
30	I offer support and assistance to anyone who needs it.	4.537	0.927	
<b>Employee Performance</b>				
1	The efficiency of the employees is in line with the objectives of the company	4.552	0.681	
2	The performance appraisal system for employees showed an improvement in the productivity of employees over the previous year.	4.642	0.829	
3	Management respects the opinions of the employees.	4.716	1.126	
4	The satisfaction of the employees is reflected in raising the level of their performance.	4.537	0.841	<b>0.880</b>
5	The management is satisfied with the level of performance of the employees.	4.478	0.894	
6	Management enables employees to make decisions quickly.	4.493	0.911	
7	The management witnessed a rise in the level of the communication skills of its employees methods.	4.418	0.924	

From table (3) by using the 5 point Likert-scale, it had been found that the research discussed two variables, the emotional intelligence variable which has been measured using 30-item scale and the administrative creativity variable which has been measured using 18-item scale. The standard deviation (SD), the mean score (M) and the Cronbach's alpha ( $\alpha$ ) were shown in table (3) and are discussed below:

1. The reliability test of the questionnaires was done using the Cronbach's alpha ( $\alpha$ ). In emotional intelligence axis, the Cronbach's alpha ( $\alpha$ ) is  $0.973 > .7$  which means that the test for emotional intelligence questionnaires was reliable and the Cronbach's alpha ( $\alpha$ ) was  $0.880 > .7$  for the employee performance axis which means that the test for employee performance questionnaire was reliable.
2. For the emotional intelligence variable, the highest Mean Score (M) = 4.942 and its Standard Deviation (SD) is 0.715. The lowest Mean Score (M) = 4.064 and its Standard Deviation (SD) was 0.675. The (M) for all statements were above (3) which means that, the respondents have positive perceptions of the emotional intelligence.
3. For the employee performance variable, the highest Mean Score (M) = 4.716 and its Standard Deviation (SD) was 1.126 for. The lowest Mean Score = 4.418 and its Standard Deviation (SD) was 0.924. The (M) for all statements were above (3) which means that, the respondents have positive perceptions of the employee performance variable.



### 4.3 Hypotheses Testing: Regression test

Table 4: Regression Analysis

Independent	Dependent: Employee Performance			T	Sig.(P)
	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta		
Emotional Intelligence	0.371	0.056	0.862	11.204	0.000

As shown in Table (4), there are symbols that indicate that the independent variable has a positive effect on the dependent variable. These indicators are:

1. The first symbol is the unstandardized Beta (B) which in table (4) = 0.371 which is  $<.5$  that means that there is an influence of emotional intelligence on employee performance.
2. The second symbol is the standard error for the unstandardized beta (SE B). In table (4) SE B = 0.056  $>.001$  that means that there is an influence of emotional intelligence on employee performance.
3. The third symbol is the standardized beta (B). It will range from 0 to 1 or 0 to -1, depending on the direction of the relationship. The closer the value is to 1 or -1, the stronger the relationship between the two variables. In table (4), (B) = 0.862 which is nearest to 1 that means there is a strong positive relationship between the two variables
4. The fourth symbol is the test statistic (t). The larger the (t), the greater the evidence against the null hypothesis and the closer (t) is to 0, the more likely null hypothesis is confirmed (Editor, 2016). In table (4), (t) = 11.204 which is far from 0 that means there is a great evidence against the null hypothesis. The t-value is used as an intermediate step to calculating the (p) value (Zach, 2021)
5. The last symbol is the probability level (P). This tells whether or not an independent variable significantly predicts the dependent variable, if the (P) value is below .050, the value is considered significant. In table (4), (P) = 0.000 which means that the independent variable which is emotional intelligence have a significant effect on the dependent variable which is employee performance (Statistics Solutions, 2013).

Thus, emotional intelligence has a positive effect on employee performance in Egyptian tourism companies.

### 5. Findings

The research found some results which, are:

1. Emotional intelligence involves five dimensions which are self-awareness, managing emotions, motivating oneself, empathy and social skills.
2. Employees' performance is important for any organization to achieve organization's goals and enhance over all organization productivity and achieve success
3. Employees' performance can be measured through evaluating his productivity, enhancing over all organization productivity and success, increasing the product or

4. service quality, social skills effectiveness at work place and achieving organizational goals.
5. Emotional intelligence is a predictor of the employee's performance as employee's performance forecast the productivity of the employees by understanding and handling their emotions in the desired manner.
6. Employees with high emotional level can gather and regulate the emotions accurately to make decisions and to enhance the performance by changing the behaviors in a desired manner.
7. Travel agency employees with high emotional intelligence can withstand the impact of negative events and can provide high quality services and gain client satisfaction.
8. Emotionally intelligent employees are more efficient and effective in their interactions with the work environment and with their co-workers and are more satisfied with their jobs which increases their performance.
9. Emotionally intelligent leaders build constructive relationships with followers and motivate them to do their work in perfect way.
10. Emotional intelligence has a positive effect on employee performance in Egyptian tourism companies.

#### **6. Recommendations**

The research suggested some recommendations to enhance the employees' performance in Egyptian tourism companies by adopting practices that have to be done by Egyptian tourism companies' officials, which are:

1. Improving personal relationships by holding workshops, meetings, seminars and open meetings for dialogue and discussion.
2. Organizing recreational trips for employees and providing entertainment in the workplace.
3. Providing support and appropriate salaries and moral incentives to employees in appreciation of their efforts
4. Offering continuous on-the-job training which raises the confidence of the employees.
5. Holding intelligence tests and mental games to help employees to manage their capabilities and motives.
6. Reducing office politics or others' conflicts and providing positive practical models for employees.
7. Searching for ways to calm down through allowing employees to make activities such as exercises and meditation in special places in the travel agency.
8. Good listening to colleagues and responding to them and encourage each person in the travel agency to put himself in the position of others to verify their point of view.
9. Avoiding emotional exhaustion, negativity, inferiority and dealing with anger, fear, anxiety and sadness of the employees.
10. Having high self-esteem to perceive challenges and opportunities and have to deal with selfishness and appreciate the perspectives of others and actively involve them in the project.

#### **References**

Baloch, Q.B., Saleem, M., Zaman, G., &Fida, A. (2015). The Impact of Emotional Intelligence on Employees' Performance. *Journal of Managerial Sciences*, 8(2), 209. Retrieved 12 November 2021, from:

[http://www.qurtuba.edu.pk/jms/default\\_files/JMS/8\\_2/JMS\\_July\\_December2014\\_208-227.pdf](http://www.qurtuba.edu.pk/jms/default_files/JMS/8_2/JMS_July_December2014_208-227.pdf).

<https://www.emerald.com/insight/publication/issn/0959-6119>

Cherniss, C. (2000). (PDF) *Emotional intelligence: what it is and why it matters*. [online] *ResearchGate*, 2. Retrieved 12 November 2021, from:

[https://www.researchgate.net/publication/228359323\\_Emotional\\_intelligence\\_What\\_it\\_is\\_and\\_why\\_it\\_matters](https://www.researchgate.net/publication/228359323_Emotional_intelligence_What_it_is_and_why_it_matters)

Editor, M.B. (2016). What Are T Values and P Values in Statistics? [online] *blog.minitab.com*. Retrieved 12 November 2021, from:

<https://blog.minitab.com/en/statistics-and-quality-data-analysis/what-are-t-values-and-p-values-in-statistics>

George, J.M. (2000). Emotions and Leadership: The Role of Emotional Intelligence. *Human Relations. Sage Journals Human Relations*, 53(8), 1027–1055. Retrieved 12 November 2021, from:

<https://journals.sagepub.com/doi/10.1177/0018726700538001>.

Goleman, D. (2000). Emotional intelligence: Issues in paradigm building. In D. Goleman, & C. Cherniss (eds.), *The Emotionally Intelligent Workplace: How to Select for, Measure, and Improve Emotional Intelligence in Individuals, Groups, and Organizations*. San Francisco, CA: Jossey-Bass, 27-44

Golman, D. (2009). *Emotional intelligence : why it can matter more than IQ*, 55&56. London, United Kingdom: Bloomsbury Publishing Plc.

Hien, T., Cuong, H., Loan, N., Nang, D., Anh, L., & Sang, N. (2020). Human resources for tourism and travel business in Vietnam. *Business and Economic Research*, 10(4), 65&66. Retrieved 1 November 2021, from: <http://www.macrothink.org/journal/index.php/ber/article/view/17929/13877>.

Kaur, J., & Sharma, A. (2019). Emotional intelligence and work performance. *International Journal of Recent Technology and Engineering*, 8 (2-3), 1660&1661. Retrieved 12 November 2021, from: <https://www.ijrte.org/wp-content/uploads/papers/v8i2S3/B13010782S319.pdf>

Khan, M. B., Asghar, N., A & Chughtai, M. W. (2013). Exploring the implications of emotional intelligence to enhance employees' performance. *EuroEconomica*, 32(1), 35. Retrieved 01 November 2021, from:

<http://journals.univ-anubius.ro/index.php/euroeconomica/article/view/1742>.

Knezevic, M.N., Petrović, M.D., Kovačić, S., Mijatov, M., Vuković, D.B. and Kennell, J. (2020). Acting the part: Emotional intelligence and job satisfaction as predictors of emotional labor in travel agencies. *Tourism and Hospitality Research*, p.186.

Lam, L. T., & Kirby, S. L. (2002). Is emotional intelligence an advantage? An exploration of the impact of emotional and general intelligence on individual performance. *The Journal of Social Psychology*, 142(1), 133 –143.

- Law, K. S., Wong, C.-S. W., Hua Huang, G., & Li, X. (2008). The effects of emotional intelligence on job performance and life satisfaction for the research and development scientists in China. *Asia Pacific Journal of Management*, 19, 6-8.
- Mayar, D., & Salovey, P. (2005). The Science of Emotional Intelligence. *SAGE Journals* , 14(6), 281-285. Retrieved 01 November 2021, from <https://journals.sagepub.com/doi/10.1111/j.0963-7214.2005.00381.x>
- Rajan, A. K., & Imsar, R. M. (2018). Emotional intelligence: A review. *International Journal for Research in Engineering Application & Management (IJREAM)* .
- Scott-Halsell, S. A., Blum, S.,C. & Huffman., L. (2008). A study of emotional intelligence levels in hospitality industry professionals. *Journal of Human Resources in Hospitality & Tourism*. 7(2), 135-137. Retrieved 01 November 2021, from <https://doi.org/10.1080/15332840802156873>.
- Serhan, A., & Gazzaz, H. (2019). The impact of emotional intelligence on employee performance in Saudi Arabia banking sector. *Journal of Economics and Administrative Sciences*, 25(116 ), 128.
- Sreelekha, L., & Gokul,V. (2018). Role of emotional intelligence in organizational effectiveness. *International Journal of Innovative Research in Management Studies*, 3(4), 4-7. Retrieved 12 November 2021, from: <http://ijirms.com/downloads/09052018080518-99>
- Statistics Solutions. (2013). *Regression Table*. [online]. Retrieved 12 November 2021, from: <https://www.statisticssolutions.com/regression-table/>
- Steinbock, E. (2020). Emotional intelligence competencies for success in early hospitality careers. (PhD Thesis, College of Bowling Green State University). Retrieved 01 November 2021, from: <https://lib.dr.iastate.edu/etd/17793>.
- Zach (2021). The Difference Between T-Values and P-Values in Statistics. [online] Statology. Retrieved 01 November 2021, from: <https://www.statology.org/t-value-vs-p-value/>
- Zhou, J., & George, J. (2003). Awakening employee creativity: The role of leader emotional intelligence. *Leadership Quarterly*, 14 (4–5), 552-554. Retrieved 12 November 2021, from: [https://doi.org/10.1016/S1048-9843\(03\)00051-1](https://doi.org/10.1016/S1048-9843(03)00051-1)