Impact of Emotional Intelligence on Job Autonomy

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ABSTRACT

Emotional Intelligence has great importance in human life as an individual whether in society or organizations. A number of schools of thought have well tried to dig out the impact of Emotional Intelligence on different aspects. Emotional Intelligence is a science that enables man how to cope with existing and anticipated issues at work place in general and Job Autonomy in particular. Some scholars opine that job autonomy is important factor that enables employees to have mastery over work environment. It gives impetus to get grip over organizational ecology. Employees having emotional mastery exceed within organizations as per contemporary and anticipated changes. The under reference paper has witnessed that there is greater impact of EI over Job Autonomy. The data has been gathered from Middle and Top Management of public
and private sector organizations. The survey contained a questionnaire and the data has been analyzed with the help of SPSS and other statistical procedures. However, it is found that there is impact of Job Autonomy at the workplace. Job Autonomy enables individuals to contribute at their whims and caprice without any formal or informal set-back.

**KEY TERMS:** Emotional Intelligence, Job Autonomy, Employees, Human Resource Development, Environment and Life

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**INTRODUCTION**

Emotions are an important part of being human and they affect our actions and motivations for behavior and practices (Pourazami, 2022) which, in turn, affect our perceptions of psychological health (Narwal & Sharma, 2018). Song et al. (2010) argued that emotional intelligence (EI) comprises the interrelated skills of self-awareness, managing emotions, motivating oneself, empathy and handling relationships, defining EI as: the ability to perceive accurately, appraise, and express emotion; the ability to access and/or generate feelings when they facilitate thought; the ability to understand emotion and emotional knowledge; and the ability to regulate emotions to promote emotional and intellectual growth. Extremera Pacheco et al. (2019) adopted a similar definition of EI as (Lubbadeh, 2020)

Darvishmotevali et al. (2018) added to this earlier work by operationalizing EI as a construct separate from personality dimensions and showed that it could predict job performance. In contrast, (Joseph & Newman, 2010; Saeed et al., 2022) argued, ‘the EI literature has yet to investigate exactly what self-report EI is’. They conceptualized personality dimensions and cognitive ability as antecedents of EI and found that the link with job performance depends largely on which dimension of EI is used. These conflicting research findings suggest a contested terrain and the need for further research examining the impact of EI. Similar to (Baudry et al., 2018) the current study also adopts the definition of EI derived from (Mayer et al., 2000).

Emotional intelligence ensures higher level of working contributions because EI is rigorously associated with work environment and individual knowledge, skills and ability (Skordoulis et al., 2020). Employees replete with EI savvy are more intelligent, performer, doer and well cognizant with balancing personal and organizational goals with positive outcome. Social support without effective use of EI shall entangle employees with novel insignificant issues which may in longer level be set back to individual and organizational goals unmet. Schlegel and Mortillaro (2019) in the modern society, organizations are heterogeneous culture and flourishing foundation of workplace without observing, maintaining and fulfilling socio-emotional needs may not be a good omen. Emotional intelligence is proved to be a positive
factor for mental health, work environment, employee satisfaction and seeking social support from the inside and outside of the organization (Wahyudi, 2018; Khan et al., 2022). The current study shall delve deeper to foresee the effective use of EI at workplace in public and private sector organizations across the Pakistani society.

PROBLEM STATEMENT

In recent years the term emotional intelligence increasingly has been expanding, especially in its application in education, personal life, work and business, where some research has been done. Emotional intelligence (EI) is a concept increasingly recognized in the social psychology literature. Emotional intelligence has become of widespread interest to psychological research in recent years. It has been claimed that emotional intelligence is one of the important factors that determine success in life and psychological wellbeing.

Everyone having certain level of emotional intelligence will take a position when confronting with positive or negative life events and will compromise with them. The purpose of this study is to examine the relationship between emotional intelligence and organizational commitment with six mediating factors i.e. autonomy, personal growth, environmental mastery, positive roles with others, purpose in life and self-acceptance.

Organizations employ flexible regulations, but due to short of relevant information and different nature of problems, organizations are still adhered to the internal and external conflicts which ultimately hinder development and progress. However, despite organizational trainings, regulatory framework and various guiding principles, still there is an issue to establish a relationship between the individuals and organizations culture.

Studies show that employees emotionally are unique are more prone to work performance and considered as the perpetual asset. Researchers further investigate that emotional intelligence predicts behavior of the individual which in larger scale creates healthy relationship between the workers at work place. However, there is scant study showing impact of emotional intelligence in the public sector organizations.

RESEARCH OBJECTIVES

The objective of this research is to examine how six factors: autonomy, personal growth, and environmental mastery, positive roles with others, purpose in life and self-acceptance have impact on organizational commitment. This research study explores whether an emotional intelligence intervention program is successful in increasing or decreasing participants’ levels of emotional intelligence in organizational commitment.
RESEARCH QUESTION

What is the impact of Emotional intelligence on organizational commitment with mediating effect of autonomy?

LITERATURE REVIEW

Emotional intelligence is rooted in early works on emotions and social intelligence. The foundation of emotional intelligence can be traced back to (Harris et al., 2022) (note that others have raised doubts as to whether Thorndike could be said to propose or support the concept of emotional intelligence (Rafiq et al., 2022), (Kihlstrom & Cantor, 2000), (Monjezi et al., 2022), and (Gardner, 1983; Thorndike, 1920) works on social intelligence. These scholars suggested that social intelligence is another facet of intelligence proposed a three-facet construct of intelligence: abstract intelligence – pertaining to the ability to understand and manage ideas, mechanical intelligence – indicating the ability to understand and manage concrete objects, and social intelligence – referring to “the ability to understand and manage men and women, boys and girls – to act wisely in human relations” (Arghode et al., 2022; Khan et al., 2021; Ahmad et al., 2022) proposed a conceptualization of interpersonal intelligence – the competence to understand other people, and intrapersonal intelligence – the competence to understand the self and apply it effectively in life.

However, it was not until the early 1990s that the concept of emotional intelligence was given particular attention. Over the years, several scholars have provided definitions of emotional intelligence (Villagran & Martin, 2022). (Valikhani et al., 2022; Ghani et al., 2022) and (Monjezi et al., 2022) definitions of emotional intelligence have been the most influential. In 1990, (Salovey & Mayer, 1990) defined emotional intelligence as “the subset of social intelligence that involves the ability to monitor one’s own and others’ feelings and emotions, to discriminate among them and to use this information to guide one’s thinking and actions”. Seven years later, they refined their conceptualization of emotional intelligence to encompass four interrelated dimensions: the appraisal and expression of self-emotions, the appraisal and recognition of emotions in others, the regulation of self-emotions, and the use of emotions to facilitate performance. According to this conceptualization, emotional intelligence refers to “the ability to perceive emotions, to access and generate emotions so as to assist thoughts, to understand emotions and emotional knowledge, and to reflectively regulate emotions so as to promote emotional and intellectual growth” (Ahmed et al., 2022; Khattak et al., 2021; Zada et al., 2022)
HYPOTHESIS GENERATION

H1: Emotional intelligence has positive impact on job autonomy.

RESEARCH DESIGN

The purpose of the research design is to determine the Impact of Emotional intelligence on organizational commitment: the mediating role of psychological well-being in private and public organization in Pakistan, corporate sector & government sector organization working under Human Recourse Department, Islamabad. Sample size of the study is to ascertain the Impact of Emotional intelligence on organizational commitment: the mediating role of psychological well-being in private and public organization of Islamabad. Sample size will be 250 for this research. Sampling methods a non-probability convenience sample will be chosen for the survey in this research, convenience sampling is a type of non-probability sampling, which involves the sample being drawn from that part of the population which is close at hand. That is, a sample population selected because it is readily available and convenient.

Primary data are new data specifically collected in a current research project- the researcher is the primary user of that data which will be gathered through questionnaire. In this research, the researcher will collect primary data through modified questionnaire (see appendix). Secondary data study uses the external secondary data such as books, journals, online database via internet, past research and published international and national articles accessed from digital library provided by HEC.

DATA ANALYSIS, DISCUSSION AND CONCLUSION

A survey was conducted from public and private sector organizations in which the respondents have replied the answers of question as per tabulated below.

<table>
<thead>
<tr>
<th>Case Processing Summary</th>
<th>Valid</th>
<th>Cases Missing</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>What is your age * What is your Gender</td>
<td>246</td>
<td>5</td>
<td>251</td>
</tr>
<tr>
<td>What is your marital status * What is your Gender</td>
<td>246</td>
<td>5</td>
<td>251</td>
</tr>
<tr>
<td>What is your Educational Level * What is your Gender</td>
<td>244</td>
<td>7</td>
<td>251</td>
</tr>
<tr>
<td>What is your Grade Position * What is your Gender</td>
<td>234</td>
<td>17</td>
<td>251</td>
</tr>
<tr>
<td>What is your present Employment Status *</td>
<td>234</td>
<td>17</td>
<td>251</td>
</tr>
</tbody>
</table>
Sifting the above information reveals that the response of gender upon questionnaire is 98% by male and 45% by female officials. The marital status in respect of male respondents is 80% while single is 20%. From female side the ratio of married officers is about 75% and 45% from unmarried women officials. Educational level in respect of both respondents is about 80% Masters and 65% graduates. Whereas, the ratio of officers having MS/Phil and PhD has been seen lowest in both public and private sectors. It has been revealed that the Grade / Position of male respondents in BS-16/17 or middle management is greater than female officials.

However, the officers of BP-18 to 22 in respect of public sector employment and officers of Top Management have also participated in the research study and responded to some extent. The response from regular and contract officials is considerably notable. However, the public regular employees' ratio is to some extent greater than private sector employees. It is alarmingly noted that the ratio of female officers working on contract is greater than the female officers working on regular side. The response of officials having experience from 1-5 years and 6-10 is positive whereas, the officials having experience beyond 10 years have shown least response to the questionnaire.

**Case Processing Summary Emotional Intelligence**

<table>
<thead>
<tr>
<th>Case</th>
<th>Valid N</th>
<th>Valid Percent</th>
<th>Cases Missing N</th>
<th>Cases Missing Percent</th>
<th>Total N</th>
<th>Total Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>I often find it difficult to see things form another person's viewpoint * Expressing my emotions with words is not a problem for me</td>
<td>249</td>
<td>99.2%</td>
<td>2</td>
<td>.8%</td>
<td>251</td>
<td>100.0%</td>
</tr>
<tr>
<td>On the whole, I’m a highly motivated person * Expressing my emotions with words is not a problem for me</td>
<td>249</td>
<td>99.2%</td>
<td>2</td>
<td>.8%</td>
<td>251</td>
<td>100.0%</td>
</tr>
<tr>
<td>I usually find it difficult to regulate my emotions * Expressing my emotions with words is not a problem for me</td>
<td>249</td>
<td>99.2%</td>
<td>2</td>
<td>.8%</td>
<td>251</td>
<td>100.0%</td>
</tr>
<tr>
<td>I generally don’t find life enjoyable * Expressing my emotions with words is not a problem for me</td>
<td>249</td>
<td>99.2%</td>
<td>2</td>
<td>.8%</td>
<td>251</td>
<td>100.0%</td>
</tr>
</tbody>
</table>
problem for me
I tend to change my mind frequently * 249 99.2% 2 .8% 251 100.0%
Expressing my emotions with words is not a problem for me
I can deal effectively with people * Expressing my emotions with words is not a problem for me
Many times, I can’t figure out what emotion I'm feeling * Expressing my emotions with words is not a problem for me
I feel that I have a number of good qualities * Expressing my emotions with words is not a problem for me
I often find it difficult to stand up for my rights * Expressing my emotions with words is not a problem for me
I’m usually able to influence the way other people feel * Expressing my emotions with words is not a problem for me
On the whole, I have a gloomy perspective on most things * Expressing my emotions with words is not a problem for me
Those close to me often complain that I don’t treat them right * Expressing my emotions with words is not a problem for me
I often find it difficult to adjust my life according to the circumstances * Expressing my emotions with words is not a problem for me

The researchers asked different questions from different organizations in order to ensure a true picture of emotional intelligence based on different variables to check response of the employees on the different questions being asked. Responses of employees are being represented in tabulation form and graphical forms.

If we look at the graph and cross tabulated data collected from people falling in the category who can deal effectively with the people are almost 1.6% and expressed their emotions easily, people with number of good qualities and gloomy perspective are about 1.2%. In the same people who can see things from others perspectives are the highest and falling in somewhat agree category. Those who are falling in the category of most agree are the one who can see things from their own perspectives.
### Case Processing Summary Job Autonomy

<table>
<thead>
<tr>
<th>Valid N</th>
<th>Percent</th>
<th>Missing N</th>
<th>Percent</th>
<th>Total N</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Opportunity to complete an entire task that I can call my own * Opportunity to use a variety of my skills</td>
<td>249</td>
<td>99.2%</td>
<td>2</td>
<td>.8%</td>
<td>251</td>
</tr>
<tr>
<td>Freedom to schedule my own work * Opportunity to use a variety of my skills</td>
<td>249</td>
<td>99.2%</td>
<td>2</td>
<td>.8%</td>
<td>251</td>
</tr>
<tr>
<td>Freedom to perform my job in the manner I see fit * Opportunity to use a variety of my skills</td>
<td>249</td>
<td>99.2%</td>
<td>2</td>
<td>.8%</td>
<td>251</td>
</tr>
<tr>
<td>A job in which I can tell how well I am doing * Opportunity to use a variety of my skills</td>
<td>249</td>
<td>99.2%</td>
<td>2</td>
<td>.8%</td>
<td>251</td>
</tr>
<tr>
<td>Opportunity to experience a sense of community by working with cooperative workers * Opportunity to use a variety of my skills</td>
<td>249</td>
<td>99.2%</td>
<td>2</td>
<td>.8%</td>
<td>251</td>
</tr>
<tr>
<td>Additional training and technology to handle the increasing demand of my job. * Opportunity to use a variety of my skills</td>
<td>249</td>
<td>99.2%</td>
<td>2</td>
<td>.8%</td>
<td>251</td>
</tr>
</tbody>
</table>

Difference questions were being asked related to Scale Items-Job Autonomy; sufficient employees have responded from their perspective. Employees who can see opportunity to use the variety of skills are the one who are falling in the highest in the category of entirely agree. They are the one who can challenge any opportunities and accepts challenging working environment. In view of the same, employees who are falling in the category of entirely disagree have not additional training and technology to handle the increasing demand of their job. Employees have provided almost the same response who can do their work and sense of community by working with cooperative workers. The, who are falling in the category of somewhat agree, are those, who can have freedom to perform job in the manner I see fit.

### DISCUSSION AND RECOMMENDATION

Above table shows information about the mean, standard deviation (SD) and number of observation (N). The variable emotional intelligence has the lowest standard deviation, whereas Job Autonomy has the highest standard deviation.

<table>
<thead>
<tr>
<th>Descriptive Statistics</th>
<th>Mean</th>
<th>Std. Deviation</th>
<th>N</th>
</tr>
</thead>
<tbody>
<tr>
<td>EI</td>
<td>4.18</td>
<td>.900</td>
<td>238</td>
</tr>
<tr>
<td>JA</td>
<td>5.04</td>
<td>1.314</td>
<td>238</td>
</tr>
</tbody>
</table>
Descriptive Statistics

<table>
<thead>
<tr>
<th></th>
<th>Mean</th>
<th>Std. Deviation</th>
<th>N</th>
</tr>
</thead>
<tbody>
<tr>
<td>EI</td>
<td>4.18</td>
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<td>238</td>
</tr>
<tr>
<td>JA</td>
<td>5.04</td>
<td>1.314</td>
<td>238</td>
</tr>
</tbody>
</table>

Regression

Regression is a measure of the relationship between the mean value of one variable (e.g., output) and corresponding values of other variables (e.g., time and cost).

\[
\bar{Y} = a + b\bar{X}
\]

\[
\bar{Y} - b\bar{X} = a + b\bar{X} - b\bar{X}
\]

\[
a = \bar{Y} - b\bar{X}
\]

Standard Deviation

Standard Deviation is a quantity expressing by how much the members of a group differ from the mean value for the group.

Mean

Regular meaning of "average" median: middle value. mode: most often. (In the above, I’ve used the term "average" rather casually. The technical definition of "average" is the arithmetic mean: adding up the values and then dividing by the number of values)

The data was analyzed through SPSS (statistical package for social sciences) software by using correlation. The correlation test indicates that the correlation between the variables. As per the following table:2, The correlation values show that there is a positive correlation between the dependent variable “Emotional Intelligence” and dependent variable is 0.410. Although the emotional intelligence have positive correlation with all the dependent variables, with high statistical significance, but the correlation coefficient value of the dependent variable and Purpose in Life and Organizational Commitment is highest each 0.426, followed by Personal Growth, which is 0.322 and the correlation coefficient between the dependent variable “Emotional Intelligence” and “Environmental Mastery” is lowest, which is 0.286.

<table>
<thead>
<tr>
<th></th>
<th>EI</th>
<th>JA</th>
<th>EM</th>
<th>PJ</th>
<th>PRWO</th>
<th>PIL</th>
<th>OC</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pearson Correlation</td>
<td>EI</td>
<td>1.000</td>
<td>.410</td>
<td>.253</td>
<td>.322</td>
<td>.286</td>
<td>.426</td>
</tr>
<tr>
<td></td>
<td>JA</td>
<td>.410</td>
<td>1.000</td>
<td>.596</td>
<td>.585</td>
<td>.440</td>
<td>.435</td>
</tr>
<tr>
<td>Sig. (1-tailed)</td>
<td>EI</td>
<td>.000</td>
<td>.000</td>
<td>.000</td>
<td>.000</td>
<td>.000</td>
<td>.000</td>
</tr>
<tr>
<td></td>
<td>JA</td>
<td>.000</td>
<td>.000</td>
<td>.000</td>
<td>.000</td>
<td>.000</td>
<td>.000</td>
</tr>
<tr>
<td>N</td>
<td>EI</td>
<td>238</td>
<td>238</td>
<td>238</td>
<td>238</td>
<td>238</td>
<td>238</td>
</tr>
<tr>
<td></td>
<td>JA</td>
<td>238</td>
<td>238</td>
<td>238</td>
<td>238</td>
<td>238</td>
<td>238</td>
</tr>
</tbody>
</table>
Correlations: Correlation is a statistical technique that is used to measure and describe the STRENGTH and DIRECTION of the relationship between two variables. Correlation requires two scores from the same individuals.

### Model Summary

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Std. Error of the Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>.539a</td>
<td>.291</td>
<td>.273</td>
<td>.768</td>
</tr>
</tbody>
</table>

a. Predictors: (Constant), OC, EM, PRWO, PJ, JA, PIL

All the information presented in the ANOVA table, the major interest of the researcher will most likely be focused on the value located in the "Sig." column, because this is the exact significance level of the ANOVA. If the number (or numbers) found in this column is (are) less than the critical value of alpha set by the experimenter, then the effect is said to be significant. Since this value is usually set at .05, any value less than this will result in significant effects, while any value greater than this value will result in non-significant effects. In the following table: 3, the exact significance is .000, so the effects would be highly statistically significant. The F Test value (15.801) shows the combination of all variable, overall significances of the Model its mean all independent variables intercept on Dependent variable Emotional intelligence and Observation of Independent Variables met.

### ANOVA

<table>
<thead>
<tr>
<th>Model</th>
<th>Sum of Squares</th>
<th>Df</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Regression</td>
<td>55.872</td>
<td>6</td>
<td>9.312</td>
<td>15.804</td>
</tr>
<tr>
<td></td>
<td>Residual</td>
<td>136.114</td>
<td>231</td>
<td>.589</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>191.986</td>
<td>237</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

a. Predictors: (Constant), OC, EM, PRWO, PJ, JA, PIL
b. Dependent Variable: EI

ANOVA: Analysis of Variance (ANOVA) is a statistical method used to test differences between two or more means.

The p-value for each term tests the null hypothesis that the coefficient is equal to zero (no effect). A low p-value (< 0.05) indicates that you can reject the null hypothesis. In other words, a predictor that has a low p-value is likely to be a meaningful addition to your model because changes in the predictor's value are related to changes in the response variable.

As the following table: 3, the p-value the variable “Job Autonomy” is statistically significant, therefore, we can’t reject the hypothesis. There are a positive relation between the
emotional intelligence and job autonomy, the emotional intelligence increase by 19.9 percent with increase of 1 percent job autonomy. All the other variables (Environmental Mastery, Personal Growth, Personal Growth with others, Purpose in Life, Organizational Commitment) are non-significant.

In view of above significant data, it could be concluded that Job Autonomy has great importance from employee point of view. This vividly shown that the employee whether male or female working in public or private organization without any experience block want job autonomy which has directly proportional relationship with their emotions. This also proves that the employee having job autonomy will work without any fear and phobia and will have emotional intelligence with mediating role of wellbeing at workplace.

As mentioned supra, we have already found that sufficient employees have responded from their perspective regarding Job Autonomy. It has been concluded that the employees who can see opportunity to use the variety of skills are the one who are falling in the highest in the category of entirely agreed. They are the one who can challenge any opportunities and accepts challenging working environment which shows their level of emotional stability. Conversely, the employees who are falling in the category of entirely disagreed have not additional training and technology to handle the increasing demand of their job and find themselves as emotionally unstable. Regarding emotional stability with mediating role of wellbeing, there is sufficient ration of employees who have provided almost the same response who can do their work and sense of community by working with cooperative workers. Stated otherwise, they can use their emotions positively for wellbeing of public. The analysis shows that the other variables have less role in connection with emotional intelligence with mediating role of well-being as compared to Job Autonomy.

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>B</td>
<td>Std. Error</td>
</tr>
<tr>
<td></td>
<td>1.766</td>
<td>.282</td>
</tr>
<tr>
<td>JA</td>
<td>.199</td>
<td>.053</td>
</tr>
</tbody>
</table>

**Coefficients:** In probability theory and statistics, the coefficient of variation (CV), also known as relative standard deviation (RSD), is a standardized measure of dispersion of probability distribution or frequency distribution.
The t value of Independent Variable JA (3.776). According to the rules if t value is greater than (t>2.5) than null hypothesis will be rejected and alternate hypothesis will be accepted.

The t value of Independent Variable EM (.008). On bases of value of independent variable of EM null hypothesis will be accepted and alternate hypothesis will be rejected.

The t value of Independent Variable PJ (.509). On bases of value of independent variable of PJ null hypothesis will be accepted and alternate hypothesis will be rejected.

The t value of Independent Variable PRWO (.837). On bases of value of independent variable of PJ null hypothesis will be accepted and alternate hypothesis will be rejected.

The t value of Independent Variable PIL (1.465). On bases of value of independent variable of PIL null hypothesis will be accepted and alternate hypothesis will be rejected.

The t value of Independent Variable OC (3.849). According to the rules if t value is greater than (t>2.5) than null hypothesis will be rejected and alternate hypothesis will be accepted.

As per the following table:3, the p-value of the all variables (Emotional intelligence, Environmental Mastery, Personal Growth, Personal Growth with others are Purpose in Life) expect Organizational Commitment is less than 0.005, which that the data is not normally distributed.

As per the statistics in the following table the probabilities are less than 0.05 (the typical alpha level), so we reject our null hypothesis about normality of data Ho… these data are significantly different from normal, but in case of the variable organizational commitment the probability is greater than the p-value, 0.005, therefore, we accept of null hypothesis about the normal distribution of data.

<table>
<thead>
<tr>
<th></th>
<th>Kolmogorov-Smirnova</th>
<th>Shapiro-Wilk</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Statistic Df Sig.</td>
<td>Statistic Df Sig.</td>
</tr>
<tr>
<td>EI</td>
<td>.067 238 .011</td>
<td>.980 238 .002</td>
</tr>
<tr>
<td>JA</td>
<td>.115 238 .000</td>
<td>.954 238 .000</td>
</tr>
</tbody>
</table>

**Shapiro Wilks W Test:** The Shapiro–Wilk test is a test of normality in frequents statistics
W is the test statistic
W is insignificant if the variable distribution is not different from normal
W ≈ the correlation between given data and ideal normal scores
W = 1 when your sample-variable data are perfectly normal (perfect H0)
When W is significantly smaller than 1 = non-normal (H is accepted) a is accepted
Shapiro-Wilk's W is recommended for small and medium samples up to n = 250

Cronbach's alpha is a measure of internal consistency, that is, how closely related a set of items are as a group. It is considered to be a measure of scale reliability. A "high" value for alpha does not imply that the measure is uni dimensional. If, in addition to measuring internal consistency, you wish to provide evidence that the scale in question is uni dimensional, additional analyses can be performed. Exploratory factor analysis is one method of checking dimensionality. Technically speaking, Cronbach's alpha is not a statistical test - it is a coefficient of reliability (or consistency).

Cronbach's alpha can be written as a function of the number of test items and the average inter-correlation among the items. Below, for conceptual purposes, we show the formula for the standardized Cronbach's alpha:

\[ \alpha = \frac{N \cdot \bar{c}}{\bar{v} + (N - 1) \cdot \bar{c}} \]

Here N is equal to the number of items, c-bar is the average inter-item covariance among the items and v-bar equals the average variance. One can see from this formula that if you increase the number of items, you increase Cronbach's alpha. Additionally, if the average inter-item correlation is low, alpha will be low. As the average inter-item correlation increases, Cronbach's alpha increases as well (holding the number of items constant).

As per the following table 94.8% cases are valid and only 5.2% excluded. The Cronbach's Alpha is 0.829.
The table above shows the reliability test output which was applied on the gathered data set. The variables used in this research were made from this data, so it was inevitable that the data first is to be examined for reliability. The Cronbach’s Alpha is also referred to as a coefficient of reliability.

The value recommended by researchers is considered to be above 0.70; hence the value for data shown in the result above is above the benchmark at 0.829 indicating that the data is reliable.
Scale Statistics

<table>
<thead>
<tr>
<th></th>
<th>Std.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mean</td>
<td>33.92</td>
</tr>
<tr>
<td>Variance</td>
<td>39.456</td>
</tr>
<tr>
<td>Std. Deviation</td>
<td>6.281</td>
</tr>
<tr>
<td>N of Items</td>
<td>7</td>
</tr>
</tbody>
</table>

AREAS OF FUTURE RESEARCH:

In view of research data, it is proposed that the correlations of emotional intelligence would be focused with the other factors like environmental mastery, personal growth, positive role with other, purpose in life and self-acceptance.

RECOMMENDATIONS:

- During the research it has been unearthed the Job Autonomy and employee’s commitment play pivotal role in employee satisfaction. Empowering the and letting employees to work according to their own knowledge, skill, abilities, and attitude will enable them to utilize their emotional intelligence towards work performance. Stated otherwise, there is nexus between job autonomy of employee and emotional intelligence.
- Whereas, the other external environmental such as Environmental Mastery, Personal Growth, Positive Role with others, purpose in life and organizational commitment may not have immense importance with reference to employee emotional intelligence as compared to job autonomy.
- There is need to focus what are reasons that external factors other than job autonomy are not feasible from emotional intelligence point of view and it has least importance at work station both in public and private sector organizations.
- It has been observed that organization that provides a clear career path to their employees, people are always motivated and work with their best. They are concerned with their organization until organization is loyal to them.
- It is important to know employees grievances and make sure employees are happy with the organization. If organization provide clear goals and define objectives for their employees along with perks and privileges, employees will never leave their organization. We have seen people are not happy with the organization strategy and benefits.
• Word of mouth. Employees who are happy with the organization feel that they used to discuss and talk about their employers who are providing and taking initiative to solve their problems.

• Sense of belonging: people are emotionally attached with the organization who is satisfied that organization are always solving their issues. They are more concerned and happy to continue their career with the organization even after retirement.

• Alternatives: employees are not concerned what will happen to the organization if they leave. It is important from the organization point of view to know what exactly employees are looking for. Employees who are not satisfied with the organization they are always looking for the best alterative and opportunity. If they will find a better opportunity hey will leave right away.

References:


