

# **Managerial Effectiveness: Impact of Emotional Intelligence and Work-Family Role Conflict in Work Organizations in Nigeria.**

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## **Abstract**

This study investigated the impact of emotional intelligence and work-family role conflict on managerial effectiveness of managers in work organizations in Nigeria. The descriptive survey research method was adopted for the study. Instruments used for data collection in this study are: Emotional Intelligence Scale, Work-Family Role Conflict Scale and Managerial Effectiveness Scale. Linear Regression Analysis was used to test hypotheses that were generated for the study at 0.05 alpha levels. Finding reveals that there was a significant combined contribution of emotional intelligence and work-family role conflict to managerial effectiveness. Also, it was found that emotional intelligence significantly predicts managerial effectiveness of the managers. Also, the finding shows that there is no significant contribution of work-family role conflict to managerial effectiveness. Besides, the finding indicates that the role conflict experienced by the managers resulting from work-family role interface has deleterious effects on their performance effectiveness. Based on the findings of the study, the emotional intelligence of the managers needs to be considered in the selection and placement process for managerial effectiveness to be guaranteed. The managers with high emotional intelligence should be posted to highly challenging managerial positions while the low emotional intelligence should be posted to less challenging managerial positions for their leadership effectiveness to result in goals achievement.

## **Introduction**

The issue of managerial effectiveness and the relative influence of emotional intelligence and work-family role interface had attracted attention of the managerial psychologists in the recent times. Various schools of thought had emerged regarding the relationship between emotional intelligence, work-family role conflict and managerial efficiency. Recent findings revealed that emotional intelligence tends to predict improved workers' job performance and efficiency (Cletus, Smith and Brass, 2005). Also, work-family role conflict has been reported to have significantly influenced absenteeism among the workforce (Williams and Warren, 2003)

Further still, literature reveals that the negative effect of work-family role conflict on work attitude may be moderated by several variables (Martins, Samuel, Collins and Miller, 2002). In these studies, emotional intelligence is expected to moderate the relationship between work-family conflict and job satisfaction, and the relationship between work-family conflict and career commitment. George (2000) and Tsui, Thomas and Edward (1992) posit that family interference with work may have some negative consequences on

the extent which an employee will be satisfied with her work and committed to her career. In essence, it can be deduced that, emotionally intelligent individuals are likely to have the ability to control such interferences or at least moderate them to an accepted level. On the basis of this logic, conflict and job satisfaction are expected to exhibit a reasonable level of correlation. Also, Fry and Carol (2003) reported that emotional intelligence and job satisfaction had significantly influenced organizational productivity. In considering the absolute beta value to determine the relative strength of influence or causation, emotional intelligence has the most significant causal influence. This is followed by job satisfaction. In essence, Job satisfaction has the lowest causal influence on organizational productivity. Work-family role conflict is commonly defined as “a form of inter-role conflict in which role pressures from work and family domains are mutually incompatible in some respect” (Adekola, 2006). Some studies questioned whether the pattern of this incompatibility is the same for women and men. Lambert (1990) noted the need to study gender difference in details. The response to this assertion has been two ways. Existing literature suggests two hypotheses concerning gender differences in domain sources conflict: domain flexibility and domain salience. The domain flexibility hypothesis predicts that the work domains are greater sources of conflict than the family domain for both men and women. The domain salience hypothesis predicts that the family domains are greater sources of conflict for men than the work domain (Lzaeli, 1993). Evans and Bartolome (1999) claim that the work domain is less flexible, so work affects family life more than the reverse and there is no gender difference. But for Cooke and Roussoau (1994) conflict is greater from the domain that is more salient to the person’s identity. Therefore, women will experience more conflict from the family domain and men from the work. Ajaja (2004) noted that women might experience more role conflict as a result of simultaneity of their multiples roles. A long with gender are some family domain pressures like the effects of the presence of young children (Ciarrochi, Chan and Bajgar, 2001), spouse time in paid work, (Poele, 2003; Akinjide, 2006) and work domain pressures like number of hours worked per week (Akinboye, 2003) are gender differences associated with work-family role conflict.

In their own studies; Pleck, Staines and Lang (1990) discovered that specific conditions that contribute most to the work-family (WFC) conflict were: excessive working hours, scheduling incompatibilities, and physically/psychologically demanding duties that cause fatigue and irritability. Thus, husband (men) were more likely than wives (women) to report WFC caused by excessive work time whereas the wives (women) more than husband (men) were more likely to report WFC caused by schedule incompatibilities. The authors submit that work and family boundaries are asymmetrically permeable and that gender differences exist with regard to this has been debunked. According to the research, family boundaries in that demands of the work role are more likely to invade ones family roles than vice versa. Thus, no gender differences were found in the pattern of asymmetry. Similarly, Drago (2002) had predicted that women, because of responsibilities in the household, would have greater interferences from family to work than men and that man, because of a string world allegiance, would have greater interferences from work families than women. In other studies, Popoola (2008) and Collins and George (2004) on women heading one- parent families reported conflict somewhat less often than women, or men in two-parent families, parent reported more conflict than childless couples and parent with school- age children.

The literature reviewed for the purpose of this study revealed that extensive research work had been conducted to measure the relationship between emotional intelligence; job satisfaction, work-family conflict, organizational commitment and productivity. It is pertinent to note that all the reviewed studies were conducted in isolation; and none of the studies focus on the combined and relative influence of emotional intelligence and work-family role conflict on managerial effectiveness. Responding to this need has necessitated this present study.

### **Statement of the Problem**

Against this background, this study investigated the impact of emotional intelligence and work-family role conflict on managerial effectiveness of managers in work organizations in Nigeria. This is for the purpose of ascertaining the relative and combined influence of the emotional intelligence and work-family role conflict on managerial effectiveness in industrial organizations in Nigeria.

### **Hypotheses for the Study**

The following null hypotheses were generated and tested for the purpose of the study: There is no significant combined contribution of emotional intelligence and work-family role conflict to managerial effectiveness of the managers. Emotional intelligence will not significantly predict managerial effectiveness of the managers. Work-family role conflict will not significantly predict managerial effectiveness of the managers. There is no significant difference in the strength of causation of each independent variable on managerial effectiveness

### **Methodology**

Design: The descriptive survey research method was adopted to investigate the influence of emotional intelligence and work-family role conflict on managerial effectiveness among managers in work organizations in Nigeria.

**Participants:** A total of 335 respondents were selected for the study. The respondents were selected from public and private organizations in Nigeria using stratified sampling technique. These organizations include Nigerian Breweries Plc., Nigerian Textile Industries Ltd., First Bank of Nigeria Plc., Power Holding Plc., Nigerian Telecommunication Plc and Nigeria National Petroleum Corporation.

The proportionate random sampling technique was adopted to select respondents from work organizations on the basis of population. The age range of the respondents is between 26- 65 with mean age of 15.68 and standard deviation of 7.85. The respondents consist of 196 (58.5%) males and 139 (41.5%) females. The 176 (52.5%) of the respondents have spent above ten years while 159 (47.5%) of them have spent below ten years with their organizations. The respondents who had spent above ten years on the job were ranked as experienced while those below ten years were ranked less experienced. Also, 241(71.9%) of the respondents had attained University education while 94 (28.1%) of them had not. The respondents who had attained University education were rated as with high education while those who had not attained University education were rated as with low education.

**Instrumentation:** Instruments used for data collection in this study are three sets of structured questionnaire. These are: Emotional Intelligence Scale (EIS), Work-Family Role Conflict Scale (WFRCS) and Managerial Effectiveness Scale (MES). Section A of each of the scales contains the socio-demographic information of the respondents, which include: Name of organization, age, gender, marital status, educational qualification, duration of membership of organization, position held, etc

Emotional Intelligence Scale (EIS): Emotional intelligence was measured with the self-reported measure of emotional intelligence developed by Schutte and Malouff (1999) for several reasons. The measures used in this study consist of 33 items. Samples are: I know when to speak about my problem to others; I am aware of my emotions as I experience the (appraisal and expression of emotion); I present myself in a way that makes a good impression on others; and I have control over my emotion (regulation of emotion); when I feel a change in emotions, I tend to come up with new ideas, and I use good moods to help myself keep trying in the face of obstacles (utilization). The measure was assessed on a five-point scale (ranging from 1 = strongly disagree to 5 =strongly agree). The Cronbach's alpha value for this scale was 0.90. For the present study, Cronbach reliability co-efficient is 0.89.

**Work-Family Role Conflict Scale (WRCS):** Section B of this measure is based on a 14-item scale developed by Gutek, Searles and Klepa (1991) for measuring the family-work role conflict. Sample items are: My work takes up time I want to invest in my family, My work life affects my level of commitment to the family, My family demands and problems often interfere with my work, The time utilized at work makes it hard for me to meet family demand, I spent more hours at work than at home, etc. The measure was assessed on a modified Likert four-point scale, ranging from 1 = strongly disagree to 4 = strongly agree. The inventory used in this study contains 14 items, seven for each conflict direction presented in randomized order. The author reported Cronbach alpha of 0.77 for work conflict and 0.81 for the family conflicts respectively. But for the present study; the researcher reported Cronbach reliability co-efficient of 0.78 for work conflict and 0.81 for the family conflicts respectively.

Section C of the questionnaire measures work-family role conflict of male and female workers. It accounts for variation in family-work role conflict as experienced by workers based on gender. Scores for this subscale are determined by averaging the 5 of the 14 total items which address each conflict dimension. A high score represents a greater preference for family-work role conflict indicated. agree to 5 =strongly agree). The Cronbach's alpha value for this scale was 0.90. For the present study, the researcher reported Cronbach reliability co-efficient of 0.89.

**Managerial Effectiveness Scale (MES):** Section B of this measure is based on a 10-item scale developed by Akintayo (2003) for measuring the managerial effectiveness of the managers. Sample items are: Your works are done within the specified period, You performed your assigned duties to the satisfaction of your boss, Your job performance often guaranteed organizational goal achievement, Organizational resources are managed effectively for results, The time utilized at work makes it possible for Organizational

productivity, You performed your duties without much supervision, etc. The measure was assessed on a modified Likert four-point scale, ranging from 1 = strongly disagree to 4 = strongly agree. The author reported Cronbach alpha of 0.87 for the instrument. But for the present study; the researcher reported Cronbach reliability co-efficient of 0.91 for the instrument.

**Procedure:** The researcher administered the measuring scales, which guarantee anonymity of the respondents, personally with the assistance of three trained research assistants. The researcher consulted with the Director of Personnel Administration in each of the selected private and public organizations in Nigeria, in order to intimate them with the purpose of the study. The researcher explained all aspects of the questionnaire to the respondents. The researcher through the help of the Directors of Personnel Administration was able to administer the questionnaire with ease. However, it took the researcher a period of four weeks to administer and retrieve the distributed measuring scales due to geographical location of Nigeria. Meanwhile, out of 350 copies of questionnaire administered in the selected organizations, 335 completely filled copies of the questionnaire were utilized for the purpose of the study.

**Analysis of Data:** The data collected through the questionnaire was analyzed using percentage and frequency counts for demographic information about the respondents. However, hypothesis one, two, three, and four were tested using Linear Regression Analysis. All the research hypotheses were tested at 0.05 alpha levels.

**Results**

The results of the study were presented on the basis of the four hypotheses generated for the study.

Hol: There is no significant combined contribution of emotional intelligence and work-family role conflict to managerial effectiveness of the managers.

**Table 1: Emotional intelligence and work-family role conflict as predictors of managerial effectiveness**

R=0.711 R Square = 0.454 Adjusted R Square = 0.431 Standard Error = 7.083						
ANOVA						
	Sum of Square	df	Mean Square	F	Sig.	Remark
Regression	26167.129	2	7291.728	188.432	0.000	Significant (P < 0.05)
Residual	30180.291	332	36.406			
Total	59347.420	334				

In Table 1 above, stepwise regression analysis considers the combined influence of the emotional intelligence and work-family role conflict to managerial effectiveness of the

managers. These factors account for 45.4% of the total variance in the managers' managerial effectiveness (R Square=0.454). It should be noted that even all the two variables, when taken together, account for 45.4% of the total variance in managerial effectiveness.

Ho2: Emotional intelligence will not significantly predict managerial effectiveness of the managers

**Table 2: Emotional Intelligence as a predictor of managerial effectiveness**

R=0.544 R Square = 0.423 Adjusted R Square = 0.295 Standard Error = 7.08740						
ANOVA						
	Sum of Square	df	Mean Square	F	Sig.	Remark
Regression	17555.036	1	17555.036	453.435	0.000	Significant (P < 0.05)
Residual	41792.383	333	50.231			
Total	59347.420	334				

In Table 2 above, emotional intelligence singularly accounts for 42.3% of the total variance in managerial effectiveness of the managers (R square = 0.423). This percentage is statistically significant. The finding shows that a significant relationship exists between emotional intelligence and managerial effectiveness of the managers. Thus, hypothesis two was therefore not confirmed.

Ho3: Work-family role conflict will not significantly predict managers' managerial effectiveness.

**Table 3: Work-family role conflict as a predictor of managerial effectiveness**

R=0.073 R Square = 0.003 Adjusted R Square = 0.105 Standard Error = 72.372						
ANOVA						
	Sum of Square	df	Mean Square	F	Sig.	Remark
Regression	27.268	1	276.268	2.482	0.211	Significant (P < 0.05)
Residual	59071.152	333	70.999			
Total	59347.420	334				

Table 3 reveals that there is no significant contribution of work-family role conflict to managerial effectiveness of the managers. Table 3 above, shows that work-family role conflict accounts for 0.3% of the total variance which is a very low variance in the

determination of managerial effectiveness of the managers (R Square = 0.003). This percentage is very low and not statistically significant. This finding shows that work-family role conflict does not have significant influence on the managerial effectiveness of the managers in Nigerian work organizations. The finding indicates that hypothesis three was confirmed.

Ho4: There is no significant difference in the strength of causation of each independent variable on managerial effectiveness.

**Table 4: Strength of causation of each of the variables to managers' managerial effectiveness**

	Unstandardized Coefficient		Standardized Coefficient	T	Sig.	Remarks
	B	Std. Error	Beta			
Emotional intelligence	0.758	0.054	0.374	16.023	0.000	Significant (P < 0.05)
Work-family role conflict	-0.114	0.058	-0.064	-3.543	0.034	Significant (P < 0.05)

In Table 4 above, emotional intelligence and work-family role conflict have significant influence on managerial effectiveness. In considering the absolute beta value to determine the relative strength of influence or causation, emotional intelligence has the most significant causal influence. This is followed by work-family role conflict. Work-family role conflict has lowest causal influence on managerial effectiveness.

**Discussion of Findings**

This study investigated the impact of emotional intelligence and work-family role conflict on managerial effectiveness of managers in work organizations in Nigeria. Hypothesis one predicted that there is no significant combined contribution of emotional intelligence and work-family role conflict to managerial effectiveness of managers in work organizations in Nigeria. The finding of the study shows that emotional intelligence and work-family role conflict, when taken together, have significant prediction of managerial effectiveness of the managers. The finding implies that a significant relationship exist among emotional intelligence and work-family role conflict and managerial effectiveness of the managers. Also it is revealed based on the finding that the interaction of the predictor variables (emotional intelligence and work-family role conflict) with the dependent variable (managerial effectiveness) enhances effective management of organizational resources and virtually fosters organizational goals achievement. The finding disagrees with Akinboye (2003); Akinjide (2006); Collins and George (2004), Popoola (2008) and Poele (2003) who reported that efficiency in managing organizational resources for results could be better guaranteed when various variables other than one, such as leadership style, self-efficient, personality, work-family role conflict, job satisfaction and motivation are jointly

combined by the managers in work organizations. The finding of the study is very unique in establishing the relevance of emotional intelligence as capable of fostering effective management of organization for results. This implies that emotional intelligence tends to moderate other correlates of managerial effectiveness in work organizations as corroborated by Ciarrochi, Chan, and Bajgar (2001) who reported that emotional intelligence has overriding moderating effects on commitment, leadership style, self-efficacy, personality, work-family role conflict, job satisfaction and motivation.

Hypothesis two predicted that emotional intelligence will not significantly predict managerial effectiveness of the managers. The finding revealed that emotional intelligence has significant influence on managerial effectiveness of the managers. In essence, emotional intelligence is expected to moderate the relationship between work-family conflict, working environment and job satisfaction, and the relationship between work-family conflict and career commitment. This finding disagrees with George (2000) and Tsui, Thomas and Edward (1992), who that posited work-oriented factors, such as, nature of the job, interpersonal relation, availability of resources interference with work and other environmental factors, which could be social, political, legal, technological and economical in nature, may have some negative consequences on the extent which a manager will be satisfied with work conditions and be virtually effective in managing organizational resources. However, the finding submits that, emotionally intelligent managers are likely to have the ability to control such interferences or at least moderate them to an accepted level.

Hypothesis three predicted that there is no significant relationship between work-family role conflict and managerial effectiveness of the managers. The finding revealed that the role conflict experienced by the managers resulting from work-family role interface has deleterious effects on their performance effectiveness. The finding implies that female managers are less effective in managing organizational resources than male managers. This is because female managers tend to experience work-family role conflict than the male managers do. The finding of the study corroborates Adekola (2006), Williams and Warrens (2003) and Ajaja (2004) who reported that there was a gender difference in work-family role conflict with its consequential effects on job performance effectiveness of the managers including managers. The authors argued that since female managers have dual roles in terms of commitment to family responsibilities as well as workplace responsibilities, they are proved to be ineffective in managing organizational resources for goals achievement. The authors posited that male managers are more effective in managing organizational resources for goal achievement since they are more committed to workplace responsibilities with little commitment to home responsibilities. The finding implies that both male and female managers could be effective in managing the organizational resources for goals achievement, but male managers tend to be more effective than the female managers on the basis of work-family role conflict interface.

Hypothesis four predicted that there is no significant difference in the strength of causation of each independent variable on managerial effectiveness. The finding revealed that emotional intelligence and work-family role conflict have significant influence on managerial effectiveness. In considering the absolute beta value to determine the relative strength of influence or causation, emotional intelligence has the most significant causal effect. This is followed by work-family role conflict. Work-family role conflict has lowest



causal influence on managerial effectiveness. The finding agrees with Martins, Samuel, Collins and Miller (2002), who reported that the negative effect of work-family role conflict on work attitude may be moderated by several variables. In this study, emotional intelligence is expected to moderate the relationship between work-family role conflict and job satisfaction, and the relationship between work-family role conflict and managerial efficiency. The finding implies that emotional intelligence was found to be the strongest determinant of managerial effectiveness since it is capable of moderating the negative effect of work-family role conflict on managerial effectiveness of the managers.

### **Conclusion**

The findings of the study established that emotional intelligence and work-family role conflict have significant influence on managerial effectiveness of the managers in Nigeria. The findings imply that leadership efficiency in managing organizational resources for goal achievement is a function of factors central to internal and external efficiency of the managers. Also, it has been established based on the findings of the study that the organizational management requires effective utilization of emotional intelligence and reduction in work-family role conflict of both the managers and subordinate staff for it to achieve qualitative and quantitative goals.

Moreover, the conducive working environment coupled with the emotional intelligent leadership tends to foster managerial effectiveness. In addition, provision of adequate job incentives, which tend to facilitate satisfaction with job conditions on the part of the managers are strong factors in the prediction of managerial effectiveness. Although, emotional intelligence of the managers tends to enhance effective management of the organizational resources for goal achievement, work-family role conflict experienced by the managers requires adequate attention through organizational support system. This will definitely eliminate interference in the managers' job performance effectiveness and efficiency in achieving the organizational goals.

However, the study established that work-family role conflict tends to be moderated based on the level of manager's emotional intelligence. Besides, organizational resources could be effectively managed through the ability of the managers to utilize emotional intelligence to influence some task environmental variables, which include: economic, political, socio-cultural, technological, leadership and customers- related factors. Meanwhile, the findings of the study imply that emotional intelligence tends to afford workers the opportunity to perform their duties with ease without much supervision but may not be sufficient enough to effectively manage work-family role conflict.

### **Recommendations**

Based on the findings of the study, the following recommendations are made: The emotional intelligence of the managers needs to be considered in the selection and placement process for managerial effectiveness to be guaranteed. The managers with high emotional intelligence should be posted to highly challenging managerial positions while the low emotional intelligence should be posted to less challenging managerial positions for their leadership effectiveness to result in goals achievement. The work-family role conflict often experienced by the managers needs to be cushioned through organizational support system. The government should provide opportunity for day care system to the

children of the managers while recreation centre should also be provided for the managers and all levels of workers. This will definitely reduce work-family role conflict induced stress and help to enhance managerial effectiveness of the managers. Job incentives, such as; increased wages and salaries, improved condition of service, promotion as at when due, provision for retirement benefits and other fringe benefits should be adequately provided by the employers. This will definitely motivate the managers towards heavily investing their skills and talents on the organizational matters, resource control and management; and virtually increase their job commitment with corresponding effects on managerial effectiveness.

On the job and off- the- job training programmes, which focus on emotional intelligence training skill, should be organized for the managers on continuous basis in order to assist them update their skills and knowledge on appropriate strategies through which the stress induced by work-family role conflict could be effectively managed. The cost of their training should be borne by the employer in order to facilitate managerial effectiveness on the part of the managers.

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