

Emotional Intelligence, Family Support and Gender as Predictors of Job Demand among Health Workers in Ondo State, Nigeria

Olowodunoye Stella A. *, Dennis Uba Donald

Department of Pure and Applied Psychology, Adekunle Ajasin University, Akungba-Akoko, Nigeria

Abstract The study examined the roles of emotional intelligence, family support, and gender on job demands among employees of selected healthcare organizations. Recent reviews of job demand literature suggest that job demand empirical attention. Multiple regression analysis was used to statistically analyse the results. The study was conducted in Akure-South Local government Area and Akoko, South-West. Using accidental sampling technique, healthcare employees were drawn from; Adekunle Ajasin Health Centre, Neuropsychiatric Specialist Hospital, Tender Heart Hospital and Mother and child Hospital. The total number of participants who volunteered for the study were (113) for the health care employees. The participants of the study were selected using convenient sampling technique. Family support was measured using the Family Support Scale (FSS). Emotional intelligence was measured using the Schutte Intelligence Scale (SEIS) and Job demand was measured using the Job-Demands Scale developed by Jackson and Rothman (2005). The result revealed that perceived organisational supports shows inverse relationship on job demand. ($\beta = -.30$, $p < .01$). Family support did not show significant results ($\beta = -.10$, $p > .01$). Emotional intelligence also does not predict job demand ($\beta = -.70$, $p > .01$). The regression analysis showed an interaction of all study variables (perceived organizational support, family support and emotional intelligence and job demand) indicating that the joint pull of all study variables predicted job demands [$F(3,277) = 16.23$, $p < .01$]. Results of this study portend key empirical driven conclusion that leads to the important role of family support in the overall interest at both the management and employee level.

Keywords Health Workers, Job Demand, Emotional Intelligence and Family Support

1. Introduction

Background to the Study

The healthcare industry is one of the few career fields that despite hard economic woes, is hiring at an alarming rate. Health care organizations by their nature provide services to patients from all walks of life (MacPhee & Suryaprakash, 2012). Healthcare practice is very demanding and provides grounds for constant employee work related stress or demands of the job that demands a sizeable amount of time and energy (Igbinomwanhia, Olotu & Onesirosan, 2017). For example, the number of patients far out weigh the number of doctors and nurses available, this is peculiar to Nigerian healthcare industry facing the 'ripple effects' of downsizing and poor budgetary implementation (Igbinomwanhia, et al., 2017). Healthcare practice has

several complexities and multi-dimensionality (Mohammed & Odetola, 2014).

Also, current trend in healthcare practice has made it especially difficult to provide sustained healthcare outcomes for patients and the drive for healthcare globalization is costly, and places a burden on job demand for healthcare practitioners, these factors places a huge demand on healthcare practice (MacPhee et al., 2012). If this trend continues, it may lead to devastating consequences for patients and healthcare providers because it will reduce quality of healthcare delivery and treatment outcome. Therefore, it becomes imperative for studies to focus on job demand as it affects healthcare practice.

Job demands refers to those physical, social or organizational aspects of the job that require sustained physical and psychological (cognitive and emotional) effort or skills on the part of the employee and therefore associated with certain physiological and psychological cost (Demerouti, Bakker, Nachreiner & Schaufeli, 2001; Bakker & Demerouti, 2007). Job demands may result in job stress and if the workers do not have adequate resources such as social support and job control to forestall the situation (Bakker & Demerouti, 2007). This means that, a person is

* Corresponding author:

solowodunoye@yahoo.com (Olowodunoye Stella A.)

Published online at <http://journal.sapub.org/ijpbs>

Copyright © 2018 The Author(s). Published by Scientific & Academic Publishing

This work is licensed under the Creative Commons Attribution International

License (CC BY). <http://creativecommons.org/licenses/by/4.0/>

likely to experience stress when work pressure, high targets and unfavourable work environment, and emotionally demanding interactions with clients become apparent and constant in the performance of organizational tasks (Boyar, Carr, Mosley & Carson, 2007).

Research has revealed that job demands such as high work pressure, emotional demands, high job targets and role ambiguity may lead to sleep problems, exhaustion and impaired health (Doi, 2005; Boyar *et al.*, 2007). Given the importance of understanding and providing explanations for variation in job demand among employees, the question that arises is why do some healthcare employees cannot cope and meet expectations imposed on them by their job? There are several reasons that can be adduced, some researchers think that it may pertain to support at their disposal (Boyar *et al.*, 2007). This study seeks to examine whether perceived organizational and family support and emotional intelligence will predict job demands.

Family support provides the perception and actuality that one is cared for, has assistance available from other people and that one is part of a supportive social network (Akiyama, Antonucci, Takahashi & Langfahl, 2003). These supportive resources can be emotional (nurturance), financial enablement and companionship. Family support can be used as resources in solving problems and managing work-family related issues, in order to balance the demands of work and family involvement (Anderson, Coffey & Byerly, 2002). Studies on this subject suggest that individuals whose family members are supportive and cooperative are generally emotionally protected from work-related stress and have better health and overall wellbeing (Karatepe, 2013).

Doi, 2005; Karatepe, (2013) have made a distinction between perceived and received support. According to these authors, perceived support refers to a recipient subjective judgment that providers will offer effective help during times of need. Received support which also refers to enacted support refers to specific supportive actions (e.g., advice or reassurance) offered by providers during time of need.

Emotions are the primary determinants of behaviour and achievement at work (Goleman, 1998). They influence wellbeing as well as the social climate at work, which in turn affects the individuals work related motivation levels and performance outcomes (Darvish & Nasorollahi, 2011). Goleman, (1998), emotional intelligence can be defined as a set of abilities and skills that increases ability against stress and it is a factor that seems to have a relationship with managers and employees occupational or work related issues. Emotional intelligence is also defined by Salovey & Mayer (1990) defined emotional intelligence as the intellectual processes involved in the recognition use, understanding and management of ones own and others emotional states and the ability to use those feelings to motivate, plan and achieve a particular goal. Emotions play a significant role in organizing, motivating and directing human activity. Salovey *et al.*, (1990) further stated that emotional intelligence is the ability to understand ones emotions and the emotions of others. Bar-On (2006) defined emotional

intelligence as a variety of emotions, personal and social skills that give individuals an impact or ability to challenge themselves and face the demand and environment pressure in an effective way. Also, Lam and Kirby, (2002) further stated that, emotional intelligence increases productivity, they asserted that emotionally intelligent employees are thought to be happier and more committed to their organization, achieve greater success and perform better in the workplace. Also, Dulewics & Higgs, (2004) suggests that emotionally intelligent employees feel less about job insecurity lead more effectively and are capable of adapting to stressful events and better coping strategies.

Statement of the Problem

Excessive demands on the job is generally identified as being inimical work related productivity, absenteeism and low levels of motivation at both the individual and organizational levels (Karatepe, 2013). The overall effect of job demand on employees and organizations cannot be over emphasized. Excess job demand propensities may cost the organizations so much in terms of production output and resources. In addition, job demand-related manifestation takes an enormous toll on the organizations where it is operational.

Although, emotional intelligence and aspects of social support factors seems to be important in determining the response to job demands (Bakker & Demerouti, 2007). However, the roles of these variables in explaining job demand amidst healthcare employees in Nigeria have not been well documented. In fact, research studies have produced inconsistent results in relation to the variables of interest in this study. Therefore, it becomes imperative that identifying the links among emotional intelligence, family support, and gender based differences have implications for enabling employees to cope and understand job demand, thus helping reduce the socio-economic costs of job demands these among healthcare employees.

Purpose of the Study

The purpose of the study is to examine the roles of emotional intelligence, family support, and gender on job demands among employees of selected healthcare organizations.

Objectives of the Study

1. Find out whether emotional intelligence, family support, and gender jointly and independently influence job demands among healthcare employees.
2. Determine whether occupational type would determine job demands among healthcare employees.

Relevance of the Study

This study has a real-life application helping with learning and educational processes which also will be useful in Nigerian medical colleges and teaching hospitals including universities, in training medical employees and stakeholders on effects of job demands on the overall performance of the organization. Finally, findings of this study would have some practical relevance for other researchers as the study has

ecological validity, as it was conducted in a real financial and clinical setting. The findings from this study will serve as a reference point and stimulate more research in this direction among researchers in industrial/organizational and clinical psychology and other researchers that are interested in similar studies. This study will be of huge benefit for academic purposes. The findings of this study will also broaden the knowledge of other researchers interested in this kind of study because it will help them realize reasons why employees need to develop and maintain best practices in handling and understanding job demand for successful performance in financial and healthcare organizations.

Review of Related Studies on Emotional Intelligence and Job Demands

Current literatures on job demands have suggested positive relationship between emotional competences and work related challenges. However, these literatures have not demonstrated absolute results and authors suggested varying outcomes and indicating the role of other factors that may be implicated. However, below are reviews of literatures on this subject. However, emotional labour significantly predicted turnover intention such that workers who reported emotional labour tended to form turnover intention. Also the study found out that emotional intelligence significantly predicted turnover intention such that high emotional intelligence led to a decrease in turnover intention. The result further demonstrated that job stress, emotional labour and emotional intelligence jointly accounted for 61% variance in workers turnover intention. Additionally, the results from the study also revealed that health workers reported higher levels of turnover intention than health workers.

Payal, (2013) reported that most of the women showed significant level of occupational stress and the major stressors as perceived by them were time management. The researcher recommended that is it important for organizations to offer their employees a combination of emotional intelligence and stress management training to offer their employees a combination of emotional intelligence and stress management training that would provide employees additional necessary skills to deal effectively with job requirement and handle the responsibilities at home too.

Related Studies on Family Support and Job Demands

Sobanah and Muhammad (2014) examined the relationships between job involvement, role ambiguity, job demand and social support and work-family conflict among 200 administrative staff in the public university in Malaysia. Findings from the study revealed that work-family conflict was negatively and significantly influenced by job involvement and social support, while positively related with job demand. However, moderating effect of social support was found to be significant among job involvement, role ambiguity and job demand. The findings from the study suggested that practical implications for the basic understanding of the causal factors which influence administration staff with work-family conflicts and as well

indicated an important practical insinuation for organizations.

Aizzat and O'Driscoll (2011) carried out a study to examine the relationship between work overload and parental demands with work-family conflicts among 385 academic staff working in public universities. The results from the study indicated that similar finding of positive relationship between work load and family domains were explored as moderators. The study showed that parental demand was found to be unrelated to family-to-work interference in both samples.

Related Studies on Emotional Intelligence and Job Demand

Hypotheses

1. Perceived organizational support family support, emotional intelligence will have significant relationship with job demands.
2. Perceived organizational support family support, and emotional intelligence will independently and interactively significant predict job demands.
3. Health workers will significantly experience higher job demands than health workers.

2. Method

Research Design

This chapter explains the various research methods used to generate the data in this study. A cross-sectional survey design was adopted in the study. This phase of this study was conducted using, Ex-Post facto factorial design since it attempted to explain consequence based on antecedent condition. Moreover, variables of this study were not actively manipulated. The dependent variable is job demand. The predictor variables are perceived organizational support family support, emotional intelligence.

Research Setting

Employees in the health industry in Ondo states metropolis, Nigeria constitute the population of this study. The study was conducted in AKURE South Local government Area and Akoko- South West. The pluralistic, commercial, and strategic nature of Ondo state informed the choice of hospitals used in the study.

Participants

The participants for the study were drawn from commercial sectors of the society healthcare employees in Ondo State. Using accidental sampling technique, healthcare employees participants were drawn from; Adekunle Ajasin Health Centre, Neuropsychiatric Specialist Hospital, Tender Heart Hospital and Mother and child Hospital.

The total number of participants who volunteered for the study were (113) for the health care employees. However, one hundred and thirteen (113) questionnaires were valid. However, 113 were from the healthcare population. These participants were made up of 84 male (80.5%) and 33 female

(14.5%); married 100 (88.8%) single 13 (11.2%), and 122 first degree holders and 31 post graduate holders (13.4%). The age ranges from 19 to 58, mean age is 29.97 and job tenure ranged from 1 to 35 years, and the mean of job tenure was 4.76 with SD of 4.91.

Instruments

Relevant data were gathered through the use of validated questionnaire which comprises of four sections (A-E). Section A: Socio-demographic information. These include age, gender, marital status, job position, job tenure and academic qualification.

Section B: This contains the Family Support Scale (FSS). This scale is a multi-dimensional scale and was developed by Cheng and Chan (2004). It consists of 12 items on a 5 point Likert type scale 1, Strongly Disagree and 5 Strongly Agree. The Cronbach Alpha for the present study was .90.

Section C: This section measured emotional intelligence. This scale used to measure emotional intelligence is the Schutte Intelligence Scale (SEIS) developed by Schutte and Malouff (1998). It consists of 33 items on a 5 point Likert type Scale. Samples include; 'I know when to speak about my personal problems to others', 'When I am in a positive mood, solving problems are easier for me'.

Section D: This section contains the job demand items. Job demand was measured using the Job-Demands Scale developed by Jackson and Rothman (2005). The JDRS consists of 42 items on four point Likert type scale ranging from 1 (Never) to 4 (Always). Sample of items include; 'Do you work under pressure', 'Does your work put you in emotionally upsetting situations'. The reliability coefficient for the JDRS was .92. The Cronbach Alpha for the present study was .94. The scale measured job demands with higher scores indicative of high levels of job demands.

Procedure

An introduction letter which explained the purpose of the study to participants was attached to the questionnaires which were administered. With the assistance of the Heads of Departments of the institutions used in the study, questionnaires were administered and volunteers were accidentally sampled. The volunteered respondents were informed about the research and anonymity was guaranteed.

3. Data Analysis

In order to determine the extent and direction of associations among the study variables, Pearson Product Moment Correlation (PPMC) analysis was conducted. Multiple regression analysis was then used to test hypothesis 1, 2 and 3. Some of the socio-demographic variables were coded. For example, gender was coded male 0, female 1. Marital status was coded single 0, married 1, widow 2 and divorce 3. Job position was coded junior 0, senior 1. All analyses were conducted using SPSS 20.0 Wizard.

4. Results

The first analysis involved inter-correlations of all the variables of the study. The result presented in Table 1.

Test of Inter-Variable Correlation

Table 1, shows that perceived organizational support had significant and negative relationship with job demand [$r(229) = -.40, p < .01$]. This means that, employees with favourable perception of the organization (employees who have support from the organization, supervisors and co-workers) were able to cope with the demands on the job while employees with unfavourable perception of the organization (without support from organization and co-workers) were unable to cope with their job demand. Also family support had significant negative relationship with job demand [$r(229) = -.28, p < .01$]. Furthermore, emotional intelligence also had a significant and negative relationship with job demand [$r(229) = -.30, p < .01$]. This implies that employees with high emotional intelligence were able to cope with the demand on their job whereas, those with low emotional intelligence were unable to do so effectively. Therefore hypothesis 1 was confirmed.

Test for Hypothesis 2

In order to test hypothesis 2, which states that perceived organizational support, family support and emotional intelligence will independently and interactively significantly predict job demand. Here multiple regression was used. The results are presented in Table 2 below.

Table 1. Showing the Relationship among the Study Variables

Variables	Mean	SD	1	2	3	4	5	6	7
1. Age	29.97	6.77	1						
2. Gender	-----	---	.10	1					
3. Marital Status	-----	---	.11	-.49	1				
4. Job Tenure	-----	---	.09	.64	.12*	1			
5. Per. Org. Spp.	39.90	9.93	.15*	.39*	-.39*	.07	1		
6. Family Support	49.25	7.83	.13	-.03	-.01	.03	-.05	1	
7. Emotional Intelligence	134.13	18.15	.13	.05	.00	.14*	.03	.03	1
8. Job Demand	101.57	19.23	-.05	-.11	.02	-.12	-.40*	-.28*	-.30

Note: ** $p < .01$, * $p < .05$, $N=231$. Per. Org. Spp. = Perceived Organizational Support.

Table 2. Summary of Multiple Regression Analysis of Perceived Organizational Support, Family Support and Emotional Intelligence on Job Demand

Variables	B	T	R	R	Df	F
Perceived Org. Supp.	-.31**	-4.25	.42	.18	3, 227	16.23**
Family Support		-.10	-1.42			
Emotional Intelligence	-.07	-.93				

Note: Perceived Org. Supp., = Perceived Organizational Support

Table 3. Summary of the t-Independent Table Test showing the Difference in the Experience of Job Demand

Variable	Occupation	N	Mean	SD	Df	T	P
Job demand	Healthcare Employees	118	101.72	18.37	229	-.124	>.05

The results in Table 2, illustrates that perceived organisational supports shows inverse relationship on job demand. ($\beta = -.30$, $p < .01$). This implies that, the more favourable perception of the organizational support (i.e., support from organization, supervisors and co-workers) the less job demand perception is imminent. This portends also that as job demands become more significant, the tendency towards perception regarding organization support among healthcare employees becomes less apparent. Family support did not show significant results ($\beta = -.10$, $p > .01$). This means that employees experience of high job demand does not depend on whether they are supported by their family members or not. Emotional intelligence also does not predict job demand ($\beta = -.70$, $p > .01$). This result demonstrates that the perception of high job demand is not a function of emotional intelligence. Interestingly, results from the regression analysis showed an interaction of all study variables (perceived organizational support, family support and emotional intelligence and job demand) indicating that the joint pull of all study variables predicted job demands [$F(3,277) = 16.23$, $p < .01$]. Therefore, hypothesis 2 was partially supported.

Test for Hypothesis 3

The results in Table 3, shows that occupation type does not significantly show difference in the experience of job demand among healthcare employees [$t(118) = -.124$, $p > .05$]. This implies that those employee in healthcare organization do not experience varying levels of job demand indicating that healthcare occupations are not especially demanding, in other words, occupation type does not influence job demand. Therefore hypothesis 3 was rejected.

5. Discussion

The general aim of the study was to investigate the extent to which perceived organizational support, family support and emotional intelligence predict job demands. Also, the study examined the relationship among the study variables. The results of the correlation analysis used for the first hypothesis showed the relationship that exists among the

study variables.

The results indicate significant inverse relationship between perceived organizational support, family support, and emotional intelligence and job demand. These results demonstrates favourable perception of organizational support is an important factor and resource that act as buffer helping individuals who are employed in demanding work environment such as those engage in the study. In view of these, healthcare employees job routine are fraught with different regime of healthcare practice. These view was also shared by Onuoha, 2013; Sobonah, et al., 2014) who found that perceived organizational support is an important factor that help employees adapt, attempt to reduce, effectively manage negative outcomes like, work-conflicts, supervisor-subordinate issues, emotional labour and so on.

Bakker et al., (2007) demonstrated that perceived organizational support forms an integral part of work place motivations and performance driven tool. These authors revealed that when organizational support is evident in an organization, employees would demonstrate organizational citizenship behaviour in line with organizational policies and target while, also fulfilling person targets.

Hypothesis two, which stated that organizational support and family support and emotional intelligence will independently and interactively predict job demand was partially confirmed, it was revealed from the result of the study that perceived organizational support inversely predicted job demands. The result indicated favourable perception of support from organizational support and the families of these groups of professionals. Ogunbamila, et al., (2014) reported similar findings that perceived organization and family support are necessary sets of abilities that help cushion the effects of negative outcomes in work place settings.

Hypothesis 3, states that healthcare employees will significantly experience higher job demands than health workers was rejected. The results rather demonstrated that there was no significant difference in the experience of healthcare employee, this point to the fact that healthcare practitioners demonstrate difference in the perception of job demand.

6. Conclusions

The study was able to demonstrate that favourable perceptions of organizational and family support are pivotal factors for employee perception of job demand and work performance. The results of this study portend key empirical driven conclusion that leads to the important role of organizational support in the overall interest at both the management and employee level.

7. Recommendations

This study presents overall knowledge based assertions that encourages change in organizational role in employee performance. From the findings of the study, recommendations were made for the healthcare sector.

For healthcare sector it is recommended that;

1. Colleges of medicine and various schools of Nursing under the Ministry of Health in Nigeria should take adequate steps to inculcate organizational support structures and policies implementation approaches that that suit and encourages the cultural and environmental demands of health care best practices. In other words, clinicians who work in healthcare environments in Nigeria shall acquire career development possibilities and leadership training like those in the United Kingdom (UK), and central Europe who are already reaping the dividends of enabling organizational support structures.

REFERENCES

- [1] Anderson, S. E., Coffey, B. S., & Byerly, R. T. (2002). Formal organization initiatives and informal workplace practices: Links to work family conflict and job related outcomes. *Journal of Management*, 28(6), 787-810.
- [2] Aizzat, M. N. & O'Driscoll, M. P. (2011). Work overload, parental demand, perceived organizational support, and work-family conflict among New Zealand and Malaysian academics. *New Zealand Journal of Psychology*, 40 (3), 38-47.
- [3] Aucamp, J. M. (2013). *Occupational stress of professional and enrolled nurses in South Africa. Masters in Nursing*. Potchefstroom University for Christian Higher Education. Australian Bureau of Statistic Statistical Language, Census and Sample.
- [4] Bakker, A.B. & Demerouti, E., (2007). Job resources as predictors of work engagement and employee retention. *Journal Organizational Behaviour*, 21(2), 425-427.
- [5] Bar-On, R. (2006). *The Bar-On model of emotional-social intelligence (ESI)*. Psicothema Books, 18 13-25.
- [6] Boyar, S. L., Car, J. C., Mosley, D. C., & Carson, C.M. (2007). The organizational validation of scores on perceived work and family demand scales. *Educational and Psychological Measurement*, (2) 1, 67-100.
- [7] Chen, T.C., & Chan, A.C., (2004). The multidimensional scale of perceived social support: Dimensionality, age and gender differences in adolescents. *Personality and Individual Differences*, 3 (7), 1359-1369.
- [8] Darvish, H., & Nasrollahi, A. A. (2011). Studying the relations between emotional intelligence and occupational stress: case study at Payame Noor University. *Economic Science Series, Petroleum-Gas University of Ploiesti Bulletin*, 63(2), 38-49.
- [9] Demerouti, E., Bakker, A. B., Nachreiner, F., & Schaufeli, W. B. (2001). The Job-Demand Resource Model. *Journal of Applied Psychology*, 8 (6), 499-512.
- [10] Doi, Y. (2005). An epidemiological review on occupational sleep research among Japanese workers. *Industrial Health*, 43(2), 3-10.
- [11] Dulewicz, V., & Higg, M. (2004). *Assessing leadership style and organizational context*. Oxfordshire: Henley Management College, 2-3.
- [12] Eisenberger, R. (2007). Perceived organizational support. *Journal of Applied Psychology*, 75(2), 500-507.
- [13] Fleishman, J. A. (1982). Personality characteristics and coping patterns. *Journal of Health and Social Behaviour*, (25), 3, 229-244.
- [14] Goleman, D. (1998). Examining the relevance of emotional intelligenc and organizational commitment among employees of small and medium enterprise in private sector. *International Journal of Business and Management*, 6 (12), 180-194.
- [15] Igbinomwanhia, N. G., Olotu, S. O., & Onesirosan, J. B. (2017). Prevalence and correlates of antipsychotic poly-pharmacy among outpatients with schizophrenia attending a tertiary psychiatric facility in Nigeria. *Therapeutic Advances in Psychopharmacology*, 7(1), 3-10.
- [16] Jackson, L.T. & Rothman, S. (2005). Work-related wellbeing of educators in a district of the North West Province. *Perspectives in Education*, 2, (3), 107-122.
- [17] Karatepe, W. & Osman, M. (2013). The effects of work overload and work-family conflict on job embeddedness and job performance: The mediation of emotional exhaustion. *International Journal of Contemporary Hospitality Management*, 25(4), 614-634.
- [18] Lam, L. T. & Kirby, S. L. (2002). Emotional structure and commitment: Implications for healthcare management. *Journal of Health Organizational and Management*, 19 (2), 120-129.
- [19] MacPhee, M., & Suryaprakash, N. (2012). First-line nurse leaders' health-care change management initiatives. *Journal of Nursing Management*, 2(2), 249-259.
- [20] Muse, L. A., & Stamper, C. L., (2007). Perceived organizational support: evidence for a mediated association with work performance. *Journal of Managerial Issues*, 19 (4), 517-535.
- [21] Ogungbamila, B., Balogun, A.G., Ogungbamila, A., & Oladele, R. S., (2014). Job stress, emotional labour and emotional intelligence: as predictors of turnover intentions:

evidence from two service occupations, *Mediterranean Journal of Social Issues*, 5 (6), 351-357.

- [22] Ojha, M. U. (2011). Job demand, social support, and work-family conflict: A comparative study of immigrant and native workers in United States of America. University of Kentucky Doctoral Dissertation, p.198.
- [23] Onuoha, U.C., & Ayeerun, T. (2013). Perceived organizational support and some demographic variables as predictors of organizational commitment non-teaching employees in a state own university, *Ife Psychologia*, 21(1), 183-193.
- [24] Payal, M. (2013). Occupational stress in working women: its relationship with the level of emotional intelligence and coping strategies used to deal with stress. *International Journal of Cross-Disciplinary Subjects in Education*, 3(2), 1441-1446.
- [25] Perryer, C., Jordan, C., Firms, I., & Travaglione, A. (2010). Predicting turnover intentions: the interactive effects of organizational commitment and perceive organizational support. *Management Research Review*, 33 (9), 911-923.
- [26] Salovey, P., & Mayer, J. D. (1990). The mediating effect of job satisfaction between emotional intelligence and organizational commitment of nurses: a questionnaire survey, *International Journal of Nursing Studies*, 4, (5), 1625-1635.
- [27] Schaufeli, W.B., & Bakker, A. B. (2004). Job demand, job resources and their relationship with burnout and engagement: a multi-sample study, *Journal of Organizational Behaviour*, 25 (2), 293-315.
- [28] Schutte, N. S. & Malouff, J. M. (1998). Measuring emotional intelligence and related constructs. Levinson: Mellen Press, p. 23.
- [29] Sharon, F., Ngo, H., & Steven, L., (2005). The effect of work stressors, perceived organizational support and gender on work-family conflict in Hong Kong. *Asian Pacific Journal of Management*, 22, 237-256.
- [30] Sobanah, D. T. & Muhammad, A. B. (2014). Work-family conflict: an investigation on job involvement, role ambiguity and job demands moderated by social support, *Journal of Human Resource Management*, 2(3), 52-62.
- [31] Stamper, L.C. & Johlke, C. M. (2003). The impact of perceived organizational support on the relationship between boundary spanner role stress and work outcomes, *Journal of Management*, 29, (1), 569-588.