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# Multiple dimensions of emotional intelligence and their impacts on organizational commitment and job performance

## Introduction

Emotional intelligence has become increasingly popular within industrial and organizational psychology as a psychological determinant of occupational success. Previous studies<sup>1-4</sup> suggested that emotional intelligence, being considered an important determining factor, impacting individual and organizational attainments. Emotional intelligence can be defined as the subset of social intelligence that involves the ability to monitor one's and others' feelings and emotions, to discriminate among them and to use this information to guide one's thinking and actions<sup>5</sup> which is perhaps the most widely accepted scientific definition of emotional intelligence<sup>6</sup>.

Emotional intelligence, organizational commitment, and job performance are of particular importance to Multi-National Corporations (MNCs), health care related MNCs in particular. Pharmacists working in MNCs are facing difficulties in managing and establishing control on the organizations because of the dynamic business environment<sup>7-8</sup>. Since, MNCs are a major player in the economic and social development of any nation, the attraction and retention of pharmacists to health care related MNCs deserve important research issue<sup>9-11</sup>. Therefore, the main objective of this research is to assess the relationship between emotional intelligence, organizational commitment, and job performance. These three concepts are imperative to enhance organizational effectiveness and efficiency.

## Emotional Intelligence (EI)

<sup>5</sup> proposed the most acceptable and precise definition of emotional intelligence. With the development in the field of EI, <sup>12</sup> projected four dimensions of EI including Self emotional

appraisal, others emotional appraisal, use of emotions and regulation of emotions as shown in Figure 1.

Appraisal and expression of emotion in the self (self-emotional appraisal, SEA) relates to the individual's ability to understand their deep emotions and be able to express these emotions naturally. Appraisal and recognition of emotion in others (others' emotional appraisal, OEA) narrates the peoples' ability to perceive and understand the emotions of those people around them. Regulation of emotion in the self (regulation of emotion, ROE) tells about the ability of people to regulate their emotions which will enable a more rapid recovery from psychological distress. Use of emotion to facilitate performance (use of emotion, UOE) means the ability of individuals to make use of their emotions by directing them towards constructive activities and personal performance. According to<sup>12</sup>, senior and junior coworkers' EI did not affect job performance, although both had a positive effect on job satisfaction. Also,<sup>13</sup> proposed that regulation ability had a positive effect on employees' satisfaction, because employees with high EI who can control their emotions can also favorably accept positive emotion and support from the organization, resulting in high job satisfaction. <sup>2</sup> suggested that employees' job satisfaction was observed to be associated with ROE and UOE.

### **Emotional Intelligence and Affective Organizational Commitment**

Emotional intelligence (EI) affects a wide array of work behaviors, including teamwork, development of talent, innovation, quality of service and customer loyalty<sup>6</sup>. It can also predict crucial work-related outcomes such as job satisfaction and organizational commitment. EI considered fundamental for getting along in the workplace and is a primary leadership and managerial competency in health care industry<sup>14-15</sup>. In the same vein, it may be imperative in the service sector and in other industry where employees interrelate with customers. In a food

service setting,<sup>16</sup> directly related the EI of the leaders to their ability to manage the job commitment of their subordinates. In a similar study, although not directly on EI,<sup>17</sup> found that transformational leaders helped their employees remain in a positive mood while interacting with each other and with customers. It is likely that leaders high on EI would be better at helping their employees maintain positive moods while interacting with customers and performing emotional labor. Emotional labor occurs when employees must alter their emotional expressions in order to meet the display rules of the organization<sup>17-20</sup>.

The importance of emotional labor to job affective organizational commitment is even greater now that the service sector of the economy has grown while the manufacturing sector has declined<sup>21</sup>. Emotional labor may be stressful for some employees especially those lacking in autonomy<sup>22</sup>, and the ability to regulate one's emotions may help employees cope with this stress.<sup>23</sup> found that emotional intelligence showed a stronger relationship with organizational commitment than job satisfaction did. Therefore, it can be stated as.

*H1: Self-emotional appraisals have a strong relationship with affective organizational commitment*

*H2: Others-emotional appraisals have a strong relationship with affective organizational commitment*

*H3: Use of emotions have a strong relationship with affective organizational commitment*

*H4: Regulations of emotions have a strong relationship with affective organizational commitment*

### **Affective Organizational Commitment and Job Performance**

Job satisfaction and organizational commitment are of particular importance to health-care organizations as they are found to influence health-related organization's performance and productivity. In the case of hospitals, nurses have regularly been regarded as people who obtain their satisfaction from caring for patients<sup>24</sup>. Satisfied nurses are more committed to their jobs and productive whereas dissatisfied one's experience absentee-ism, grievances, and turnover<sup>25</sup>.

According to<sup>26</sup>, organizational commitment is "the relative strength of an individual's identification with and involvement in the particular organization" (p. 226). On the other hand,<sup>27</sup> conceptualized organizational commitment as "a psychological link between the employee and his or her organization that makes it less likely that the employee will voluntarily leave the organization" (p. 252). In particular, organizational commitment has been viewed as an individual's psychological bond to an organization as a whole<sup>28</sup>. Previous scholars argued that organizational commitment is considered a vital component that influences individuals' attitudes, the strength of participation in an organization, and organizational effectiveness<sup>29</sup>. Empirically, numerous studies have provided empirical evidence of the relationships between personal characteristics (such as emotional intelligence, proactive personality, and self-efficacy), and organizational commitment<sup>19, 20, 30</sup>.

On the other hand,<sup>31</sup> argued that job characteristics also play a huge motivational role by supporting basic human needs while performing a job. Employees with higher levels of commitment to an organization basically have higher levels of job satisfaction, lower levels of job stress, and decreased job-home life conflicts<sup>32</sup>. In addition to personal characteristics and job characteristics, a number of past studies have found positive relationships between contextual characteristics (such as perceived organizational support, leadership support, and communication climate) and organizational commitment<sup>33-35</sup>. Likewise, organizational commitment plays a

moderating role in various relationships. For instance,<sup>36</sup> found that organizational commitment moderates the relationship between job satisfaction and turnover intention.<sup>37</sup> on the other hand, reported that job satisfaction and service effort was moderated by organizational commitment.

Therefore, people who own high commitment would perform more entrepreneurial actions when they are more committed. Similarly, individual who experienced more positive emotions within work environment will be highly committed and more motivated to act entrepreneurially. In fact, individuals who have high organizational commitment are more likely to respond favorably to the presence of greater job autonomy and high perceived organizational support. In summary, organizational commitment may act to further strengthen or weaken the positive effects of personal characteristics, job characteristics and contextual characteristics on an individual's aspiration to show high job performance. Therefore, it can be stated as

H5: Affective organizational commitment increases the performance of the pharmacists working in pharmaceutical MNCs.

### **Methodology**

Primary data was collected from the pharmacists working in pharmaceutical MNCs in province Punjab in Pakistan. According to<sup>38</sup>, there are only five multinational pharmaceutical companies are operating in Punjab. The researchers contacted all five establishments through emails, personal visits and telephone to the HR departments of the companies and got permissions to obtain data collection. As the population of the pharmacists working in the above-mentioned companies was unknown therefore non-probability sampling was utilized and 235 questionnaires were distributed to the pharmacists on the basis of their willingness to participate in the study. Further, they were informed that results of the survey would be available to them upon request. The collected questionnaire was 144 with the response rate of 72%. The high

response rate was achieved by sending two e-mail reminders and a follow-up telephone call to encourage participation. After screening incomplete or inconsistent responses, 136 data sets were found to be usable for the further tests and analysis.

## **Measures**

### ***Affective Organizational Commitment***

The affective organizational commitment was measured with a four item, a five-point Likert-type scale that was asked to employees. The scales comprised of items adapted from the previous study by<sup>26</sup>. An example of the item format is “I would recommend a job at the company to friends”. The Cronbach alpha was found to be 0.88. The job satisfaction questions were filled out by the employees.

### **Job Performance**

Job performance of the pharmacists was measured with four item, a scale was developed by<sup>39</sup>. Its response options were 1 (“never”) to 5 (“always”). An example of the item format is “performs all tasks that are expected of him or her”. The Cronbach alpha was found to be 0.93. The job performance questions were filled out by the pharmacists.

### **Self-Emotional Appraisal**

The self-emotional appraisal was assessed with four items, five-point Likert-type scale that was asked to the pharmacists. The scales comprised of items adapted from the previous study by<sup>12</sup>. An example of the item format is “I have a good sense of why I have certain feelings most of the time”. The Cronbach alpha was found to be 0.90. The Self-emotional appraisal questions were filled out by the pharmacist.

### **Others-Emotional Appraisal**

The others-emotional appraisal was assessed with four items, five-point Likert-type scale that was asked to the pharmacists. The scales comprised of items adapted from the previous study by<sup>12</sup>. An example of the item format is “I always know my team members’ emotion from their behavior”. The Cronbach alpha was found to be 0.83. The Self-emotional appraisal questions were filled out by the pharmacist.

### **Regulation of Emotions**

Regulation of emotions was assessed with four items, five-point Likert-type scale that was asked to the pharmacists. The scales comprised of items adapted from the previous study by<sup>12</sup>. An example of the item format is “I always tell myself that I am a competent person”. The Cronbach alpha was found to be 0.86. The Self-emotional appraisal questions were filled out by the pharmacist.

### **Use of Emotions**

Use of emotions was assessed with four items, five-point Likert-type scale that was asked to the pharmacists. The scales comprised of items adapted from the previous study by<sup>12</sup>. An example of the item format is “I can always calm down quickly when I am angry”. The Cronbach alpha was found to be 0.84. The Self-emotional appraisal questions were filled out by the pharmacist.

### **Respondents Profile**

From the analysis refer to table 1, the majority of the respondents were female 53.6% while male respondents consisted of 46.3% of the total respondents of 235. Majority falls under the range of 26 to 30 years old 42.1% followed by age group less than 25 years old 20.4% and age group of 31 to 35 years old (18.3%). Only 6% of the respondents were above 41 years and above. In terms of the organization position majority of the respondents are regulatory officers’ 48.5% followed by quality control managers’ 26.8% and 23.8% production pharmacists. About 67.2% pharmacists have 1 to 5 years working experience in the company, followed by 19.1%



pharmacists with 6 to 10 years working experience. There were only 1.3% of the pharmacists who are working with the company for 15 years and more.

Table 1. Respondents Profile

<b>Demographic Data</b>	<b>Frequencies n=235</b>	<b>Percentage</b>
<b>Gender</b>		
Male	109	46.3
Female	126	53.6
<b>Age</b>		
25 and Less	48	20.4
26-30	99	42.1
31-35	43	18.3
36-40	31	13.2
More than 41	14	6.0
<b>Experience</b>		
Less than 1 year	17	7.2
1-5	158	67.2
6-10	45	19.1
11-15	12	5.1
More than 15	3	1.3
<b>Position</b>		
Production Pharmacist	55	23.8
Quality Control Manager	63	26.8
Regulatory Officers	114	48.5
Others	3	1.3

***Analysis method: SEM***

SPSS for Windows was used for initial statistical analysis. Partial Least Squares Structural Equations Modeling (PLS-SEM) was the primary statistical method used to analyze the path model<sup>40</sup>. Smart PLS v2.0 software<sup>41</sup> was used to test the proposed hypotheses. PLS-SEM is a second-generation data analysis technique that analyzes and explains research model with many variables and constructs. PLS-SEM is a variance-based approach<sup>42</sup> that enables the instantaneous

analysis of up to 200 indicator variables, allowing the examination of extensive interactions among independent, dependent, mediator and moderator variables.

## Results

To examine the issue of common method variance Harman's single factor test was used. A un-rotated factor analysis accompanied on all measurement constructs extracted 5 factors. The total variance of the 6 factors in this study is 77.06 percent of the total variance. Factor one accounted for only 45.6 percent of the variance, thus in this research, there was no persistent dilemma of common method variance. As there was no single factor found and the first factor did not have variance more than 50 percent. Therefore, it is concluded that common method bias is not an issue in the present study. In the next step author of current research examined the measurement model. Initially, the goodness of measurement model was assessed through construct and convergent validity. To determine the degree of validity, the recommended loading value is more than 0.50, and value with 0.70 (as shown in table 2) and above is considered good for one indicator (Hair et al., 2014). In this study, the degree of construct validity is equal to and more than 0.811. Factor loadings, average variance extracted and composite reliability should be considered to establish convergent validity. The benchmark value for AVE is 0.5 or greater as shown in table 2. Therefore, this study found that AVE is more than the suggested value. Moreover, in this study value of composite reliability (Range: 0.90-0.92) is more than the cut-off value of 0.7 of<sup>43</sup> as Shown in Table 2.

**Table 2: Results of Measurement Model**

<b>Constructs</b>	<b>Measurements</b>	<b>Loadings</b>	<b>AVE</b>	<b>Composite Reliability</b>
Job Performance	JP1	0.899294	0.83019	0.830194
	JP2	0.927222		
	JP3	0.921416		
	JP4	0.896269		
Affective organizational Commitment	OC1	0.863279	0.75546	0.925064
	OC2	0.914011		
	OC3	0.836904		
	OC4	0.860689		
Others' emotional appraisal	OEA1	0.795252	0.66620	0.88849
	OEA2	0.86965		
	OEA3	0.823107		
	OEA4	0.773681		
Regulation of Emotions	RE1	0.847629	0.70443	0.905036
	RE2	0.812756		
	RE3	0.843072		
	RE4	0.853193		
Self-emotional Appraisal	SEA1	0.868126	0.77126	0.930954
	SEA2	0.887686		
	SEA3	0.896985		
	SEA4	0.859551		
Use of Emotions	UE1	0.757409	0.68161	0.894838
	UE2	0.895843		
	UE3	0.881171		
	UE4	0.757491		

Table 2 signifies the measurement model used to examine the relationship between emotional intelligence and job commitment, job performance is significantly valid for this study.

Figure 2 exhibited the measurement model of the framework. The current study examined discriminant validity, which explains that how a single construct is different from the other constructs in the same model by using square root of AVE. To assess the discriminant validity square root of AVE is compare with the correlation of the other constructs. This study

found that square root of AVE is higher than the value of correlation of other constructs (see Table 3).

Table 3. Discrimination and convergent validity of EI measurements

	Affective Organizational Commitment	Job Performance	Others' Emotional Appraisal	Regulation of Emotions	Self- Emotional Appraisals	Use of Emotions
Affective Organizational Commitment	<b>0.869</b>					
Job Performance	0.644	<b>0.911</b>				
Others' Emotional Appraisal	0.589	0.551	<b>0.816</b>			
Regulation of Emotions	0.433	0.538	0.400	<b>0.839</b>		
Self- Emotional Appraisals	0.501	0.453	0.562	0.475	<b>0.878</b>	
Use of Emotions	0.598	0.504	0.583	0.405	0.428	<b>0.826</b>

Thus, from the analysis it is cleared that measurement of the model justifies adequate discriminant and convergent validity.

## Assessing Structural Model

Table 4 shows the results of independent and dependent variable in the research model. The endogenous variable (Job Satisfaction and Organizational Commitment) have  $R^2$  of 0.114 and 0.194 respectively. Suggesting that 11.4 % (weak) of variance on job satisfaction is explained by self-perceived English language proficiency and 19.4% (moderate) variance on organizational commitment is explained by self-perceived English language proficiency. A further analysis exhibited that the  $R^2$  is significantly based on the guideline of R square by<sup>44</sup> where the author recommended that 0.02 -0.12 is weak, 0.13 -0.25 is moderate and 0.26 and above is substantial. The result of the analysis proves there is significant self-perceived English language proficiency on job satisfaction and organizational commitment.

Table 4. Assessing structural model results

Relationship	Standard Beta	Standard Error (STERR)	t-value	Decision
AOC -> JP	0.643643	0.043133	14.922331	Supported
OEA -> AOC	0.260176	0.073647	3.532756	Supported
RE -> AOC	0.121645	0.058993	2.062021	Supported
SEA -> AOC	0.154754	0.082615	1.873185	Supported
UE -> AOC	0.330995	0.067434	4.908452	Supported

## Discussion

This study enriches the understanding of EI, AOC and job performance among pharmacists working in pharmaceutical MNCs. As very little emphasis laid on EI among health care employees, this study enhances the scope of emotional intelligence by conducting research

on pharmacists. The result of the study revealed dimensions of EI collectively predicts affective organizational commitment of the pharmacists working in pharmaceutical MNCs in Pakistan. Prior studies on EI also support the findings of the current study<sup>45</sup>. Another significant finding of this study was the outcome of AOC and results shows, job performance is the significant outcome of AOC of the pharmacists. The probable reason behind this significant result is that pharmacists who are emotionally committed to their companies likely to work hard for their organization. They input their skills and efficiencies to increase their output which results in increased performance. These results also have a strong support with prior literature<sup>46</sup>. The role of EI has been previously acknowledged in social sciences and management literature but our study increased the knowledge on EI by conducting research in health care field. Also, this study has significant importance in international business and organizational behavior literature.

Results of the study were based on the relationship between self-emotional appraisals and affective organizational commitment. Affective commitment is recognized as one of the important dimension of organizational commitment<sup>47</sup>. Results in this study shows significant relationship between emotional intelligence and affective commitment of the pharmacists working in pharmaceutical MNCs. These results show that pharmacists, who are emotionally stable, understand their emotions as well as their colleague's emotions are affectively committed with their organizations. Most interesting finding of this study was that others emotional appraisal was more significantly related to affective commitment than other dimensions of emotional intelligence. This reason behind this is the individual's commitment to their organizations because of their supervisors and colleagues support as they are good observer and grasp the emotions of the people in their surroundings.

Job performance is one of the significant outcomes of various organizational antecedents. In the present study, it is the outcome of affective organizational commitment. The relation between the affective commitment and job performance is highly significant as t-value is greater than 2.69. These results show that pharmacists who are emotionally committed to their organization tend to work more deliberately for their companies. Therefore, results of the present study revealed that employees with high emotional intelligence are affectively committed to their organizations and show high job performance. These results support the findings from the prior literature.

The findings of the present study contributed in both streams, practical and theoretical. In terms of practical contribution, the study empirically examines the significance to considerate employee's emotions and to control them in such a way that increases their performance. Results of the study indicates that pharmacists working in MNCs are successfully controlling their emotions and observing other emotions, hence they are committed and satisfied with their job. In terms of theoretical contribution, this study has investigated the role of emotional intelligence on the affective commitment of the pharmacists and their job performance. This model fulfills the gap within previous studies as little emphasize have been given on the emotional intelligence of the pharmacists.

### **Limitations & Future Recommendations**

There are also some limitations found in this study. Firstly, the self-report measures used in data collection. Other techniques such as interview and focus group discussion should be adopted in the future studies. Another deficiency is the cross-sectional design of the study, it is recommended to test the same model in longitudinal design that would span over one to two years. For present study, data was collected from the pharmacists working in MNCs and

further studies can be conducted by involving pharmacists working in local pharmaceutical manufacturing companies. Lastly, as job performance is one of the significant outcome of various organizational elements, future studies are recommended to test the role of emotional intelligence and affective commitment with other critical job outcomes.

### **Conclusion**

Emotional intelligence plays a substantial role in enhancing positive emotional commitment and job performance of the individuals. Intermittently, pharmacists are involved in a situation where positive and, some other time, negative emotions influence their output and efficiency. Hence, the employees' perception and evaluation of their emotions have a potential to bring a positive variation in their eventual performance. In the same vein, awareness with the emotions of supervisors, colleagues and subordinates and aptitude to deal with them will lend a hand to create a progressive working environment. Emotional responses provide an advantageous understanding of where attention might be focused, while unmanaged emotions can obstruct the effective information processing.

### **Conflict of interest**

The authors declared that there is no conflict of interest in this research.



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Figure 1. Dimensions of EI

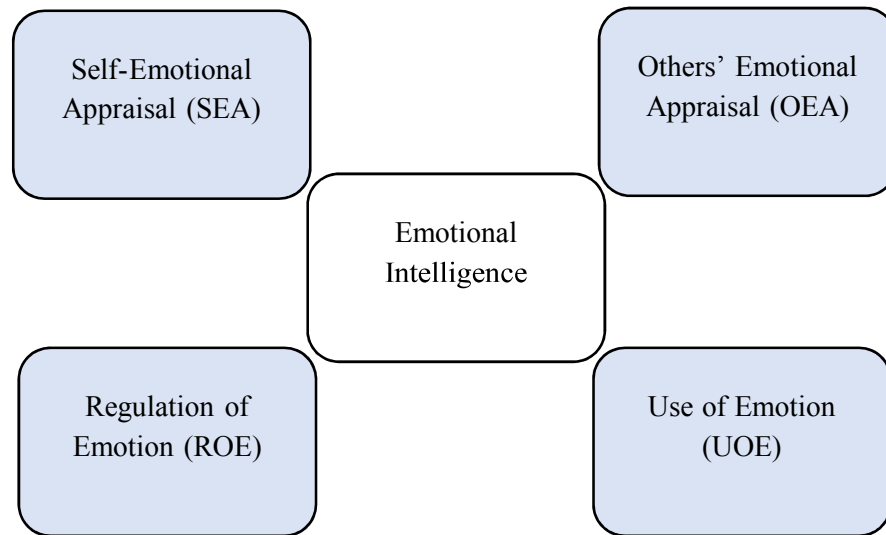


Figure 1. Dimensions of EI

Figure 2. Measurement model of EI

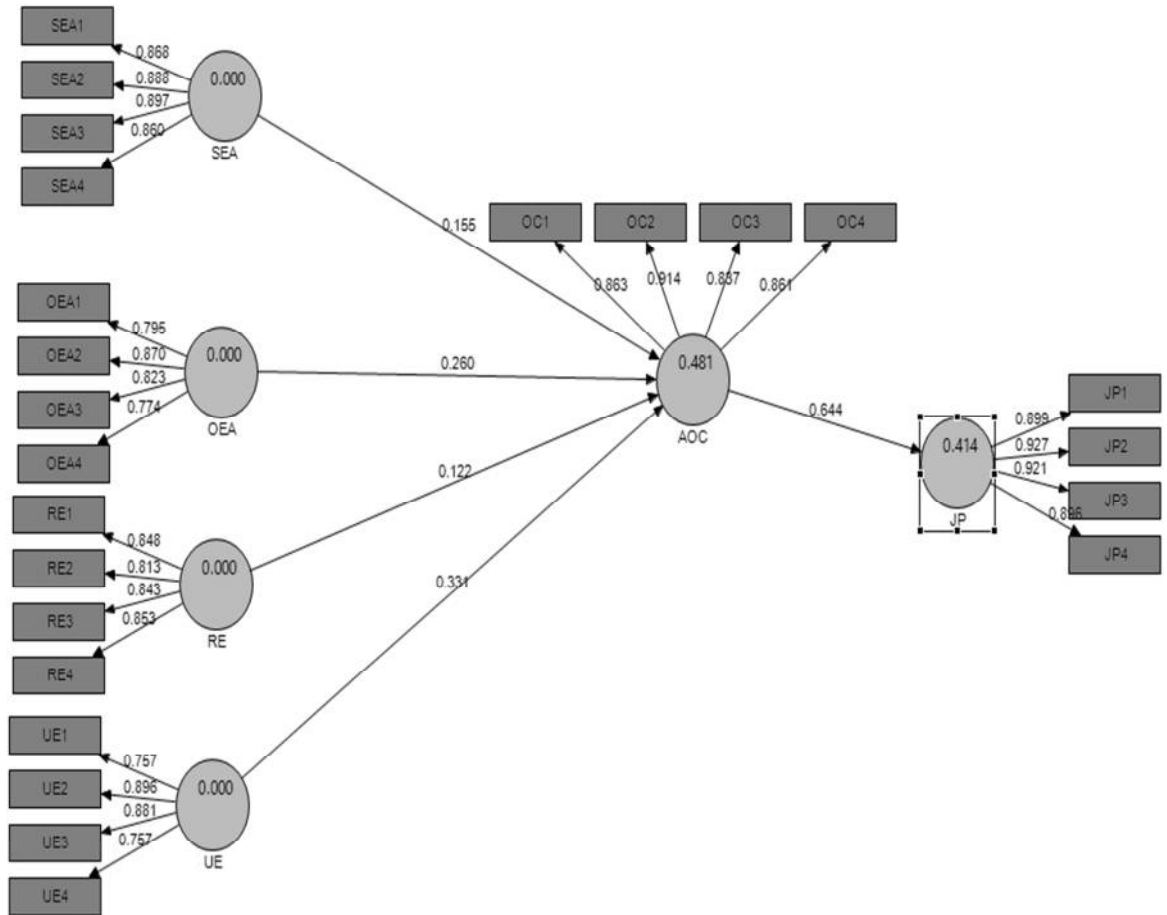


Figure 2. Measurement model of EI