



Moderating Role of Emotional Intelligence on Proactive Personality and Professional Quality of Life among IT Professionals: Empowering Well-being and Career Satisfaction in the Digital Age

Haleema Adnan^{a*}, Syeda Azka Zaidi^b, Nazia Naureen^c, Usama Hashmi^d, Amna Bibi^e

^{abcde}Department of Psychology, University of Wah, Wah Cantt, Pakistan

^{*}**Email:** haleema.adnan@uow.edu.pk

Abstract: The current study sought to determine how proactive personality and emotional intelligence affect the professional quality of life of IT professionals. The study also looks into how emotional intelligence influences the link between a proactive personality and a high quality of life at work. The research uses the Job demand resource model and Positive organization behavior theory to support the framework proposed. In this research, data were consisted of N=300 and it was collected from employees working in the software houses across Rawalpindi, Islamabad and Wah Cantt region. The data was collected by using Proactive personality scale, Trait emotional intelligence scale and professional quality of life scale . The statistics were analyzed using descriptive analysis, t-test, correlation, ANOVA, regression analysis and moderation analysis through SPSS version 23. The study results revealed that emotional intelligence, and proactive personality influences professional quality of life while no gender differences were find on these variable. The limitations and future directions are also discussed; to increase the generalizability of the results, this study must be conducted on larger samples. To fully comprehend the topic of this study, additional personality traits should be investigated. This research has significant consequences for businesses. This study found that when EI is combined with a proactive personality feature, it improves an employee's professional quality of life. As a result, when recruiting and selecting personnel, employers should pay special attention to the above personality feature.

Key Words: Proactive personality, Emotional Intelligence, Professional Quality of life, IT Professionals.

1. Introduction

In the light of the flourishing world the theme of progress and achievement that is acknowledged by professionals not exclusively to have only knowledge and experience, yet in addition to have the option to exploit the capacity to appreciate anyone at their core of representatives and to have the option to control individuals in the work environment in which they all are collaborating and sharing their mindsets to grow their work objectives. Studies on ability to understand anyone at their core have been expanding as of late after the end that it is also necessary to understand the feelings of employees that are working with us in job settings so that it will allow us to better

understand them about their feelings, what they think, their thinking patterns and also give us a chance to build an interactive working environment with our employees in professional work setting.

In the advance and fast running life of the modern age, individuals build complex interactions with their peers and deal with issues that are closely related to their emotions and feelings. The utilization of the ability to appreciate people at their core abilities helps people and the local area to understand the situation in a better way, to make people more joyful. High capacity to understand people on a profound level ability likewise impact proficient life, empowering people to discuss really with their laborers and having viable working abilities addition to their outcome in the working environment. Individual having high ability to understand anyone on a deeper level can adapt to their feelings, for example, burnout, stress and outrage. Then again people with low degree of the ability to appreciate anyone at their core are bound to encounter burnout at work due to low even out inner inspiration (Jeung, .etal 2018).

With the increasing demand for IT professionals and the need for innovation in this field, individuals with a proactive personality and high emotional intelligence (EQ) can be a asset for a growing part of modern age technology and to make contributions on their own behalf to this field. It is the prime aim of this study to emphasize the significance of emotional intelligence among information technology professionals because this could be a potential factor that indicates their performance and satisfaction level with regard to their work environment, which in turn leads to compassionate satisfaction. This topic is chosen in order to examine how proactive individuals are essential for a company and how high and poor emotional intelligence become hallmarks of productivity and pleasure for IT professionals in their respective fields of work. There's limited research existed with combination of the variable chosen for this research.

Individual who are managing professionals such as IT Professionals tends to have a significant intensity of the ability to appreciate individuals at their core. They ought to know about themselves well, control their own sentiments, and have high inspiration get others very well with a feeling of compassion, have interactive abilities like correspondence, participation and collaboration. They tend to be more usefully in dealing with the other people how to interact with them more efficiently. By understanding the climate, they can all the more effectively figure out what others need and are more progressive in their examination. Also, IT Professionals with high capacity to acknowledge individuals at their core will can adapt to gloomy feelings, for example, burnout and stress. They will actually want to notice the positive/negative circumstances that may be happen so that they can prepare themselves for any kind of hostile situation (Agarwal & Ferratt, 2002).

1.1 Research Objectives

Consequently, the study has the following broader objectives:

1. To investigate the association between proactive personality, emotional intelligence, and professional quality of life among IT professionals.
2. To find out the moderating role of emotional intelligence on the association between proactive personality and professional quality of life.
3. To explore the role of various demographics including (gender, qualification, job tenure) in relation to the study variables.

2. Related Literature

2.1 Proactive Personality and Emotional Intelligence

People with proactive character are likewise quick to survey new open doors by seeing what is expected to accomplish their objectives and make achievement. They look for new open doors, follow up on a drive and keep on working until arriving at the objective by staying aware of the change. Proactive individuals can perceive potential open doors early and can lead themselves to work conclusively to accomplish the objectives they have recognized (Erkutlu & Chafra 2012). While still controlling them, many assessments have gone farther and incorporated specific asset considerations. Proof that emotional intelligence has a closer connection to important aspects of the organizational climate is amassing among these elements. Particularly, those with better emotional

intelligence on a deeper level frequently have greater work accomplishment, explore more work, and engage in fewer detrimental work behaviors. Additionally, researchers have argued that those with profoundly higher levels of emotional intelligence than their peers have deeper commitments to their profession. Employees that are emotionally savvy can minimize their job results that are gloomy and feel more passionate about their employment. Whether you are an employee, manager, or business owner, emotional intelligence can help you perform successfully in either working environment or professional job setting. Businesses nowadays are more complex and multifaceted than ever before. While employers want high output, they need also have a basic understanding of job satisfaction and a positive workplace environment. Both of these are immediate results of emotional intelligence at work (Stein, 2011). Emotional intelligence has reportedly become a major subject of concern in the last two decades of research. The most crucial employee trait for an organization is believed to be emotional intelligence. In the dynamics of the emerging 'affective revolution' in social and organizational psychology (Barsade & Gibson, 2007). It is suggested that emotional intelligence (EI) is a significant predictor of critical organizational outcomes, such as job satisfaction (Daus & Ashkanasy, 2005).

2.2 Proactive Personality and Professional Quality of Life

One of the most important issues for employees today is finding a balance between work and life. The skills that make up emotional intelligence may both directly and indirectly contribute to workplace flourishing by supporting the growth of other skills like perception of power and job satisfaction, which may in turn further promote workplace flourishing. Although it is widely acknowledged that emotions are the most significant aspect of the workplace, research on workplace emotions is still in its infancy. Every firm must produce exceptional results in terms of production and efficiency in this technologically advanced day. Yet, the achievement of this dream requires substantial satisfaction of workforces as they endeavor to increase more hard work to carry out successfully to attain the organizational goals (Bande et al., 2015).

Proactive people report feeling very fulfilled in their careers and personal lives. They pursue their own goals in order to feel greater mental need fulfillment and increased delight (Greguras & Diefendorff, 2010). When the representative has the power to alter the workplace, a workable climate can be created (Sutarjo, 2011). The representative feels perfectly aligned with the goals and nature of the organization thanks to this excellent personal association fit (Brown et al., 2005). Because proactive people may adapt their current workplace to suit them, they frequently feel involved and connected to their associations, which leads to a sense of authoritative responsibility and a passionate attachment to the association (Awan et al., 2022). Independent and more likely to focus on personal chores, proactive employees have higher job satisfaction (Ambrose & Kulik, 1999), which helps employers achieve their goal of reducing turnover rates (Fairlie, 2011).

2.3 Hypotheses

The following postulations were formulated to achieve the above-mentioned objectives.

1. There will be a positive relationship between Emotional intelligence, proactive personality, and professional quality of life among IT professionals.
2. Emotional intelligence predicts professional quality of life.
3. Emotional intelligence moderates the relationship between proactive personality and professional quality of life among IT professionals.
4. Male will have high professional quality of life than females.
5. Socio-economic status has an impact on professional quality of life among IT professionals

2.4 Conceptual Framework of the Study

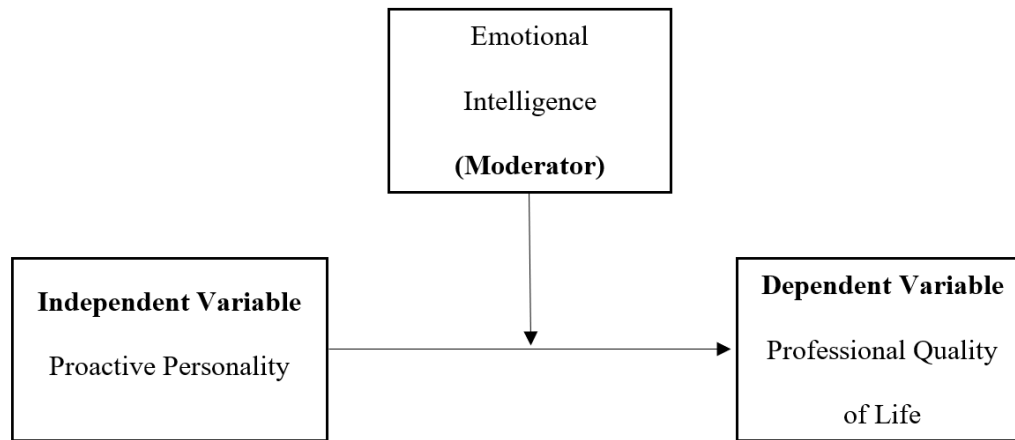


Figure 1: Conceptual Framework

3. Materials and Methods

3.1 Research Design

The current study was co relational study based on survey method.

3.2 Sample and Sampling Technique

A sample of 300 adults of males (n=150) males and females (n=150) ranging in age from 20-40 years, collected from different IT related companies, software houses by using purposive sampling technique. Participants were IT professionals, such as managers, assistant managers, executives, and team members were targeted. The sample was consist

3.3 Inclusion Criteria

Following inclusion criteria was used.

1. IT professionals from software houses were included. (Islamabad, Rawalpindi, Wah Cantt)
2. Adults above 18 years of age were included in the study.

2.4 Exclusion Criteria

Subsequent exclusion criteria were used.

1. The age below 18 people were also excluded
2. Those participants whose education was below BS level were excluded.
3. Other professional workers like teachers, doctors, Lawyers were excluded.

3.5 Instruments

3.5.1 Demographics

First of all, for measurement demographic variables in which information was collected about the participant's age, gender, Marital status, family status, socioeconomic status, job status, qualification, work span, working hours, travel hours and monthly income were involved.

3.5.2 Proactive Personality

The proactive personality of the participant is assessed using this tool. The most popular 10-item instrument was employed to measure it (Seibert et al., 1999). The scale is the shortened version of the Bateman and Crant scale (1993). Responses to statements like "I thrive at finding opportunities" and "No matter what the odds, if I believe in something, I will make it happen" were recorded on a seven-point Likert scale ranging from 1 ("strongly disagree")

to 7 ("strongly agree"). Greater proactive personality is indicated by higher scores. There is nothing negative items in the scale.

3.5.3 Emotional Intelligence

Emotional intelligence was assessed using the Trait Emotional Intelligence Short Form (Petrides, 2009). It is a 30-item, self-report questionnaire that may also be used to evaluate the four traits that make up trait EI: well-being, self-control, emotionality, and sociability. Responses are provided in the form of a likert-type scale, with seven alternatives ranging from 1 (totally disagree) to 7 (absolutely agree), and statements such "Expressing my emotions with words is not a difficult for me." The order of fifteen of the thirty items was reversed.

3.5.4 Professional Quality of Life

The phrase "professional quality of life" (ProQOL) refers to both the positive and negative feelings that a person has come across when working as a helper. The most widely used Professional Quality of Life Scale was employed to measure it (Stamm, 2010). It is a 30-item self-report scale that assesses compassion satisfaction as well as Burnout and Secondary Traumatic Stress, two factors in compassion fatigue. Each of the subscales, satisfaction (CS), Burnout (BO) and Secondary traumatic stress (STS), contains 10 items. Response options range from 1 (never) to 5 (very often), with items such as "I feel connected to others".

3.6 Ethical Considerations

The study followed all the ethical principles of psychological research.

3.7 Procedure

Questionnaires were provided to the employees, after receiving permission from Human Resources (HR) department. A cover letter briefly explaining the purpose of the survey was attached with questionnaires which indicated that information would be kept confidential and will only be used for academic purpose. It was also briefed that they have the right to quit if they felt uneasy to give their information at any time. Queries of the respondents were being resolved in hand in order to eliminate the errors from their responses which might have occurred due to misinterpretation. Data was collected in spare time, later they were thanked for their time and their cooperation which they had shown towards the study.

4. Results

4.1 Analysis of Demographics

4.1 Table 1: Analysis of Demographics

Variable	<i>f</i>	%
Gender		
Males	150	50.0
Females	150	50.0
Age		
21-27	143	47.7
28-34	93	31.0
35-41	36	12.0
42-48	28	9.3
Family status		
Nuclear	148	49.3
Joint	152	50.7
Socioeconomic status		
Lower	111	37.0

Middle	187	62.3
Upper	2	.7
Job status		
Full time	209	69.7
Part time	71	23.7
Intern	20	6.7
Work span		
1 year	51	17.0
2 years	123	41.0
3 or more	125	41.7
Other	1	.3
Working hours		
5-7	95	31.7
7-8	144	48.0
8-9	61	20.3

Above table explained the incidence and proportion of the demographic variables of the participants, included in the study. There were equal range of males (n=150) and females (n=150) in the sample. Most of the participant’s age range was 21-27 in this sample. Most of the participants were single but married participants also participated in this study. Mostly participants were belonged to the joint family system rather than nuclear. Most of the participants belong to the middle-class socioeconomic status than lower or higher. Full time job status showed in the study and mostly participants were graduated students. Most of the participants have more than 3years working span. Participant’s working hours were not be greater than 9 hours a day.

4.2 Descriptive Statistics

Table 4.2: Descriptive Statistics and Cronbach Alpha

Variables	K	α	M	SD	Range		Skewness	Kurtosis
					Actual	potential		
Proactive Personality	10	.82	47.02	11.82	10-70	10-70	-.26	-.42
ProQOL	30	.66	91.02	12.29	60-125	30-150	.33	-.18
Emotional Intelligence	30	.59	129.10	25.93	96-190	30-210	.57	.68

Note. K=No of items, ProQOL= Professional Quality of life, α =Cronbach Alpha, M=Mean, SD=Standard Deviation.

Table 2 provided information about the scales' item number, Cronbach alpha, mean, standard deviation, range, skewness, and kurtosis. To calculate the general average scores of participants on the specific measures utilized in this study, mean and standard deviation were obtained. The reliability coefficients' values vary from 0 to 1, and reliability values represent the scale's internal consistency. All of the metrics' alpha values are within allowable bounds. The proactive and professional quality of life and emotional intelligence have skewness and kurtosis values that are less than 2, which indicates that the data is normally distributed.

4.3 Correlation Analysis

Table 4.3: Correlation Analysis

Variables	1	2	3
1. Proactive Personality	-	.544**	.277**
2. Emotional Intelligence		-	.586**
3. Professional Quality of Life			-

Note. **p<0.01

Table 3 showed that Proactive personality has significant positive relationship with Emotional intelligence at the level of (p<0.01). Emotional Intelligence have significant positive relationship with professional quality of life at the level of (p<0.01). It showed that when Emotional Intelligent increases, Professional Quality of life (ProQOL) also increases. Lastly, Professional quality of life shows significant positive relationship with Proactive personality. It showed that when proactive personality increases, Professional excellence of life also increases.

4.4 Mean Standard Deviation and T-Value

Table 4: Mean Standard Deviation and T-Value

Variables	Male (N=150)		Female (N=150)		t	p	95%CI		Cohen's d
	M	SD	M	SD			LL	UL	
Emotional Intelligence	133.38	26.87	124.08	25.17	2.87	.833	2.67	14.32	0.33
Proactive Personality	49.21	11.94	44.82	11.37	3.25	.20	1.73	7.03	0.37
ProQOL	90.60	12.50	91.44	12.10	-.59	.73	-3.63	1.95	0.06

Note. M= mean, ProQOL= professional quality of life, SD= standard deviation, LL= Lower Limit, UL= Upper Limit.

Table 4 revealed that there is non-significant mean difference between the t and p values of male and female on proactive personality, emotional intelligence and professional quality of life. Analysis produced a non-significant value for Emotional Intelligent in Males (M=133.38, SD=26.87) and in Females (M=124.08, SD=25.17), non-significant value for proactive personality in Males (M=49.21, SD=11.94) and in Females (M=44.82, SD=11.37) and non-significant for professional quality of life in Males (M=90.60, SD=12.50) and in females (M=91.44, SD=12.10). As result revealed that there is no gender disparity in levels of proactive personality, emotional intelligence and professional quality of life.

4.5 Regression Analysis

Table 5 shows results of multiple linear regression for the effect of emotional intelligence, proactive personality on professional quality of life. The R² value of .340 revealed that the predictor explained 34% variance in the outcome variable with F=78.32, p<.001***

Table 5: Regression Analysis

Outcome: Professional Quality of Life								
Variables	<i>B</i>	<i>SE</i>	<i>B</i>	<i>95%CI</i>		<i>R</i> ²	ΔR^2	<i>F</i>
				<i>UL</i>	<i>LL</i>			
1 (constant)	56.10	3.05		50.08	62.11	.340	.345	78.32***
2 Emotional Intelligence	.293***	.027	-.617	.240	.345			
3 Proactive Personality	-.06	.05	-.05	-.17	.05			

Note. B= Standardized coefficient, SE=Standard error, β = Standardized non-coefficient, ***p<0.001

4.6 Moderation Analysis

Table 6: Moderation Analysis

Outcome: Professional Quality of Life				
Predictors	<i>B</i>	<i>p</i>	<i>95%CI</i>	
			<i>LL</i>	<i>CL</i>
Constant	10.14	.00	65.31	105.23
Proactive Personality	0.20	.001	-1.04	-.24
Emotional Intelligence	0.08	.52	-.11	.21
Proactive Personality × Emotional Intelligence	.0016	.00	.0016	.00
	<i>R</i> ²	0.36		
	ΔR^2	.02		
	<i>F</i>	56.67***		
	ΔF	9.07**		

*p<.05, **p<.01, ***p<.001

Table 6 demonstrate that the moderation analysis showing the effect of emotional intelligence on the relationship between proactive personality and professional quality of life. The ΔR^2 value of .02 reveals that the predictor explained 1% variance in the outcome variable with F=56.67***.

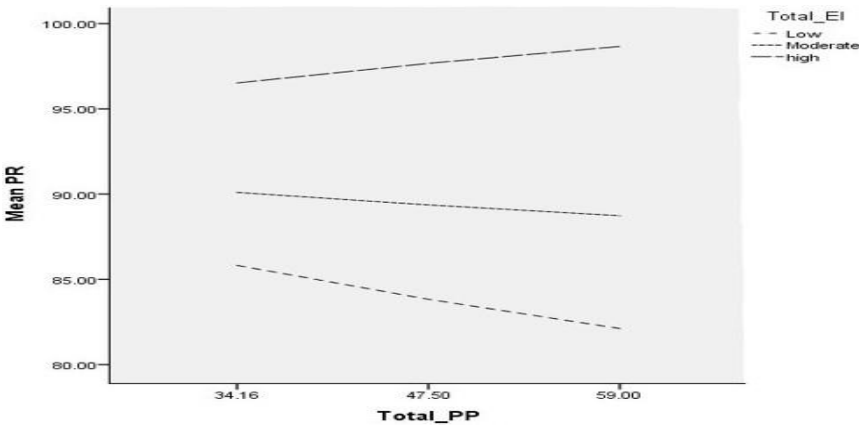


Figure 2: Moderation Analysis

The slopes of graph shown that moderation is most significant at lower level of emotional intelligence. Emotional intelligence moderates the relationship between proactive personality and professional quality of life. It means that when emotional intelligence increases professional quality of life will also increase ($p > .05$).

4.6 Discussion

The present study aims to investigate the association between proactive personality, emotional intelligence, and professional quality of life in information technology workers. In addition, the current study aims to understand the role of demographics (gender and socioeconomic status) in the study variables. The notion of proactive personality is vital in understanding, using, and managing one's own emotions in positive ways to alleviate stress, converse productively, empathize with others, overcome trouble, and disseminate disagreement. Emotional intelligence predicts a person's proactivity and in turn leads to a greater professional quality of life. Adjusting successfully to a job situation, overcoming disagreements, and performing better demands emotional intelligence and a proactive personality of an individual. IT employees encounter various new employment problems, new jobs, workloads, and long hours, which might lead to burnout and bad professional quality of life.

The first hypothesis of the present study was that there will be a positive relationship between Emotional intelligence, proactive personality, and professional quality of life among IT professionals. The correlation research demonstrated that there exists a significant positive association between emotional intelligence, proactive personality, and professional quality of life. So, our hypothesis is accepted. The hypothesis offered to be explored in this study is accepted as results are comparable to those of the prior research. It's backed by the premise that research has demonstrated that both proactive personality and resilience are positively correlated with EI and work satisfaction (Jafri et al., 2016). So, our hypothesis is accepted.

The second hypothesis of the study was that Emotional intelligence predicts professional quality of life. The third hypothesis was that Emotional Intelligence has an effect on proactive personality. Multiple linear regression research demonstrated that emotional intelligence and proactive personality show 34 percent variation in the outcome variable, which was professional quality of life. Both hypothesis presented to be examined in this study was accepted.

The findings are consistent with earlier studies, which found a strong positive relationship between emotional intelligence and job happiness (Lee & Ok, 2012). The information makes it clear that someone with a high level of emotional intelligence will also have a high level of job satisfaction. It is also shown that emotional intelligence explains percent 16 of the variance in work satisfaction showed that emotional intelligence explained 16 percent of the variance in work satisfaction (Livingston et al., 2001). According to prior studies, proactive personality was favourably correlated with both self-reported objective and subjective indicators of professional success. Even after adjusting for a number of pertinent factors (demographics, human capital, motivational, organizational, and industry) that have previously been found to be predictive of career outcomes, linear regression results revealed that proactive personality explained significant amount of variance in both actual and perceived career success (Seibert et al., 1999).

The third hypothesis of the study was that among IT workers, emotional intelligence acts as a moderator in the relationship between proactive personality and professional quality of life. Moderation analysis shows that moderation is more significant at the lowest level of emotional intelligence. The hypothesis suggested to be examined in this study was accepted. Also, the results are similar to past research that indicated emotionally intelligent persons are more adaptable towards job situations than individuals who are not emotionally intelligent (Landa et al., 2008). Individuals' behavior depends on their attitudes, beliefs, and values. All these characteristics are substantially connected with culture and personality (Aranda et al., 2014).

According to the forth hypotheses of the study males will have a higher professional quality of life than females, according to the fourth hypothesis of this study. The results of the t-test investigation showed that there was no statistically significant variation among IT professionals' gender differences. As a result, the study's intended exploration of the theory was abandoned. The conclusions of this study also go contradict to earlier findings, which indicated that both men and women should be given equal priority in the grand scheme of things, particularly when

it comes to possibilities for capacity building through the acquisition and training of ICT skills (Oyeniya, 2013). Fifth hypothesis of the study was that Socio-economic status has an impact on professional quality of life among IT professionals. One-way Analysis of variance analysis indicated that there is non-significant difference exists between socioeconomic status and professional quality of life among IT professionals. The hypothesis proposed to be interrogated was accepted. But the findings that are already available contradict with this result. Meanwhile, another study predicted socioeconomic status (SES) as the most significantly predictor of burnout (Professional quality of life) among physician and significantly predicted burnout in adolescents (Woon & Tiong, 2020).

4.7 Limitations and Suggestions

In current study following are the limitations and suggestions:

- Although proactivity was the focus of the current study, personality is a broad, complicated concept. To fully comprehend the topic of this study, additional personality traits should be investigated.
- In order to make the conclusions of this study more broadly applicable, larger samples must be used.
- There is a need to include participants from variety of cities like from Sindh, KPK and Baluchistan or any other province of Pakistan, so results could be more generalized.
- One limitation of measuring emotional intelligence among IT professional is that emotional intelligence isn't really the intelligence in such a way that there is such individual with a high IQ might be very efficient at processing information data and other solving problems.
- It is generally seen that overall, a person having high emotional intelligence perhaps simple a nice, sociable person but it just not necessarily good at understanding people because he or she just understand the fundamental principles.
- The research was conducted on limited demographic variable which can be through broader research with more dynamic demographic in future research.
- Another limitation while conducting the research work was time constrained as the research need to be concluded in the provided time frame consequently facing certain limitation during data collection and other processes.

4.8 Implications

- This study has significant consequences for businesses. This study found that when EI is combined with a proactive personality feature, it improves an employee's professional quality of life. As a result, when recruiting and selecting personnel, employers should pay special attention to the above personality feature.
- By giving training to increase employees' EI levels, organizations can create and improve employee job satisfaction and performance. Organizations can use a variety of techniques to improve their employees' EI.
- It's not just about the job dynamics when we're talking about professional and employment settings; emotional intelligence also involves having a strong sense of self and personal drive. This will assist the IT professional in promoting an employee's best interests in their workplace and other professional fields.
- Employers should place a high premium on hiring people with extremely proactive dispositions due to the significant correlation between a proactive personality and changes in job satisfaction.
- Organizational psychologist can raise awareness in various software houses so that they can better educate or guide the leaders or managerial staff to provide a facilitative.

5. Conclusion

Investigating the connections between proactive personality, emotional quotient, and professional quality of life among IT professionals was the study's main goal. The findings showed a strong correlation between proactivity, emotional intelligence, and professional quality of life. The results show that these research factors did not significantly differ by gender. Additional data indicate that there are no statistically significant mean differences in socioeconomic level among IT professionals. In general, the present study helps us understand how proactive personality, emotional quotient, and professional quality of life fit into Pakistan's collectivist culture. T-test results show that there is no mean difference between male and female in our data. Between the three socioeconomic level

categories, there is no significant mean difference in the outcome variable i.e. professional quality of life. Emotional intelligence, a pro-active personality, and professional quality of life all significantly positively correlate. Furthermore results also indicated that the association between proactivity and professional quality of life is moderated by emotional intelligence.

References

- Agarwal, R., & Ferratt, T. W. (2002). Enduring practices for managing IT professionals. *Communications of the ACM*, 45(9), 73-79.
- Ashkanasy, N. M., & Daus, C. S. (2005). Rumors of the death of emotional intelligence in organizational behavior are vastly exaggerated. *Journal of Organizational Behavior*, 26(4), 441-452.
- Ashkanasy, N. M., & Daus, C. S. (2005). Rumors of the death of emotional intelligence in organizational behavior are vastly exaggerated. *Journal of Organizational Behavior*, 26(4), 441-452.
- Bande, B., Fernández-Ferrín, P., Varela, J. A., & Jaramillo, F. (2015). Emotions and salesperson propensity to leave: The effects of emotional intelligence and resilience. *Industrial Marketing Management*, 44, 142-153.
- Barsade, S. G., & Gibson, D. E. (2007). Why does affect matter in organizations? *Academy of management perspectives*, 21(1), 36-59.
- Bateman, T. S., & Crant, J. M. (1993). The proactive component of organizational behavior:
- Bateman, T. S., & Crant, J. M. (1993). The proactive component of organizational behavior:
- Daus, C. S., & Ashkanasy, N. M. (2005). The case for the ability-based model of emotional intelligence in organizational behavior. *Journal of Organizational behavior*, 26(4), 453-466.
- Erkutlu, H., & Chafra, J. (2012). The impact of team empowerment on proactivity: The moderating roles of leader's emotional intelligence and proactive personality. *Journal of health organization and management*.
- Jafri, M. H., Dem, C., & Choden, S. (2016). Emotional Intelligence and Employee Creativity: Moderating Role of Proactive Personality and Organizational Climate. *Business Perspectives and Research*, 4(1), 54-66. <https://doi.org/10.1177/2278533715605435>
- Jeung, D. Y., Kim, C., & Chang, S. J. (2018). Emotional labor and burnout: A review of the literature. *Yonsei medical journal*, 59(2), 187-193.
- Landa, J. M. A., Lopez-Zafra, E., Martos, M. P. B., & del Carmen Aguilar-Luzon, M. (2008). The relationship between emotional intelligence, occupational stress and health in nurses: a questionnaire survey. *International journal of nursing studies*, 45(6), 888-901.
- Lee, J. J., & Ok, C. (2012). Reducing burnout and enhancing job satisfaction: Critical role of hotel employees' emotional intelligence and emotional labor. *International Journal of hospitality management*, 31(4), 1101-1112.
- Livingston, H., & Day, A. L. (2001). The role of emotional intelligence as a predictor of job satisfaction. In *Presentation at the Annual Meeting of the Canadian Psychological Association*.
- Oyeniyi, O. (2013). Gender differences in information retrieval skills and use of electronic resources among information professionals in South-western Nigeria. *International journal of Library and information science*, 5(7), 208-215
- Petrides, K. V. (2009). Psychometric properties of the trait emotional intelligence questionnaire (TEIQue). In *Assessing emotional intelligence* (pp. 85-101). Springer, Boston, MA.
- Ruiz-Aranda, D., Extremera, N., & Pineda-Galan, C. (2014). Emotional intelligence, life satisfaction and subjective happiness in female student health professionals: the mediating effect of perceived stress. *Journal of psychiatric and mental health nursing*, 21(2), 106-113.
- Seibert, S. E., Crant, J. M., & Kraimer, M. L. (1999). Proactive personality and career success. *Journal of applied psychology*, 84(3), 416.
- Stamm, B. (2010). The concise manual for the professional quality of life scale.
- Stein, S. J., & Book, H. E. (2011). *The EQ edge: Emotional intelligence and your success*. John Wiley & Sons.
- Woon, L. S. C., & Tiong, C. P. (2020). Burnout, mental health, and quality of life among employees of a Malaysian hospital: a cross-sectional study. *Annals of work exposures and health*, 64(9), 1007-1019.