



Impact of Emotional Intelligence on Job Satisfaction among Police personnel

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Abstract

Police officers as emotional workers have to handle interpersonal interactions (like crimes, accidents, illness and death) on regular basis, and it becomes important for them to regulate their expressions and feelings. Emotional intelligence could be profitably used in the form of a framework within which an individual can learn coping mechanism and also manage their emotions. Emotional intelligence (E.I.) is referred to as the ability to recognize emotions and regulate them in self and others. There are previous researches that observed relation between emotional intelligence measures and job satisfaction. Employees having lower emotional intelligence are found to have a negative effect on satisfaction and this reveals that there are different reasons also which could contribute towards negative performance of personnel which could be burnout, stressed relation and poor attitude. The research design in this study is descriptive in nature as it considers various characteristics of police personnel in Jabalpur. Sample of 50 police personnel were considered in the study from Jabalpur. The sampling method considered while selecting sample for the study is random sampling. The study aims to evaluate impact of emotional intelligence on job satisfaction among selected police personnel.

Keywords: emotional intelligence, job satisfaction, regression

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I. Introduction

Police department is a vital department for social wellbeing. The Police personnel have been playing a very important role in the system of criminal justice, maintain law and order, provide protection to the VIPs, anti-military operations and they work as an agent of social change. It is very important for the general public to evaluate their satisfaction while they are fulfilling their duty for the nation. The Police personnel are not allotted occasional holidays, instead they need to work harder during the days when others are having occasional holiday. It becomes difficult for them to spend time with their families are available at home and they are have to fulfill their duties, this might lead to frustration among them and some of them might lose their interest in job. Police officers as emotional workers have to handle interpersonal interactions (like crimes, accidents, illness and death) on regular basis, and it becomes important for them to regulate their expressions and feelings (Bakker & Demerouti, 2017). Emotional intelligence could be profitably used in the form of a framework within which an individual can learn coping mechanism and also manage their emotions (Chhabra & Chhabra, 2013). Emotional intelligence (E.I.) is referred to as the ability to recognize emotions and regulate them in self and others.

1.1 Emotional Intelligence

Emotional intelligence (EI) is being recognized as critical factor in job satisfaction and performance, mainly in profession which involves stress and interpersonal interaction like police officials. EI involves ability to understand, recognize and manage own emotions and also of others. EI has been defined EI as an ability to understand, perceive, and manage emotions in an effective manner. In profession which involved higher level of stress like Police, EI becomes crucial for interpersonal interaction, stress management and decision making. There are different studies (like Salami, 2010) that have shown that higher EI correlate with better performance in job and increased level of satisfaction among the police officers. The research based on Nigerian police personnel indicated that EI significantly predict job satisfaction and could moderate relation between job performance and

job stress (Ojedokun & Idemudia, 2014). Police officers having higher level of EI are able to handle stress in a better way and also make sound decisions. Such personnel can also build a positive relation with the public and colleagues. Demographic factors also have an effect on EI like gender, education, experience and age. These factors also can influence satisfaction among the employees. Younger officers can prioritize advancement in career opportunities and the older officers might value stability in their jobs. In a similar way, differences in education and gender also shape perceptions of satisfaction level and working conditions. In another study, Nigerian police male officers have higher satisfaction as compared to the female counterpart and the main reason behind this might be gender biases within force. The police officers who had higher educational level, indicated more dissatisfaction and the main reason behind the same was possibly since their expectations were unmet.

1.2 Job Satisfaction

Job satisfaction is said to be a critical determinant of employee retention, organizational commitment and productivity across different professions. For personnel associated with law enforcement like police officers, job satisfaction among them is particularly significant since their work demands. There is involvement of enforcing laws, maintenance of social order and ensure public safety. Job satisfaction refers can be referred to a degree to which the employees feel fulfilled and are content with the role that they play within organization. For the police officers, job satisfaction would encompass satisfaction with their pay, organizational support, opportunity for their career advancement and working conditions. In Nigeria, police force face different challenges which would include inadequate funding, exposure for traumatic event, lack in modern equipment and public criticism, all of them might have an influence on job satisfaction among police officers (Bakker & Demerouti, 2017). Demographic characteristics, emotional intelligence and work motivation are recognized as a critical predictor of job satisfaction.

Work motivation refer to external and internal factors that would stimulate the employees to take further action and this would lead to achieving of goals related to work. Work motivation drive efforts of individuals in putting their efforts towards the organizational goals. Motivation could be influenced by various factors like recognition, perceived meaningfulness of work and career advancement opportunity. There are various studies which connect higher level of motivation at work to increase in job satisfaction among the police officers. A study by Nwankwo et al. (2021), indicated the existence of extrinsic and intrinsic motivation in a significant manner and predicted job satisfaction. This study implied association between higher levels of motivation with an increase in job satisfaction. The officers who are motivate, they perform better in their duties. Similarly, Adepoju and Ogunleye (2021) found that reward system improves level of satisfaction in employees working in public sector in Nigeria.

1.3 Emotional Intelligence and Job Satisfaction

Emotional Intelligence (EI) is considered as significant factor that has a significant influence in job satisfaction. Lawal and Adeoye (2022) indicated in a study that Nigerian employees having high EI score demonstrated greater resilience towards higher satisfaction and workplace stress. Empathy and emotional regulation were found to be critical for job satisfaction among the police personnel (Sharma and Singh, 2023). A comprehensive research by Van Rooyen and Hodgkinson (2021) revealed that higher EI among police officers is associated with increase in job satisfaction and would improve organizational outcome. This review emphasized potential benefits of EI training and this would enhance overall performance and job satisfaction within police forces. Al Ali et al (2011) indicated relation between job performance and EI in police organizations. The findings of the study indicated the existence of correlation with EI accounting for the additional variance to predict job performance beyond personality traits and mental abilities among police officers. A study by Borade and Dongre (2022) found positive association between job satisfaction and EI among police constables. The people who have a high level of EI contribute towards higher level of satisfaction in their job. Brunetto et al. (2012) demonstrated positive influence of EI on well-being, engagement and job satisfaction. Such factors enhance organizational commitment and also lead to reduction in turnover intention which highlights importance of EI to retain police personnel. Another study indicated the presence of positive relation of EI and job satisfaction (Sy, Tram, & O'Hara, 2006). EI among individuals tend to regulate emotions in an effective manner and it positively impacts the workplace interaction and satisfaction. Based on meta- analysis, role of EI predicts job performance and job satisfaction. The study concluded that EI contribute towards job satisfaction and enables the employees in navigating emotional well-being and workplace challenges (Joseph and Newman, 2010). Law enforcement officers having higher EI are able to improve interpersonal relationships and stress management and this will in-turn result in higher job satisfaction (Salami, 2022). EI enhances team work, resilience and decision making and these are critical for job satisfaction. Ojedokun and Idemudia (2014) explored relation between job satisfaction and EI among police officers in Nigeria. The findings in the study indicated EI is not directly influenced job satisfaction.

II. Review of Literature

There are previous researches that observed relation between emotional intelligence measures and job satisfaction (Carmeli et al, 2009). Employees having lower emotional intelligence are found to have a negative effect on satisfaction and this reveals that there are different reasons also which could contribute towards negative performance of personnel which could be burnout, stressed relation and poor attitude (Wong & Law, 2002). EI play a very important role in current scenario and this could have an impact on the group and themselves (Law et al, 2004). Ahmad et al (2009) investigated EI among male and female police personnel and the study revealed that the males have higher EI in comparison to the females. In another study of Rahman et al (2012), there was an indication that no difference exist in relation towards EI among males and females. The study also indicated that there is a significant impact on job satisfaction (Sydney-Agbor et.al, 2014). Job satisfaction combines negative and positive feeling among the workers toward their work. Result of this study revealed that employees who have high EMI, are more satisfied from their jobs (Wong et al, 2007). While understanding the effect of EI and gender on job satisfaction among police officers in Nigeria (Afolabi et al, 2010), it was found that police officers who are having higher EI and their job satisfaction level is also high as compared to the ones having lower EI. Policing is said to be a social occupation that is considered to be stressful since policy always need to take speedy decision and it might sometimes lead to health issues, social and physical aspect (Kyriakon, 2001). Sydney-Agbor et al (2014) have examined influence that EI has on job satisfaction among the government employees operating locally and have significant influence over job satisfaction. Another research based on 522 constables was conducted and it indicated that stress can lead to job dissatisfaction, work family conflict and psychological burnout Police is among those professions where high level of stress can lead to lower job satisfaction and poor health (Johnson et.al, 2005).

III. Significance of the study

The study will significantly contribute towards various stakeholders which would include organizational psychologists, researchers, law enforcement agencies and policymakers. The findings of the study are expected to provide a theoretical understanding and practical application towards workforce management in law enforcement. The insights of the study could foster an emotionally intelligent, satisfied and motivated police force and this would benefit the entire society as a whole. By understanding the role of emotional intelligence and job satisfaction among police personnel, motivational strategies and training programs can be designed to boost satisfaction. The study provides a foundation for future research into emotional intelligence and job satisfaction.

IV. Objectives and Hypothesis of the study

4.1 Objectives of the study

- To analyze the level of emotional intelligence among police personnel
- To evaluate the impact of emotional intelligence on job satisfaction among the police personnel

4.2 Hypothesis of the study

H₀ - There is no significant impact of emotional intelligence on job satisfaction among police personnel

H₁ - There is a significant impact of emotional intelligence on job satisfaction among police personnel

V. Research Methodology

5.1 Variables in the study

1) Emotional Intelligence

Emotional Intelligence among police personnel in Jabalpur has been evaluated with the help of various aspects like self-awareness, self-regulation, social awareness and relationship management. Emotional intelligence is considered as independent variable.

2) Job Satisfaction

Job Satisfaction among police personnel has been evaluated based on various aspects like satisfaction with work, opportunities for growth and development, responsibility in job, working conditions, relationships with my colleagues, support received from supervisors and value of contributions to the police force. Job satisfaction is considered as dependent variable.

5.2 Research Design

The research design in this study is descriptive in nature as it considers various characteristics of police personnel in Jabalpur. The study aims to evaluate level of emotional intelligence and job satisfaction among selected police personnel.

5.3 Sampling

Sample of 50 police personnel were considered in the study from Jabalpur. The sampling method considered while selecting sample for the study is random sampling.

5.4 Operational Definitions

- **Emotional Intelligence:** Total score on sum of all factors of emotional intelligence and it measured by Emotional Intelligence Scale of Hyde, Pethe and Dhar (2001).
- **Job Satisfaction:** Total score on sum of job satisfaction factor and it measured by Job Satisfaction Scale of Singh and Sharma (2009)

5.5 Tools

- **Emotional Intelligence Scale:** Emotional intelligence has been evaluated based on 5 likert scale wherein the scale ranged from strongly agree to strongly disagree.
- **Job Satisfaction Scale (JSS):** Job Satisfaction towards various aspects has been evaluated based on 5 likert scale wherein the scale ranged from strongly agree to strongly disagree.

5.6 Statistical Treatment

In this study, impact of emotional intelligence on job satisfaction was evaluated. Regression was applied with the help of SPSS 21 and the hypothesis was tested based on the output generated through SPSS 21.

VI. Data Analysis

6.1 Demographic profile of the respondents

(a) Gender of the respondents

| Sr. no. | Gender | Frequency | % |
|---------|--------------|-----------|------------|
| 1 | Male | 27 | 54 |
| 2 | Female | 23 | 46 |
| 3 | Other | 0 | 0 |
| | Total | 50 | 100 |

Majority respondents are males (54%) and remaining are females (46%). Police officers as emotional workers have to handle interpersonal interactions (like crimes, accidents, illness and death) on regular basis, and it becomes important for them to regulate their expressions and feelings. This study involves response of male and female police officers. They have been dedicatedly working for the safety and security of general public, it is important to evaluate their current status of emotional intelligence.

(b) Level of Education of the respondents

| Sr. no. | Education | Frequency | % |
|---------|-------------------------|-----------|------------|
| 1 | High School | 0 | 0 |
| 2 | Higher Secondary School | 20 | 40 |
| 3 | Bachelor's Degree | 25 | 50 |
| 4 | Master's Degree | 5 | 10 |
| 5 | Other | 0 | 0 |
| | Total | 50 | 100 |

Majority respondents are having Bachelor's degree (50%), followed by Higher Secondary School (40%) and remaining are having Master's Degree (10%). The education of the police officials also impacts emotional intelligence among them. Those who are more educated might be more emotionally intelligent as compared to the ones who are less educated. The respondents indicated their emotional intelligence with the help of various statements associated with self-awareness, self-regulation, social awareness and relationship management. The

respondents were not shortlisted based on their education, rather respondents having a different educational background were considered in the study.

6.2 Emotional Intelligence

Emotional intelligence has been evaluated with the help of 5 point likert scale ranging between strongly agree to strongly disagree. The level of emotional intelligence among police personnel has been mentioned below:

(a) Self-Awareness

| Sr. no. | Statement | SD | D | N | A | SA | Total |
|---------|--|----|---|---|----|----|-------|
| 1 | Aware of feelings when experienced | | | 5 | 45 | | 50 |
| 2 | Have a good understanding about strengths and weaknesses | | | 2 | 48 | | 50 |
| 3 | Aware of how emotions can affect performance | | | 1 | 49 | | 50 |
| 4 | Accurately identify emotions in different situations | | 1 | 2 | 47 | | 50 |

Self-awareness among respondents towards emotional intelligence was evaluated through different statements. Majority respondents agreed towards various statements like awareness about their feelings when experienced, having good understanding about their weaknesses and strengths, awareness about the way in which emotions can have an effect on performance and accurately identify emotions in various situations. The respondents were found to be aware about their own feelings and this creates a better opportunity for them to overcome if any negative thought comes to their mind and they also try to understand their strengths and weaknesses, this will make them work upon their weaknesses. Since they are aware about the impact that emotions have on performance, they could work upon their emotions as this will impact their performance.

(b) Self-Regulation

| Sr. no. | Statement | SD | D | N | A | SA | Total |
|---------|---|----|---|---|----|----|-------|
| 1 | Able to control impulses and resist the urge to do something rash | | | 2 | 48 | | 50 |
| 2 | Manage emotions effectively, even in stressful situations | | | 5 | 45 | | 50 |
| 3 | Bounce back quickly after setbacks or disappointments | | 5 | | 45 | | 50 |
| 4 | Adapt my behavior to changing circumstances | | 2 | | 48 | | 50 |

Self-regulation among respondents towards emotional intelligence was evaluated through different statements. Majority respondents have agreed towards statements that reflect their ability to control impulses and resist the urge to do something rash, manage emotions effectively, even in stressful situations, bounce back quickly after setbacks or disappointments and adapt my behavior to changing circumstances. When the respondents work upon their ability for controlling impulse behaviour, it would lead to a better performance and also make the respondents avoid any kind of rash behaviour. The emotions can be handled in a way that it could make the respondents handle stressful situation. Whenever they face any kind of difficult situation or suffer setbacks, the respondents should bounce back immediately. Circumstances will keep on changing and hence it becomes important to deal with different situations.

(c) Social Awareness

| Sr. no. | Statement | SD | D | N | A | SA | Total |
|---------|--|----|---|---|----|----|-------|
| 1 | Good at understanding the emotions of others | | | 2 | 48 | | 50 |
| 2 | Easily recognize non-verbal cues like facial expressions and body language | | | 3 | 47 | | 50 |
| 3 | Sensitive to the feelings and perspectives of others | | | 1 | 49 | | 50 |
| 4 | Understand the dynamics within a group | | 2 | 1 | 47 | | 50 |

Social awareness among respondents towards emotional intelligence was evaluated through different statements. Majority respondents have agreed towards being good in understanding emotions of others, they could easily recognize non-verbal cues like facial expressions and body language, they are sensitive to the feelings and perspectives of others and they could understand the dynamics within a group. The respondents need to be socially aware, many of them are good at understanding their own emotions, but it is also important to evaluate emotions of the others. Body language and facial expressions should also be understood as sometimes verbally lesser emotions are expressed and the facial expressions play a very important role. Other's feelings is very important and evaluation of other's perspective should be considered while taking final decision. Also the respondents should perform as a team member in a way that they could support the other people in the team.

(d) Relationship Management

| Sr. no. | Statement | SD | D | N | A | SA | Total |
|---------|--|----|---|---|----|----|-------|
| 1 | Skilled at building and maintaining positive relationships | | | 1 | 49 | | 50 |
| 2 | Effectively manage conflicts and disagreements | | 1 | 2 | 47 | | 50 |
| 3 | Good at working collaboratively with others | | | | 50 | | 50 |
| 4 | Inspire and motivate others | | 5 | 6 | 39 | | 50 |

Relationship management among respondents towards emotional intelligence was evaluated through different statements. Majority respondents agreed that they are skilled at building and maintaining positive relationships, they could effectively manage conflicts and disagreements, they are good at working collaboratively with others and they inspire and motivate others. Skills among the respondents are important for learning about maintaining a positive relationship with the colleagues as this will make them support each other in hard times and also will help in building a team that can work towards certain common goals. Conflicts and disagreements can be easily managed when the respondents are emotionally intelligent. The respondents should be able to work in collaboration with the others and also motivate others so that they could remain strong while delivering their duties.

6.3 Job Satisfaction

Please indicate the extent to which you agree with each statement about your job using the following scale:

| Sr. no. | Statement | SD | D | N | A | SA | Total |
|---------|---|----|---|---|----|----|-------|
| 1 | Satisfied with the kind of work I do | | | 5 | 45 | | 50 |
| 2 | Feel a sense of accomplishment from job | | | 4 | 46 | | 50 |
| 3 | Job provides me with opportunities for growth and development | | | 6 | 44 | | 50 |
| 4 | Satisfied with the level of responsibility in job | | | | 50 | | 50 |
| 5 | Satisfied with working conditions | | | 8 | 42 | | 50 |
| 6 | Satisfied with relationships with my colleagues | | 1 | 8 | 41 | | 50 |
| 7 | Satisfied with support received from supervisors | | 1 | 7 | 42 | | 50 |
| 8 | Feel that contributions to the police force are valued | | | | 50 | | 50 |
| 9 | Overall, satisfied with job | | | 2 | 48 | | 50 |

Majority respondents have agreed towards the above statements representing job satisfaction. The respondents are satisfied with the work they are doing, they feel a sense of accomplishment from job, their job provides me with opportunities for growth and development, they are satisfied with the level of responsibility in job, satisfied with working conditions, satisfied with relationships with my colleagues, satisfied with support received from supervisors, they feel that contributions to the police force are valued and they are overall satisfied with their job. There are only a few among them who are not satisfied and some of the respondents have indicated a neutral response. It is very important for the police personnel who have indicated their job satisfaction based on various aspects to be satisfied with their work and other working conditions.

6.4 Impact of emotional intelligence on job satisfaction

Model Summary

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------|-------------------|----------|-------------------|----------------------------|
| 1 | .758 ^a | .574 | .566 | .200 |

a. Predictors: (Constant), Emotional_Intelligence

The above table indicated correlation through R i.e. 0.758 and the value of R indicates that there is positive correlation between emotional intelligence and job satisfaction. The value of R square is 0.574 and this indicates that dependent variable is consistently explained by the independent variable.

ANOVA^a

| Model | Sum of Squares | df | Mean Square | F | Sig. |
|--------------|----------------|----|-------------|--------|-------------------|
| 1 Regression | 2.585 | 1 | 2.585 | 64.800 | .001 ^b |
| Residual | 1.915 | 48 | .040 | | |
| Total | 4.500 | 49 | | | |

a. Dependent Variable: Job_Satisfaction

b. Predictors: (Constant), Emotional_Intelligence

The above table indicates the significant value as 0.001 and since this value is below 0.05 (based on 5% significant value), the null hypothesis has been rejected i.e. H_0 - There is no significant impact of emotional intelligence on job satisfaction among police personnel and the alternate hypothesis has been accepted i.e. H_1 - There is a significant impact of emotional intelligence on job satisfaction among police personnel.

Coefficients

| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
|-------|------------------------|-----------------------------|------------|---------------------------|-------|------|
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | .128 | .469 | | .272 | .787 |
| | Emotional Intelligence | .957 | .119 | .758 | 8.050 | .000 |

a. Dependent Variable: Job_Satisfaction

The above table indicates Regression equation which is based on impact of independent variable i.e. emotional intelligence and dependent variable i.e. job satisfaction. Regression equation is mentioned below:

$$\text{Job Satisfaction} = 0.128 + 0.957 (\text{Emotional Intelligence})$$

The above Regression equation indicates positive impact of emotional intelligence on job satisfaction. 0.957 indicates that when the police personnel selected in the study are emotional intelligent, their job satisfaction also increases by 0.957.

VII. Findings of the study

- The respondents were found to be aware about their own feelings and this creates a better opportunity for them to overcome if any negative thought comes to their mind and they also try to understand their strengths and weaknesses, this will make them work upon their weaknesses.
- Since they are aware about the impact that emotions have on performance, they could work upon their emotions as this will impact their performance.
- When the respondents work upon their ability for controlling impulse behaviour, it would lead to a better performance and also make the respondents avoid any kind of rash behaviour.
- The emotions can be handled in a way that it could make the respondents handle stressful situation.
- Whenever they face any kind of difficult situation or suffer setbacks, the respondents should bounce back immediately.

- Circumstances will keep on changing and hence it becomes important to deal with different situations.
- Body language and facial expressions should also be understood as sometimes verbally lesser emotions are expressed and the facial expressions play a very important role.
- Other's feelings is very important and evaluation of other's perspective should be considered while taking final decision.
- Also the respondents should perform as a team member in a way that they could support the other people in the team.
- Skills among the respondents are important for learning about maintaining a positive relationship with the colleagues as this will make them support each other in hard times and also will help in building a team that can work towards certain common goals.
- Conflicts and disagreements can be easily managed when the respondents are emotionally intelligent.
- The respondents should be able to work in collaboration with the others and also motivate others so that they could remain strong while delivering their duties.

VIII. Conclusion

EI becomes crucial for interpersonal interaction, stress management and decision making. There are different studies that have shown that higher EI correlate with better performance in job and increased level of satisfaction among the police officers. This study indicated that EI can have a significant impact on job satisfaction. The study will significantly contribute towards various stakeholders which would include organizational psychologists, researchers, law enforcement agencies and policymakers. The findings of the study are expected to provide a theoretical understanding and practical application towards workforce management in law enforcement. The insights of the study could foster an emotionally intelligent, satisfied and motivated police force and this would benefit the entire society as a whole. By understanding the role of emotional intelligence and job satisfaction among police personnel, motivational strategies and training programs can be designed to boost satisfaction. The study provides a foundation for future research into emotional intelligence and job satisfaction.

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