

# Emotional Intelligence, Individual Work Performance And Job Involvement As Predictors Of Organizational Commitment Among Healthcare Professionals.

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## Abstract:

The field of human resource management in healthcare sector is witnessing significant growth, as leaders and managers encounter multiple hurdles in their efforts to establish a highly effective and efficient organization. The commitment of employees is essential for achieving success. Psychological principles such as emotional intelligence and emotional labor have a substantial influence on results within the service industry. It is crucial to prioritize both mental and physical well-being in demanding healthcare environments. Organizations prioritize improving individual job performance, and emotional intelligence can aid in this by acknowledging, comprehending, and controlling one's own and others' emotions. A self-administered questionnaire was used to survey 120 healthcare personnel in three multi-specialty hospitals in Chandigarh Tricity, India. The survey comprised of demographic data, the Wong & Law Emotional Intelligence Scale (WLEIS), feedback on Individual Work Performance (IWP), and statements regarding organizational commitment. An accurate and trustworthy analysis of the data was conducted using Structural Equation Modelling (SEM) using SMART PLS. The study utilized a convenient sampling procedure to choose eligible individuals. The results were provided in the concluding part, emphasizing the significance of organizational commitment in the healthcare industry. The study validates the influence of emotional intelligence on job performance and organizational commitment, specifically within the healthcare industry. The statement proposes that senior executives should provide a transparent atmosphere to safeguard employees from organizational politics and promote emotional intelligence, resulting in improved job engagement and performance. The study additionally proposes that firms should offer ongoing training and current knowledge to enhance employees' emotional intelligence. The results can be utilized by individuals with a vested interest and decision-makers to formulate tactics to alleviate workplace politics and uphold elevated levels of emotional intelligence.

**Key Words:** Emotional Intelligence, Individual Work Performance, Organizational Commitment, Healthcare, Loyalty.

## 1. INTRODUCTION

The field of human resource management in healthcare organizations is experiencing significant growth in research. The leaders and managers of these institutions encounter multiple obstacles in their pursuit of an effective and efficient organization. The dedication of their employees to the organization is a crucial factor for achieving success. There is a growing body of data indicating that psychological concepts, such as emotional intelligence and emotional labor, have a significant impact on various outcomes within the service sector of organizations. Given the demanding and exhausting nature of healthcare settings, it is crucial for individuals working in such challenging work conditions to prioritize their mental and physical well-being. Consequently, enhancing individual job performance becomes a paramount objective for organizations. This can be facilitated by the application of emotional intelligence, which involves the ability to recognize, understand, and manage one's own emotions as well as the emotions of others.

### 1.1 EI (Emotional Intelligence) in Healthcare:

Healthcare professionals should possess the ability to recognize, understand, and communicate their emotions, as the significance of emotional intelligence (EI) has been acknowledged (Prentice et al., 2020). The study conducted by Cao et al. (2022) suggests that developing emotional intelligence (EI) abilities can help reduce burnout among healthcare personnel. Healthcare professionals who are cultivating their emotional intelligence (EI) are likely to improve their ability to regulate their emotions, leading to increased resilience, empathy, productivity, and quality of patient care (Jimenez-Picon et al., 2021).

Healthcare management has been advised to cultivate a culture of emotional intelligence (EI) in their workplaces. The World Health Organization (WHO, 2020) has developed guidelines to safeguard the mental well-being of healthcare personnel (Ward, 2020). Important elements of emotional intelligence (EI) in the field of public health encompass the ability to communicate proficiently, demonstrate empathy, secure patient cooperation, and inspire lasting behavioral transformations within communities.

Studies have demonstrated that leaders who cultivate robust interpersonal connections with their team members employ emotional intelligence (EI) to motivate them to exert more effort and experience higher levels of job satisfaction (Soto-Rubio et al., 2020). Nurses must possess a high level of emotional intelligence in order to cultivate supportive work environments. According to the study conducted by Udod et al. (2020), leaders who utilize emotional intelligence (EI) to cultivate strong interpersonal relationships with their personnel observe an increase in both job satisfaction and productivity among their staff members.

### **1.2 Individual Work Performance (IWP):**

Recent research has shown that there is a lack of consensus about the definition and assessment of an individual's job performance, despite its importance as a key outcome in occupational studies. Individual work performance (IWP) is a term that is often used interchangeably with other phrases like productivity, performance, or presenteeism. These topics sometimes lack clear and specific definitions. The issue at hand is complex due to the need for a precise definition and theoretical framework in order to accurately quantify IWP. Therefore, it is necessary to accurately determine the causes and impacts of IWP. Providing a detailed assessment of each individual's job performance Given the significance of IWP, it is not surprising that fields other than occupational medicine have shown interest in defining and analyzing it.

The IWP construct and its underlying structure have garnered significant interest in the field of work and organizational psychology. In the latter field, IWP is commonly known as "behaviors or actions that are pertinent to the objectives of the organization". IWP is characterized by employee behaviors or actions, rather than the results or consequences of such behaviors or activities. In addition, the concept of Individual Willpower (IWP) encompasses only those behaviors that an individual has the ability to control, while omitting those that are influenced by other factors or circumstances.

### **1.3 Organizational Commitment in Healthcare:**

Porter and Lawer defined organisational commitment as the inclination of an employee to exert significant effort for the institution, to have a long-term intention to remain with the organization, and to embrace its fundamental principles and values. Greenberg and Baron redefined this notion, asserting that organizational commitment refers to the extent to which individuals identify with the company they are employed by, which in turn affects the level of dedication they exhibit and their inclination to leave the organization. Organisational commitment can be differentiated using three distinct perspectives. The social exchange concept was formulated by Meller and Allen in the late 20th century. The authors discuss a concept they refer to as continuity or permanence commitment. This refers to the employee's tendency to remain committed to the organization due to the accumulation of little investments over time.

These investments act as a deterrent to the employee voluntarily disengaging from the organization. In the healthcare sector, continuous commitment is exemplified by experienced nurses who are more inclined to remain in their positions. However, this commitment is also contingent upon the presence of other career opportunities in their local vicinity. Affective commitment refers to an employee's psychological inclination to remain a part of the organization, where they connect with and embrace its values and aims in return for some psychological benefits, such as recognition or support from the team. Affective commitment has been positively associated with nurses' job satisfaction and their intention to remain employed in the healthcare industry.

The objectives of this study were determined based on the analysis of the relationship between several variables.

1. To examine the connections, whether direct or indirect, between emotional intelligence, individual work performance, and organizational commitment among healthcare professionals.
2. To assess the influence of emotional intelligence on improving organizational commitment.

## **2. REVIEW OF LITERATURE**

### **2.1 Emotional Intelligence and Job Involvement**

Several researches have examined the association between emotional intelligence and job involvement (Extremiera et al., 2018). A study conducted by Nair et al. (2016) discovered a favorable correlation between higher levels of emotional

intelligence and increased job participation. In addition, a separate study discovered that individuals who possessed higher levels of emotional intelligence demonstrated increased dedication and involvement in their profession, resulting in heightened job engagement (Extremera et al., 2018). The presence of emotional intelligence has a notable and favorable impact on future income levels. This impact is influenced by the presence of a mentor and is more pronounced in higher organizational positions compared to lower ones (Sharma & Tiwari, 2024).

According to Yan et al. (2018), there is a suggested correlation between higher emotional intelligence and increased work engagement and job satisfaction. According to Arora et al. (2012), well-being, which is a component of emotional intelligence, was found to be strongly related to the level of job engagement among employees. On the other hand, emotionality was found to have a detrimental impact on work engagement.

Emotional intelligence and job participation have a positive link, indicating that persons with higher emotional intelligence are more likely to be actively involved and dedicated to their work. In a study conducted by Fabio et al. (2015), data was collected from a sample of 405 Spanish professionals to investigate the correlation between emotional intelligence and job participation. The results indicated a significant correlation between emotional intelligence and employee engagement, which subsequently had a beneficial impact on job satisfaction.

From the above discussion first hypothesis was framed as:

*H<sub>1</sub> : There is a significant relationship between emotional intelligence and job involvement*

## **2.2 Individual Work Performance and Job Involvement**

The success of organizations heavily relies on the individual's work performance and job involvement (Huang et al., 2019). Various factors can impact an individual's work performance and workplace involvement. The characteristics encompassed in this list are job satisfaction, motivation, skills and abilities, employee engagement, company culture, leadership style, and work-life balance. Research indicates that job happiness plays a crucial role in enhancing individual work performance. Research by Kular et al. (2008) has shown that there is a direct correlation between employee engagement and both individual and organizational success.

Job engagement refers to the degree to which individuals connect with and actively engage in their work. It is a significant aspect that can influence individual work performance. Kanungo (2018) found that employees who experience job satisfaction through the fulfillment of their psychological needs are more inclined to exhibit high levels of engagement in their work. Promoting employees' engagement in their work can cultivate a sense of worth that might inspire heightened dedication to job responsibilities. The cultivation of this perception of worth can be facilitated by various aspects, including the nature of the job, the circumstances in which one works, the alignment of knowledge and skills, acknowledgment and admiration from leaders, assistance in self-organization, and the degree of autonomy in the workplace (Mills et al., 2018).

The second hypothesis for the study was framed as:

*H<sub>2</sub> : Individual work performance is significantly associated with job involvement*

## **2.3 Job Involvement and Organizational Commitment**

The notion of job involvement and organizational commitment has received significant attention in the field of organizational psychology and management literature. Gaining insight into the variables that impact employees' degree of engagement with their work and their dedication to the organization is essential for forecasting outcomes such as job performance, attrition, and organizational success. When examining the theoretical framework of job participation and organizational commitment, it is important to take into account the relationship between the culture of work-life balance and competitive advantage, as suggested by (Antony, 2013). This correlation implies that a workplace climate that provides assistance and helps workers to effectively manage their professional and home life might lead to increased levels of commitment towards the organization.

This heightened dedication, in return, promotes the growth of resources that are unique to the firm, ultimately improving the firm's competitive advantage. In addition, the study conducted by Brunetello et al. (2003) examines the impact of high participation work practices in call centres on employee emotions and performance outcomes, providing valuable insights into the influence of management methods. Prior studies have shed light on the importance of perceived organizational politics and its negative effect on job satisfaction, commitment, and overall organizational results (Carmelli, 2003). Moreover, there is a correlation between the structure and efficacy of boards of directors and the overall performance of

organizations. This highlights the significant influence that individual directors have in influencing the effectiveness of the board (Dhungana & Kautish ., 2020).

*H<sub>3</sub> : There is a significant positive relationship between job involvement and organizational commitment.*

## **2.4 Emotional Intelligence and Organizational Commitment**

Researchers have thoroughly examined the complex connection between emotional intelligence and organizational commitment, revealing the crucial influence of emotional intelligence on individuals' dedication to their businesses. Recent research have emphasized the role of emotional intelligence in predicting organizational commitment. Emotional intelligence influences individuals' self-efficacy levels, which in turn enhances their loyalty to their work surroundings. Furthermore, empirical evidence has confirmed the role of self-efficacy in mediating the relationship between emotional intelligence and organizational commitment. This highlights the interconnectedness of these important factors in promoting a highly engaged and dedicated workforce (Shubham Sharma et al., 2024).

This comprehensive comprehension emphasizes the significance of incorporating emotional intelligence interventions in organizational settings to foster increased levels of self-confidence and, ultimately, strengthen employees' commitment to the organization, as supported by the literature (Shubham Sharma et al., 2024).

Review of literature led to fourth hypothesis as:

*H<sub>4</sub> : There is a significant correlation between emotional intelligence and organizational commitment.*

## **2.5 Individual Work Performance and Organizational Commitment**

These are two crucial variables that have a substantial influence on the achievements of businesses. Several academic studies have examined the correlation between an individual's job performance and their dedication to the business, providing insights into the significance of these factors in attaining organizational objectives. Adams (2016) found a positive correlation between individual work performance and job satisfaction, staff engagement, and organizational success. Highly competent individuals are more inclined to make significant contributions to the overall success of the business through the attainment of objectives and the production of superior work. Organizational commitment refers to the emotional connection an employee has with the organization and their readiness to actively contribute to its achievements. Meyer and Allen (2017) delineated three constituents of organizational commitment: affective, continuance, and normative commitment.

Research conducted by Meyer et al. (2018) has shown that employees who have a strong commitment to their firms are more likely to demonstrate superior work performance. This relationship is founded on the assumption that individuals who experience a profound feeling of attachment and duty towards their organizations are more inclined to be motivated and make valuable contributions towards achieving organizational objectives. Furthermore, it has been discovered that organizational commitment acts as a mediator in the connection between individual work performance and organizational outcomes (Robbins & Judge, 2019).

*H<sub>5</sub> : A significant relationship exists between individual work performance and organizational commitment.*

## **2.6 Emotional intelligence and Individual Work Performance**

Multiple scholars have done empirical investigations to elucidate the correlation between emotional intelligence and individual work performance (Powell et al., 2004). Research regularly demonstrates that persons with elevated levels of emotional intelligence exhibit superior job performance. This is corroborated by the research undertaken by Goleman et al., which revealed that emotional intelligence explained 20% of the variation in job performance. In addition, a study conducted by Robbin. (1998) revealed that individuals who possessed higher levels of emotional intelligence exhibited greater levels of good work outcomes, including job satisfaction, organizational commitment, and effective leadership abilities.

A separate investigation conducted by Mayer and Salovey (1990) revealed a positive association between emotional intelligence and job performance, interpersonal skills, and flexibility. These findings indicate that emotional intelligence plays a vital role in forecasting an individual's job performance. Additionally, studies have demonstrated that emotional intelligence can serve as an indicator of ethical conduct in professional environments (Shafique and Rana, 2020). According to Doğru (2022), those with high emotional intelligence are more likely to exhibit ethical behavior and have a better understanding of others' ethical conduct.

The sixth hypothesis for the present study was formulated as:

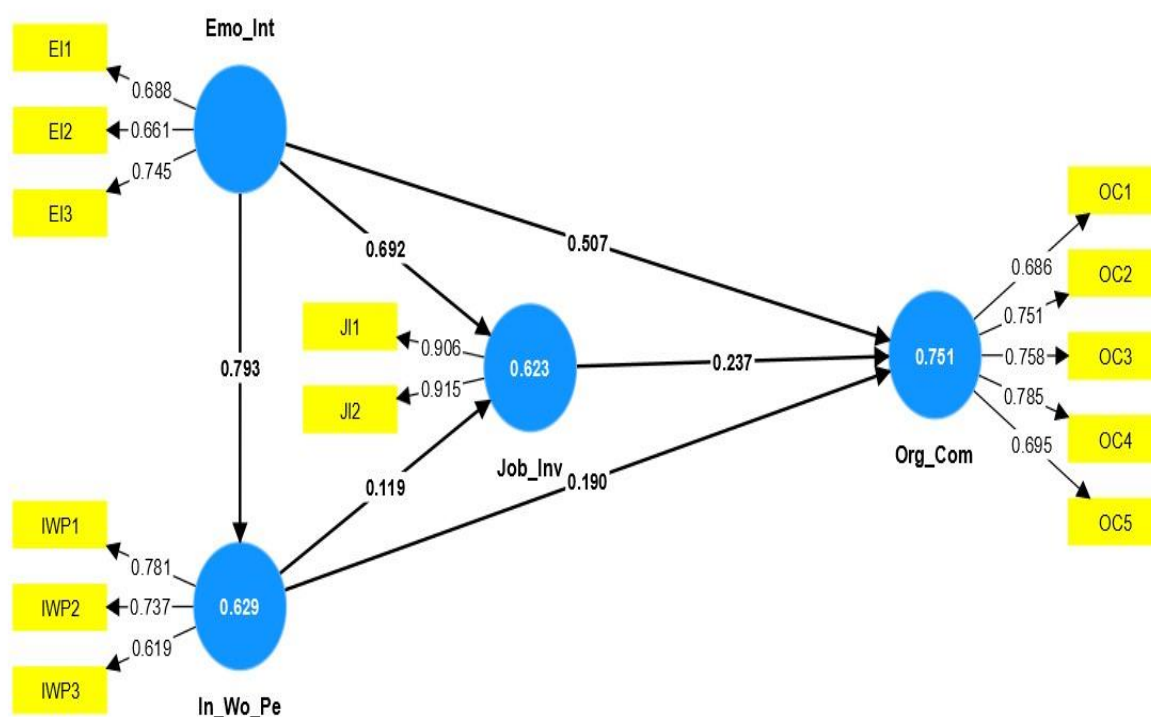
$H_6$  : Emotional intelligence and individual work performance are significantly correlated.

### 3. Research Methodology

This quantitative study gathered data from healthcare workers working in three multi-specialty hospitals located in Chandigarh Tricity, India. The study employed a convenient sampling method to pick the eligible participants. A total of 120 respondents were surveyed and their data was collected. The collection of primary data was facilitated through the use of a self-administered questionnaire comprising four distinct components. The first half of the study consisted of demographic information about the participants. The second piece involved the use of the Wong & Law Emotional Intelligence Scale (WLEIS). The third section comprised comments about Individual Work Performance (IWP) that were derived from Koopmans et al's (2013) research. Statements for organizational commitment adapted from OCQ, Mowday et al. (1979) were presented in the final section. The data was analyzed and the relationships between variables were examined using Structural Equation Modelling (SEM) on SMART PLS in order to obtain more accurate and reliable results.

### 4. Structural Model and Analysis:

FIGURE 1: STRUCTURAL MODEL



Source: Field Research

#### 4.1 Outer Loadings

The structural model consists of independent variable Emotional Intelligence (Emo\_Int) which is being measured by three indicators Self-awareness, Social skills and Motivation, and the Individual Work Performance (In\_Wo\_Pe) is also being measured by three indicators namely, workplace environment, Personality and Productivity. Two indicators impacting Job Involvement (Job\_Inv) as an independent variable are Job Characteristics and Supervisor Behaviour. The five indicators measuring dependent variable Organizational Commitment (Org\_Com) are Personal Characteristics, Work Characteristics, Role Characteristics, Structural Characteristics and Cost of Departure.

As per the analysis, the healthcare professionals are of opinion that self-awareness is the most important factor influencing emotional intelligence with a significant factor loading of 0.745. Similarly, workplace environment with factor loading of 0.781 is significant determinant of individual work performance. Job involvement is best explained by job characteristics and with a factor loading of 0.785 Role characteristics is the influencing factor for dependant variable organizational commitment.

**Table 1: Path Coefficient Matrix**

	<u>Emo_Int</u>	<u>In_Wo_Pe</u>	<u>Job_Inv</u>	<u>Org_Com</u>
<u>Emo_Int</u>		0.631	0.469	0.616
<u>In_Wo_Pe</u>			0.518	0.109
<u>Job_Inv</u>				0.126
<u>Org_Com</u>				

**Table 2: R Squared and R Square Adjusted**

	<b>R-square</b>	<b>R-square adjusted</b>
<u>In_Wo_Pe</u>	0.629	0.625
<u>Job_Inv</u>	0.623	0.615
<u>Org_Com</u>	0.751	0.743

#### 4.2 Explanation of Target Endogenous Variable Variance

From the figure 1 and table 1 and 2 above we can find that the coefficient of determination  $R^2$ , is 0.751 for the organizational commitment which is an endogenous latent variable. This shows that all the three latent variables, individual work performance, job involvement and emotional intelligence substantially explain 75.1% of the variance in organizational commitment.

Emotional intelligence moderately explains 62.9% variance in individual work performance and emotional intelligence and individual work performance together explain 62.3% variance in job involvement.

#### 4.3 Inner Model Path Coefficient sizes and significance

The inner model suggests emotional intelligence has strongest impact on organizational commitment (0.507) followed by job involvement (0.237) and individual work performance (0.190). Similarly, emotional intelligence has strong effect on job involvement (0.692) in comparison to individual work performance (0.119). Emotional intelligence strongly predicts effect on individual work performance at 0.793.

The hypothesized path relationship between all the variables is statistically significant.

#### 4.4 Reliability and Validity

**Table 3: HTMT**

	<u>Emo_Int</u>	<u>In_Wo_Pe</u>	<u>Job_Inv</u>	<u>Org_Com</u>
<u>Emo_Int</u>				
<u>In_Wo_Pe</u>	0.777			
<u>Job_Inv</u>	0.855	0.843		
<u>Org_Com</u>	0.699	0.705	0.894	

**Table 4: Construct Reliability and Validity**

	Cronbach's alpha	Composite reliability ( <u>rho_a</u> )	Composite reliability ( <u>rho_c</u> )	(AVE)
<u>Emo_Int</u>	0.678	0.689	0.739	0.589
<u>In_Wo_Pe</u>	0.662	0.573	0.756	0.609
<u>Job_Inv</u>	0.751	0.643	0.811	0.591
<u>Org_Com</u>	0.802	0.802	0.876	0.645

**Internal Consistency Reliability:** The smart PLS 4 replaces traditional Cronbach alpha and rho\_A with more effective rho\_C to measure the internal consistency reliability (Hair et al., 2022). Table 4 shows that Cronbach alpha for all the latent variables is more than 0.6 (Bagozzi & Yi, 1988) and values for rho\_C is more than 0.7 (Hair et al., 2022), whereas the values for rho\_A are more than or almost equal to 0.6 (Dijkstra & Henseler, 2015a). Hence, both consistency reliability and composite reliability have been established for the model.

**Convergent Reliability:** In order to measure the convergent reliability, AVE or average variance extracted is computed for each variable. From the table 4 we can observe that the value of AVE for all the variables is more than the threshold value of 0.5, hence the convergent reliability for the variables and model is established.

**Discriminant Validity:** It can be assessed by using HTMT or heterotrait-monotrait ratio of correlation. The table 3 clearly shoes that value for HTMT is below than the threshold value of 0.9 for all the variables, hence discriminant validity for the model has been established.

#### 4.5 Hypothesis Testing:

**Table 5: F Squared**

	<u>Emo_Int</u>	<u>In_Wo_Pe</u>	<u>Job_Inv</u>	<u>Org_Com</u>
<u>Emo_Int</u>		1.692	0.472	0.360
<u>In_Wo_Pe</u>			0.024	0.053
<u>Job_Inv</u>				0.085
<u>Org_Com</u>				

**Table 6: Bootstrapping**

		Original sample (O)	Standard deviation (STDEV)	T statistics ( O/STDEV )	P values
Emo_Int In_Wo_Pe	->	0.793	0.050	15.916	0.000
Emo_Int Job_Inv	->	0.692	0.104	6.680	0.000
Emo_Int Org_Com	->	0.507	0.115	4.422	0.000
In_Wo_Pe Job_Inv	->	0.519	0.175	2.950	0.002
In_Wo_Pe Org_Com	->	0.490	0.167	2.952	0.048
Job_Inv Org_Com	->	0.637	0.283	2.785	0.034

The degree of correlation between the latent variables is defined by the F squared effect size. An effect is considered high when the value exceeds 0.35. A value of 0.02 indicates a lower level of influence, while a value of 0.15 suggests a medium level of effect (Hair et al., 2012).

Table 5 shows that emotional intelligence has a large effect on the individual work performance, job involvement and organizational commitment. Individual work performance shows small effect on job involvement and medium effect on organizational commitment. The job involvement has medium effect on the organizational commitment as per the data analyzed.

From table 1 we can find that the coefficient of determination  $R^2$ , is 0.751 for the organizational commitment which is an endogenous latent variable. This shows that all the three latent variables, individual work performance, job involvement and emotional intelligence substantially explain 75.1% of the variance in organizational commitment.

Emotional intelligence moderately explains 62.9% variance in individual work performance and emotional intelligence and individual work performance together explain 62.3% variance in job involvement.

Table 7, reflects the t-values and p-values for the various paths. All the t-values are more than 1.96 and p-values less than 0.05. Hence, all the alternative hypothesis are accepted.

**Table 7: Results**

Number	Hypothesis	T value	P value	Result
H <sub>1</sub>	Emo_Int -> Job_Inv	6.680	0.000	Accepted
H <sub>2</sub>	In_Wo_Pe -> Job_Inv	2.950	0.002	Accepted
H <sub>3</sub>	Job_Inv -> Org_Com	2.785	0.034	Accepted
H <sub>4</sub>	Emo_Int -> Org_Com	4.422	0.000	Accepted
H <sub>5</sub>	In_Wo_Pe -> Org_Com	2.952	0.048	Accepted
H <sub>6</sub>	Emo_Int -> In_Wo_Pe	15.916	0.000	Accepted



## 5. Conclusion and Implications:

The study examined and confirmed the influence of emotional intelligence on job performance, suggesting that this finding could have practical ramifications for organizations and serve as a catalyst for enhancing employee employment outcomes. The correlation between emotional intelligence and organizational commitment has been observed to be highly significant among healthcare professionals. Consequently, senior managers or managers should establish a transparent environment that safeguards employees from organizational politics and fosters enhanced emotional intelligence, thereby promoting greater job engagement and individual work performance. The study findings emphasized the significant impact of employee emotional intelligence on organizational commitment. Organizations should support the growth of their employees by providing continuous training workshops and up-to-date knowledge to improve their emotional intelligence (Dulewicz & Higgs, 2004). These findings and conclusions can be utilized by stakeholders and policymakers to develop policies and strategies aimed at mitigating and eradicating detrimental workplace politics. Nurses, managers, and doctors should design and promote policies that facilitate the implementation of treatments aimed at enhancing organizational commitment and sustaining a High level of emotional intelligence.

Incorporating the assessment of healthcare professional's emotional intelligence and organizational commitment into hospital audits and quality improvement initiatives is essential. Auditing ensures that efforts to enhance emotional intelligence and organizational commitment are consistently carried out in accordance with established criteria and guidelines. Quality improvement initiatives aim to identify, address, and prevent problems and issues that arise during the implementation of interventions. Furthermore, it is important to establish standardized measurement levels among healthcare professionals to ensure consistent and durable benefits of interventions, by acknowledging emotional intelligence and organizational commitment as key organizational objectives.

Essentially, strategies designed to enhance organizational commitment and emotional intelligence should be developed and put into action. These can take the form of lectures and seminars, initially aimed at enhancing healthcare professional's understanding and recognition of the importance of these variables. Subsequently, training sessions can be conducted to equip nurses, doctors and managers with the abilities to develop emotional awareness, resilience, and adaptability.

The outcomes of this study help in clarifying the relationships between emotional intelligence, workplace productivity, and organizational commitment. Managers can get advantages by comprehending the mediating role of individual work performance (IWP) in fostering commitment. This understanding enables them to develop strategies to enhance IWP through the utilization of emotional intelligence.

**Limitations & Future Research:** Despite the optimistic results and successful achievement of aims, there are certain limitations that should be acknowledged. Initially, the study was conducted using a cross-sectional design, where data was collected only once over a specific time frame. However, the findings cannot be generalized to time periods preceding or after the research. Furthermore, this study specifically examined individuals employed in the private sector, and the findings are derived from a sample of 120 employees who work in three hospitals located in the city of Chandigarh.

Consequently, the results of the current study cannot easily be applied to other businesses. Moreover, the data obtained may not be a completely or flawlessly precise depiction of reality, as data gathered by a singular approach cannot be regarded as an indisputable truth. Hence, it is imperative for future researchers to persist in identifying and surmounting the existing limitations of the study. Hence, it is recommended that future research endeavours to broaden the existing study framework by examining additional business factors that may impact employee job involvement, job performance, and organizational commitment. In the future, more study could enhance the theoretical framework by examining additional mediating or moderating factors that may influence the relationship between emotional intelligence (EI) and job involvement (JI), job performance (JP), and organizational commitment (OC).

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