



RESEARCH PAPER

**Linking Emotional Intelligence to Employee Performance:
Investigating the Mediating Role of Job Satisfaction**

¹Dr. Muhammad Waqas Maharvi ²Shaheen Tabussam

1. Assistant Professor, Institute of Business, Management & Administrative Sciences, The Islamia University of Bahawalpur, Bahawalpur, Punjab, Pakistan
2. MS Scholar, Institute of Business, Management & Administrative Sciences, The Islamia University of Bahawalpur, Bahawalpur, Punjab, Pakistan

***Corresponding Author** waqas.maharvi@iub.edu.pk

ABSTRACT

Purpose of the study is to explore the mediating effect of job satisfaction between emotional intelligence and employee performance. Moreover, the objective of conducting this study is to assess the relationships between the components of emotional intelligence and employee performance. Many researchers claimed that Leaders with high emotional intelligence directly affect the employees' emotions and organization climate. online survey approached is used to collect the perceptions of employees working in the banking sector of Pakistan. The sample size of 207 is selected through simple random sampling. The results of this study concludes that all the components of emotional intelligence have positive and significant relationship with the employee performance. Moreover, the mediating role of job satisfaction is proved significantly. The employees need to update and involve themselves in the trainings of emotional intelligence to improve their knowledge, skills and abilities.

KEYWORDS Emotional Intelligence, Employees, Human Resource, Job Satisfaction, Organizations, Performance

Introduction

The performance of economy depends a lot on the performance of its banking sector. Pakistan's banking sector has seen rapid growth in recent decades. The principles of merit and performance have been adopted all across the sector. The job performance of employees is depending upon multiple factors (Saeed, 2013). Banking sector employees face constant pressure for the achievement of challenging and demanding goals for the improvement of organizational performance. How do the employees cope with the stressful situations at workplace, how do the employees meet the deadlines, how do they achieve the goals of the organization, how do they fulfill the mission and vision of the banks? Emotional Intelligence (EI) and its competencies are of utmost importance so that the employees' performance is improved (Akram, 2018).

The capability to judge, understand and manage the emotions and thoughts of yourself and others is called Emotional Intelligence (Keri, 2017). The monitoring of personal and other persons' emotions and the effective management of emotions as a guiding principle to person's thought process and performance are the core component of emotional intelligence. Emotional intelligence is as much necessary as is intelligence quotient in the success of an individual (Rahim 2010, Supramaniam, 2021). Emotional intelligence as a concept was described first of all by Salovey (1990). Rahim (2010) investigated the effect of EI on performance of banking sector in Sahiwal, Pakistan. Shamsuddin (2014) did cross-sectional study among call center agents. Suleman (2020) investigated the relationship of EI with job satisfaction among school teachers. Zaman(2021) has done study on the role of EI with job performance among healthcare workers (doctors and nurses). Therefore, it is evident that there is paucity of scientific literature in the local population in particular the banking sectors in our Pakistani population.

Salovey (2004) described ability model of EI. Petrides, (2009) have described the personality trait model of EI. Mikolajczak (2020) has mentioned the model of three components of EI as knowledge, ability and trait. Knowledge of one's emotions, its regulation an effective use in human behavior is the determinant of emotional intelligence. The modern world has taken long strides in the development of technology and information overload which has led to the complexity of the economic environment all over the planet. Work environment has become aggressively competitive and challenging. Emotional intelligence of the employees has a direct relation with the job performance of an employee (Aqqad, 2019).

As the modern business world has become more complex, has undergone constant change and become extremely competitive, it has become important for the business leaders to enhance the efficacy and efficiency for their organizations by improving the performance of organization employees. This improvement of employees' performance will lead to better survival of the business organizations and success in the modern business environment. The study by Obeidat (2016) explored the impact of employees' performance on the sales of a corporate, as the total of the works performed by the organization employees is associated with the revenue of the corporate. Organization employees who have better job performance at workplace have more contribution towards the organization goals and corporate revenues. Hence, it is pertinent for the corporate sector to address the issue of employee performance in its organization policies. It is mandatory to implement policies which measure and improve the organization employee's job performance (Chun-chang Lee 2022).

According to Obeidat (2017), employees who show higher emotional intelligence score, have better ability to utilize self & others' emotions to achieve better outcome in their performance. Organizational behavior which brings positive contribution in order to improve organizational goals is defined as job performance. The perception of job performance has been highlighted in various corporate sectors and Human Resource management (Shooshtarian, 2013). Alonazi, 2020 conducted studied the impact of EI on job performance in the context of Covid-19 Pandemic and revealed strong association between EI and EP in the healthcare workers. The objective of this study is to explore the relationship between the EI components & employee performance and determine the mediating effect of job satisfaction between EI and employee performance.

Literature Review

EI is one of the most effective indicators of individual success and better organizational performance. An individual who is equipped with higher levels of EI has consistent behavior and manages his emotions appropriately and his decision-making power is improved. According to Goleman (1996), EI consists of self-awareness, self-management, social awareness and relationship management. Self-awareness is the ability of not only recognition & understanding of own emotions, rather it is the awareness of the effects of these emotions on self and others. Self-awareness means that an individual is better capable of emotional monitoring and the identification of emotions and resultant emotional reactions. Self-regulation is not only the awareness of emotions; it encompasses the ability of regulation and management of self-emotions. Self-management is the expression of self-emotions appropriately. Individual with strong self-management skills are more skills to adapt to changing environment to bring positivity. Social awareness is also an integral component of EI. The hallmark capability to strengthen purposeful and meaningful relations with other individuals is called social awareness. The understanding of emotions to improve personal interactions and communication skills is of paramount value to develop social awareness. It also includes the ability of understanding and recognition of emotional states of other individuals. The relationship management is another vital component of EI. To understand the factors which influence emotions in the management of relations with other individuals is called relationship management.

The accurate interpretation of various emotional situations in the context of relationship building leads to better emotional intelligence. (Drigas, 2018). The correlation between emotional management of job performance has been studied in various fields of life (Trigueros, 2019, 2020; Lee, 2018). Team performance is improved due to increase of trust among team members and reduction of conflict among them (Rezvani, 2019). Higher levels of emotional intelligence among employee leads to better job satisfaction and less job stress (Sandroto, 2021). Higher emotional intelligence is strongly related with the ability to be more effective leadership ability. It leads to better communications skills and better self-control abilities (Trigueros, 2019).

Goleman (1996) has observed high degree of emotional intelligence in those employees who are most efficient and effective. Improved job performance is the outcome of better emotional intelligence. Quality of human resource management will be compromised if the role of EI is ignored in the continuous training of the employees. Therefore, it is necessary to be well informed about emotional intelligence of banking sector employees and the significance of relationship of EI and job performance job satisfaction levels of the employees as the mediator.

The term Emotional Intelligence was first used by Leuner (1966) used emotional intelligence first time and later on the concept of emotional ability was mentioned by Salovey (2004) as emotional ability model. Goleman (1996) first described the role of EI on human Performance. This concept was a landmark in the scientific search for the exploration of EI and EP relationship in the workplace. Salovey, (2004) have mentioned EI as a part of the social intelligence, and it improves an individual's personal emotions in an intelligent manner. Emotional intelligence was a subject of psychology but with the passage of time, it has been as component of various research disciplines. Academic research about the scope of EI in the recent times has shown positive effect of EI in the school education, healthcare systems and various workplaces (Zaman, 2021; Suleman, 2020; Law, 2008). Goleman (1996) expanded the concept of positive role of EI in the improvement of organizational performance. Another research conducted by Lee (2018) has shown that public service employees were faced with emotional laden stressful situations at workplace and the positive role of emotional intelligence was associated with better work performance. It improved teamwork between the organization employees via enhancement of trust and team cooperation. So, it indicates that there has been renewed interest in the utility of concept of EI all across organizational and corporate sectors, especially in the finance and banking industry.

In order to keep the business organization into strict business competitiveness, it is the responsibility of the business leaders to increase the enthusiasm and motivation of the workforces to achieve the goals and targets of the organizations (Kalsoom, 2018). If the employees are more satisfied at the workplace, they become more efficient and loyalty to the organization is enhanced (Wen, 2019). According to the study by (Kotsou, 2019), multiple factors have an association with the job satisfaction and employee performance. Employees trust in the organization, commitment level of the employees, work-life balance and EI has an effect on the EP. An individual's set of abilities to identify the expression and emotions of the others and managing these emotions in the conduct of job is called emotional intelligence.

Pekaar, (2018, 2019) has studied the connection between EI and JP of employees predicting that the effective use of emotions leads to the ability to assess employee performance accurately. Rahim, (2010) probed into the role of EI and work performance in the banking industry and concluded that female gender has greater positive impact of EI. Saeed, (2013) explored the role of managers' attitude, personality problems and job satisfaction. These variables have positive effect on EP. Serhan, (2019) studied the impact of EI on commercial banks employees of Saudi Arabia. Her study revealed that whereas social awareness had no association with employee performance, while other components of EI

(self-management, self-awareness & relations management) had positive impact for employee performance.

Joseph, (2015) revealed strong association between emotional intelligence instruments for trait or mixed EI and job performance. This study suggested that emotional intelligence instruments could adequately predict the job performance of the employees. According to Karimi (2020), the study was conducted to evaluate the consequence of EI training on employees' performance. The findings of study suggested strong impact of the employees' training process in the job performance. Pekaar, (2019) discussed the influence of EI in the better performance of job and well-being of the employees.

Sharp, (2020) has explained the association of emotional intelligence components and its benefits for the employees in healthcare system employees. Individuals with high emotional intelligence score have less stress and job burnout as well as better job satisfaction. Whereas business and corporate sectors have recognized the benefits and usefulness of emotional intelligence, likewise other sectors such as healthcare could also benefit from better recognition of the association between EI with the employees' performance. Nozaki, (2019) described the construct of emotional intelligence as an idea of emotional competence. Individuals are different in their level of emotional competence. This difference is due to difference in individuals in the knowledge and ability, trait/ personality or mixture of these. The attributes of emotional intelligence are strongly linked with better regulation of human emotions, better psychological effects and workplace performance. There is lesser adverse work behavior and improved interpersonal relationship management.

The achievement of balance of work and personal life and life satisfaction is one of the most sought-after goals of any individual in his or her career. Career success is objectively assessed by individuals by salary and financial incentives and personal job satisfaction. The study by Urquijo (2019) found out that employees with better emotional intelligence were more successful early and later stages of their career. Emotional intelligence was also expressed as a solid forecaster for employees' satisfaction. Gomez (2020, 2021) concluded that professionals who presented with higher levels and components of EI had best job performance. In order to achieve high professional efficacy, the impact of emotional intelligence cannot be ignored. Interventional programs to improve emotional intelligence among employees may reduce the burnout and achievement of better job performance for the employees.

Various business and corporate sectors have come to the realization of the importance of EI theories. These organizations not only are in need of academic skills, rather the upshot of EI on employee performance are vital. The construct of EI components has gone through a process of evolution in the last 30 years. Whereas Salovey (2004) formally described the idea of emotional intelligence in the year 1990, it was the landmark book published by Goleman (1996) titled "Emotional intelligence: why it can matter more than IQ" which revolutionized theory of emotional intelligence (Gong, 2019).

Theoretical Framework: Three models of EI are considered as foundation for model development. Trait based model describes the classification in terms of an individual's personality, behavior and innate capacity for the recognition and utility of information about emotions. The ability model is grounded on the capacity of emotional awareness to promote thinking and perception and the control of emotions. This model describes emotional intelligence is variable between individuals due to the variable capacity of individuals. The mixed-model considered components of EI are based on the ability model and Bar-On model (Alferaih, 2017). The study by Supramaniam (2021) affirmed the significance of positive impact of EI on organizational performance.

Following were the research hypotheses for this study:

- H1: Self-awareness has positive relationship with employee performance.
- H2: Self-Management has positive relationship with employee performance.
- H3: Social awareness has positive relationship with employee performance.
- H4: Relationship management has positive relationship with employee performance.
- H5a,b,c,d: Job satisfaction has mediating effect between EI (a. Self-Awareness, b. Self-management, c. social-awareness, and d. relationship management) and employee performance.

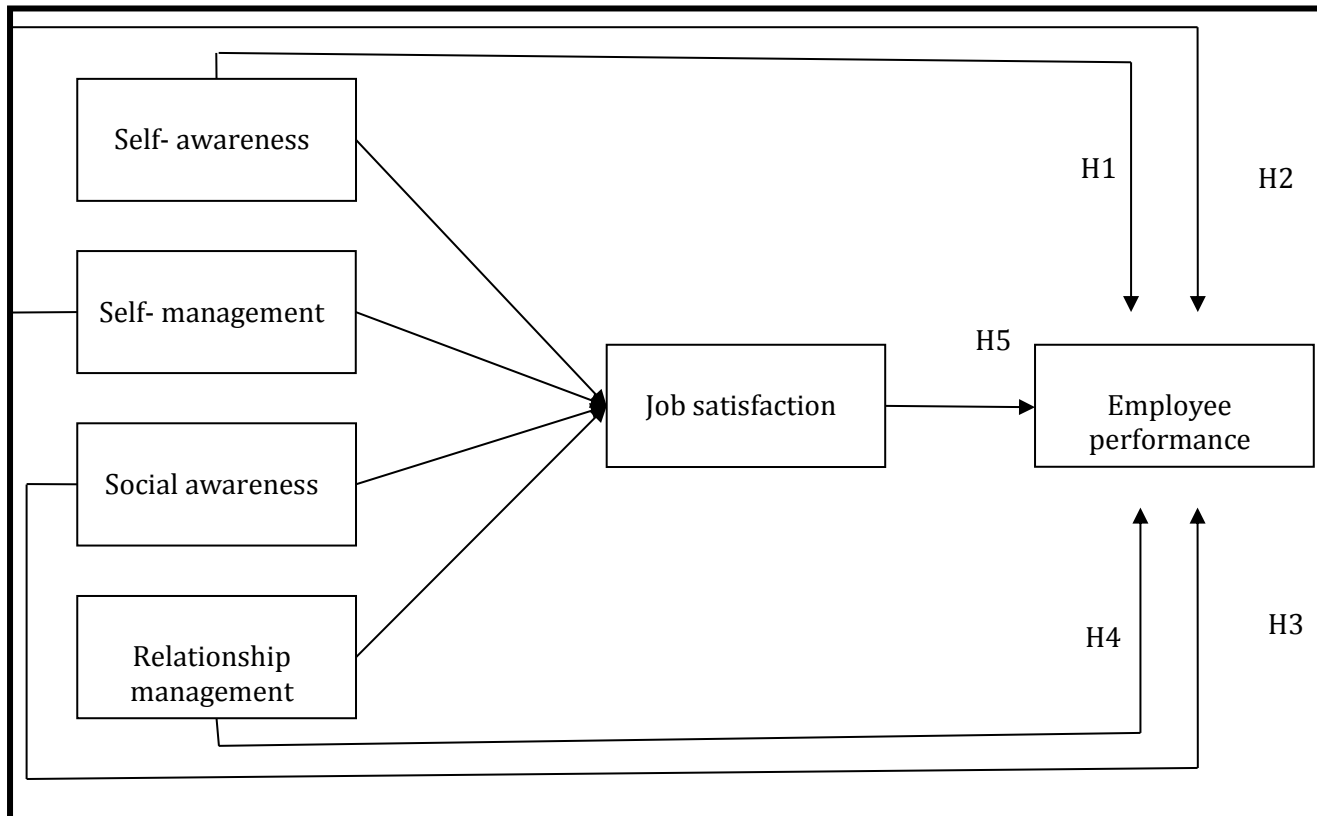


Figure 1: Conceptual Framework

Material and Methods

The study population included the banking sector employees in the District of Bahawalpur. Online survey was conducted to collect the perceptions of respondents. Respondents were selected through simple random sampling technique. A total of 400 questionnaires were sent by email to bank employees, sample of 207 were returned fully completed. The rest did not respond or sent incomplete questionnaire. The response rate was 51.75%. individuals were taken as unit of analysis and The PROCESS macro for SPSS developed by Andrew F. Hayes (2013, 2017) was used to analyzed the data. Job satisfaction consisted of 6 statements which were adapted from the study of Farooq (2020). Employee performance consisted of 6 statements which have been adapted from the study of Chen (2012). The mean age of the study respondents was 40.2± 9.29 years. The majority of the respondents was male (58.9%) in this study. About the education level of the study respondents, 42.5% were having Bachelor’s level of educations, while 51.7% were having Master’s degree. None of the respondents had PhD degree. About the work experience of the study respondents, 48.8% had experience of more than 5 years and 37.2% had 2-5 years of experience.

Cronbach’s Alpha value of emotional intelligence components of self-awareness (.64), self-management (.60), social awareness (.67), relationship management (.62), Job satisfaction (.71) and employee performance (.67) are in acceptable range. Hayes (2017)

Process Macro version 4.1 was installed into SPSS version 26. The purpose was to find out the association between the components of EI and mediating impact of job satisfaction between the components of EI and employees' performance was assessed. The number of bootstrap samples was 5000 with 95% Confidence Interval.

Results and Discussion

Self-awareness, employee performance with mediation role of job satisfaction: Model 4 was used taking employee performance (EP) on Y axis, self-awareness (SA) on X axis and job satisfaction (JS) as mediator. The results are shown below:

Table 1
Model Summary Outcome Variable: Job Satisfaction

R	R-sq	MSE	F	df1	df2	p
.07614	.5798	.2239	282.8523	1.000	205.000	.000
	Coeff	se	t	p	LLCI	ULCI
Constant	.8361	.1428	5.8537	.0000	.5545	1.1178
SA	.7205	.0428	16.8182	.000	.6361	.8050
Outcome Variable: Employee Performance						
R	R-sq	MSE	F	df1	df2	p
.8300	.6889	.1610	225.8524	2.0000	204.000	.0000
	Coeff	se	t	p	LLCI	ULCI
Constant	.4777	.1309	3.6503	.0003	.2197	.7354
SA	.2638	.0560	4.7079	.000	.1533	.3743
JS	.5834	.0592	9.8502	.0000	.4666	.7001
DIRECT AND INDIRECT EFFECTS OF X ON Y						
Effect	Se	t	p	LLCI	ILCI	
.2638	.0560	4.7079	.0000	.1533	.3743	
DIRECT AND INDIRECT EFFECTS OF X ON Y						
Effect	Boot SE	Boot LLCI		Boot ULCI		
.4203	.0506	.3228		.5228		

Self-management, employee performance with mediation role of job satisfaction: Model 4 was used taking employee performance (EP) on Y axis, self management (SM) on X axis and job satisfaction (JS) as mediator. The results are shown below:

Table 2
Outcome Variable: Job Satisfaction

R	R-sq	MSE	F	df1	df2	p
.7492	.5613	.2338	262.2576	1.000	205.000	.000
	Coeff	se	t	p	LLCI	ULCI
Constant	.9190	.1432	6.4163	.0000	.6366	12.2014
SM	.6822	.0421	16.1944	.0000	.5991	.7653
Outcome Variable: Employee Performance						
R	R-sq	MSE	F	df1	df2	p
.8296	.6882	.1613	225.1545	2.0000	204.000	.0000
	Coeff	se	T	p	LLCI	ULCI
Constant	.4891	.1304	3.7510	.0002	.2320	.7462
SM	.2460	.0528	4.6565	.0000	.1418	.3502
JS	.5932	.0580	10.2247	.0000	.4788	.7076
DIRECT AND INDIRECT EFFECTS OF X ON Y						
Effect	Se	t	P	LLCI	ILCI	
.2460	.0528	4.6565	.0000	.1418	.3502	
DIRECT AND INDIRECT EFFECTS OF X ON Y						
Effect	Boot SE	Boot LLCI		Boot ULCI		
.4047	.0519	.3066		.5100		

Social awareness, employee performance with mediation role of job satisfaction: Model 4 was used taking employee performance (EP) on Y axis, social awareness (SAW) on X axis and job satisfaction (JS) as mediator. The results are shown below:

Table 3
Outcome Variable: Job Satisfaction

R	R-sq	MSE	F	df1	df2	p
.7485	.05602	.2344	261.1127	1.000	205.000	.000
	Coeff	Se	t	p	LLCI	ULCI
Constant	.9080	.1442	6.2968	.0000	.6237	1.1923
SAW	.9028	.0429	16.1590	.000	.6083	.7774
Outcome Variable: Employee Performance						
R	R-sq	MSE	F	df1	df2	P
.8421	.7091	.1505	248.6596	2.0000	204.000	.0000
	Coeff	se	t	p	LLCI	ULCI
Constant	.4362	.1263	3.4473	.0007	.1863	.6842
SAW	.3190	.0518	6.1561	.0000	.2168	.4211
JS	.5377	.0560	9.6071	.0000	.4274	.6481
DIRECT AND INDIRECT EFFECTS OF X ON Y						
Effect	Se	t	P	LLCI	ILCI	
.4203	.0518	6.1561	.0000	.2168	.4211	
DIRECT AND INDIRECT EFFECTS OF X ON Y						
Effect	Boot SE	Boot LLCI		Boot ULCI		
.3726	.0506	.2799		.4769		

Relationship management, employee performance with mediation role of job satisfaction: Model 4 was used taking employee performance (EP) on Y axis, relationship management (RM) on X axis and job satisfaction (JS) as mediator. The results are shown below:

Table 4
Outcome Variable: Job Satisfaction

R	R-sq	MSE	F	df1	df2	p
.8255	.6815	.1697	438.6516	1.000	205.000	.000
	Coeff	se	t	p	LLCI	ULCI
Constant	.6325	.1247	5.0732	.0000	.3867	.8783
RM	.7916	.0378	20.9440	.0000	.7170	.8661
Outcome Variable: Employee Performance						
R	R-sq	MSE	F	df1	df2	P
.8299	.6887	.1611	225.6899	2.0000	204.000	.0000
	Coeff	se	t	p	LLCI	ULCI
Constant	.5134	.1289	3.9841	.0001	.2593	.7675
RM	.3064	.0652	4.6959	.0000	.1777	.4350
JS	.5319	.0680	7.8196	.0000	.3977	.6660
DIRECT AND INDIRECT EFFECTS OF X ON Y						
Effect	Se	t	p	LLCI	ILCI	
.3064	.0652	4.6959	.0000	.1777	.4350	
DIRECT AND INDIRECT EFFECTS OF X ON Y						
Effect	Boot SE	Boot LLCI		Boot ULCI		
.4210	.0615	.3062		.5477		

H1: “Self-awareness has positive relationship with employee performance”.

Self-awareness has positive and significant association with employee performance. R value is 0.7614; R squared is 0.5798 with p value less than 0.05 which is statistically

significant. Therefore, the hypothesis ("Self-awareness has positive relationship with employee performance") is confirmed.

H2: "Self-Management has positive relationship with employee performance".

Self-management has positive and significant association with employee performance. R value is 0.7492; R squared is 0.7492 with p value less than 0.05 which is significant statistically. Therefore, the hypothesis ("Self-Management has positive relationship with employee performance") is confirmed.

H3: "Social awareness has positive relationship with employee performance".

Social awareness has positive and significant association with employee performance. R value is 0.7485; R squared is 0.5602 with p value less than 0.05 which is significant statistically. Hence, the hypothesis ("Social awareness has positive relationship with employee performance") is confirmed.

H4: "Relationship management has positive relationship with employee performance".

The study results show that the Relationship management has positive and significant association with employee performance. R value is 0.8255; R squared is 0.6815 with p value less than 0.05 which is significant. Therefore, the hypothesis ("Relationship management has positive relationship with employee performance") is confirmed.

H5a: "Job satisfaction has mediating effect between Self Awareness and employee performance".

The results of the study show that the effect value is 0.2638, SE: 0.0560, t: 4.7079, p value is less than 0.05 with confidence interval (lower: 0.1533; upper: 0.3743). Therefore, the hypothesis ("Job satisfaction has mediating effect between Self Awareness and employee performance") is confirmed.

H5b: "Job satisfaction has mediating effect between Self-management and employee performance".

The results of the study show that the effect value is 0.2460, SE: 0.0528, t: 4.6565, p value is less than 0.05 with confidence interval (lower: 0.1418; upper: 0.3502). Therefore, the hypothesis ("Job satisfaction has mediating effect between Self-management and employee performance") is confirmed.

H5c: "Job satisfaction has mediating effect between social awareness and employee performance".

The results of the study show that the effect value is 0.3190, SE: 0.0518, t: 6.1561, p value is less than 0.05 with confidence interval (lower: 0.2168; upper: 0.4211). Therefore, the hypothesis ("Job satisfaction has mediating effect between social awareness and employee performance") is confirmed.

H5d: "Job satisfaction has mediating effect between relationship management and employee performance".

The results of the study show that the effect value is 0.3064, SE: 0.0652, t: 4.6959, p value is less than 0.05 with confidence interval (lower: 0.1777; upper: 0.4350). Hence the

hypothesis ("Job satisfaction has mediating effect between relationship management and employee performance") is confirmed.

Purpose of the study is to explore the mediating effect of job satisfaction between emotional intelligence and employee performance. Moreover, the objective of conducting this study is to assess the relationships between the components of emotional intelligence and employee performance. The outcomes of analysis proved that all the Hypothesis (H1, H2, H3, & H4) were confirmed significantly. With respect to the Hypothesis H5 (a,b,c,d), the outcomes of analysis proved the significant mediating effect of job satisfaction between the EI components ("self -awareness, self-management, social awareness and relationship management") and employee performance. The outcomes of analysis concluded that EI and its components have positive relationship with the employee performance. Tests of mediation showed that job satisfaction had strong mediation effect between EI and EP.

Recommendations

With regards to the practical implications of the results of this study, it provides future guidelines for the managers of business organizations. It is imperative for the managers to take into consideration the benefits of emotional intelligence of employees for better human resource management. Consideration of the EI scores of employees will result in better outcomes, from the recruitment stage up to the appraisal stage of the employees. The managers should focus on the knowledge, skills and abilities of emotional intelligence. They are in constant need of improvement of EI levels of employees by incorporating the contents into the continuous training programs of the business organizations.

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