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after the first session, 90.0% after the second session, 85.7% after the third session, and 90.0% after the fourth session. Seventy-five percent of the total participants reported the program was useful. In 2011, the number of program facilitators was increased from one physician in 2010 to two or three (one physician and one or two nurses). Also, one scenario in session 2 was changed. In 2011, 85.7% of the participants reported positively after the first session, 78.9% after the second session, 80% after the third session, and 90.5% after the fourth session. Ninety-five percent of the participants reported the program was useful in 2011. The program was feasible and successfully modified to increase its usefulness among new health professionals.

### The relationship between emotional intelligence and work-family conflict

**Maede Arabzadegan** University of Isfahan, Islamic Republic of Iran; **Hoseyn Samawatian**; **Shadi Derakhshan**

Emotional intelligence is considered to be an important construct in everyday life, resulting in the focus of psychologists in different areas. Emotional intelligence is proposed as an important predictor of key organisational outcomes. The aim of this research was to explore the relationship between emotional intelligence and work-family conflict. Emotional intelligence questionnaire (Petridis & Furnham, 2002) and work-family conflict questionnaire (Netemeyer, Boles, & McMurrian, 1996) were used. Statistical population consisted of workers in an industrial company in Isfahan from which 100 employees were randomly selected. Data were analysed by means of the Pearson correlation coefficient and regression analysis. The results indicated that there is a significant negative correlation between emotional intelligence and work-family conflict ( $r = -0.378$ ). In addition, results showed that optimism correlated with work-family conflict. Actual emotional intelligence could affect coping, and conflict management ability, as a result higher emotional intelligence may be significantly related to lower work-family conflict. These findings could be used for better employee selection.

### Italian workers in retirement: Reasons for post-retirement activities are influenced from own former job

**Piermatteo Ardolin** Università degli Studi di Verona, Italy; **Massimo Bellotto**; **Giuseppe Favretto**; **Serena Cubico**; **Maddalena Formicuzzi**

Aging population is a social phenomenon in Europe characterised by a decrease in fertility and mortality rates, and a higher life expectancy among native Europeans. In Italy, in particular, a growing number of older people are encouraged to delay their retirement due to a range of economic, social and policy changes, and various other reasons to engage in post-retirement work. For this research we considered the following factors: insufficient financial resources, additional income, interesting work, the desire to remain active, valued contribution to society, flexibility, social contact and personal development. The aim of this study is to analyse the relationship between the intention to remain in work, and work satisfaction in the past career of older workers. We used quantitative (questionnaire) and qualitative (interview, focus group) methods, to

collect and analyze data. Different statistic elaborations were applied to discover the relationships among different variables (i.e. descriptive, inferential, P.value test and Regression Analysis). The findings show how older people in retirement want to be appreciated. Their motivation and satisfaction depends on their past carrier and these variables push them to stay at work for a longer time.

### Differences between managers and students regarding the locus of responsibility for work-family issues

**Jeffrey Bagraim** University of Cape Town, South Africa; **Andrea Fouche**

The purpose of this study was to investigate the similarities and differences in the attitudes of managers and students towards work-family issues, such as the locus of responsibility for managing this interface. Using a descriptive research design, a cross-sectional self-report survey was completed by third year finance university students ( $N = 103$ ) and senior managers ( $N = 56$ ) at three of the top accounting organisations in Cape Town. The MANCOVA analysis evidenced a clear and significant difference between managers and students regarding the locus of responsibility for managing the work-family interface, even when controlling for age. There were significant differences between males and females but fewer differences between managers and students. The information gained from this study should be useful for employers, educators and career psychologists. Comparing the attitudes of students and managers also illustrates the gap that exists between the expectations of future employees and what the work-family interventions and policies that employers are currently making available to their managers and employees.

### The relationship between commitment and absenteeism among South African community nurses

**Jeffrey Bagraim** University of Cape Town, South Africa; **Nadine Butler**

The purpose of this study is to explore the relationship between absenteeism and commitment. Multiple types of commitment (affective, continuance and normative commitment) to multiple foci of commitment (the organisation, co-workers and the nursing profession) were examined. Absenteeism was measured in multiple ways, even though no organisational records were available. Job satisfaction, job involvement and absence culture were proposed as possible moderators of the relationship between absenteeism and commitment. The sample comprised 227 public sector nurses (54% response rate) from 11 day clinics and hospitals within the Cape Town metropole. Affective, continuance and normative commitment to the organisation were not directly related to absenteeism, although interactions between these commitment components were significant predictors of absenteeism. Affective commitment to co-workers did not significantly explain absenteeism. However, affective commitment to the nursing profession explained significant variance in nurse absenteeism both directly and through the moderation effects of the absence culture of the workplace and the profession. Levels of job satisfaction and job involvement did not moderate the absenteeism-commitment relationship.

### Emotionally intelligent organisations: Applying Mayer and Salovey's model

**Angela Barbieri** University of Florence, Italy; **Vincenzo Majer**

The usefulness of emotional intelligence in organisational psychology has been linked to variables such as leadership, emotional labour, burnout and work-related stress, including non-traditional and emerging settings such as virtual teams, project management, and artificial intelligence. Beyond the differences between paradigms, operationalisation, instrumentation and preferences of researchers and practitioners, the recognition of the importance of handling emotions, has exceeded the boundaries of any individual dimension to expand into the organisational one. This seems to be the case even in settings considered purely technical, or virtual, or otherwise not traditionally characterised by emotional work. The importance of knowing how to deal with emotions has been extended up to one of the more formalised and institutionalised relationships: that is among individuals who work in an organisation and the organisation itself. Understanding individual differences with respect to the different skills in which individuals may be emotionally intelligent can provide organisations with a useful tool to guide the employment and development of resources. But it is proposed that researchers look at the organisational dimension, not only in relation to the individual, but in relation to the organisation itself, and to behaviours that the organisation puts in place. In this respect the proposal is that it can be useful to apply the developmental perspective of Mayer and Salovey's hierarchical model of four branches of emotional intelligence, at the level of the organisation.

### The impact of talent management practices on the retention of employees in an electricity supply company

**Nicolene Barkhuizen** North-West University, South Africa

Many leading organisations, not only in South Africa but also globally, are facing the challenging situation of talent retention. The main objective of this research was to investigate the current application of talent management practices in an electricity supply company and the impact of these practices on employee's intention to quit the company. A quantitative, ex post facto research approach was followed. The respondents in this research were employees from a South African Electricity Supply Company ( $N=96$ ). An adapted version of the Talent Management Index (Human Capital Institute) was used to measure the current application and importance of talent management practices in the organisation. The overall findings showed that Talent Management Practices were only fairly applied in the company. Findings also showed that currently there is a large gap between the current application of talent management practices in the company and the importance thereof. Findings overall showed that talent management practices are a practically significant predictor of employees' intention to quit the company. Employees of any organisation are the heart of the company, and without them the company can't exist. This study aimed to identify the impact of talent management practices on employees' intention to quit the company. The study can thus be of great significance and benefit