

**The effect of emotional intelligence on employee's job  
performance: The moderating role of perceived organizational  
support**



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- Job satisfaction
- Employee motivation
- " capability
- Job performance

**The effect of emotional intelligence on employee's job  
performance: The moderating role of perceived organizational  
support**

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*A thesis submitted in partial fulfilment of the requirements for the Degree of Master  
of Philosophy/Science in Management with specialization in Human Resource  
Management at*

**the Faculty of Management Sciences**

**International Islamic University,**

**Islamabad**

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June, 2015

## **DEDICATION**

**I dedicate this thesis to my parents and my supervisor whose support has  
enabled me  
to complete this research study successfully**

(Acceptance by the Viva Voce Committee)


Title of Thesis: "The Effect of Emotional Intelligence on Employee's job Performance: The Moderating Role of Perceived Organizational Support.."


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Viva Voce Committee

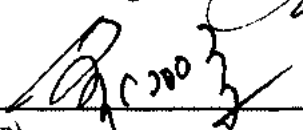
  
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The effect of emotional intelligence on job performance: Moderating role of perceived organizational support submitted by Muhammad Waheed Akhtar in the partial fulfilment of M.S degree in Management Sciences with specialization in Human resource management, has completed under my guidance and supervision. I am satisfied with the quality of student research work and allow him to submit this thesis for further process as per IIU rules and regulations.

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Dr. Abdul Latif (Supervisor)

## DECLARATION

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I Muhammad waheed akhtar Son/of Muhammad Ramzan clarify that the thesis entitled: "The effect of emotional intelligence on Employee's job performance: Moderating role of perceived organizational support" being handed over to the competent authority, has not already been submitted or published and shall not in future be submitted by me for obtaining and degree from another university or institution.

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Registration Number: 118.FMS/MSMGT/F12

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**Muhammad Waheed Akhtar**



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## **Abstract**

The purpose of this research is to investigate the moderating role of perceived organizational support in the relationship between emotional intelligence and job performance. Data was gathered through self-administered questionnaire from a sample of 316 employees working in banks located in Islamabad. As hypothesized, job performance is significantly associated with emotional intelligence and moderating effect of perceived organizational support was also substantiated. The data was analyzed statistically using IBM SPSS Statistics 20 to find out correlation and regression analysis between study variables, reliability of research instrument, strength of relationship between independent and dependent variables, moderating effect of perceived organizational support in the relationship between emotional intelligence and job performance was also substantiated. Findings suggest that emotional intelligence have positive impact on employee's job performance, and perceived organizational support moderates the relation between emotional intelligence and job performance such that the relationship between emotional intelligence and job performance more stronger/positive when perceived organizational support is high. Detailed data analysis, discussion and conclusion with limitations and future research directions are also discussed.

**Keywords:** Emotional intelligence, Perceived organizational support, Job performance

# **CHAPTER 1: INTRODUCTION**

## **1.1. Background of study**

Many researchers and scholars investigated emotional intelligence phenomena in early 1990. EI is a type of social intelligence in which includes monitoring of self-emotions, other emotions, distinguish them and regulate all these emotions and use of these emotions to guide individual actions and thinking (Salovey and Mayer, 1990). In emotional intelligence scope includes all the verbal and nonverbal expression & appraisal of emotions, self and other emotions regulations and use of emotions. In organizations employees work logically and rational manners to help the organizations to achieve its strategically goals and very rarely we incorporated the employees emotional behavior in those type of organizational settings. But the organizational setting, normally the emotions of jealousy and anger push aside the rational and logical behavior. Normally, managers used the pride and other emotions to motivate their employees and subordinates (Kreitner & Kinicki, 2004). Many researcher suggest that 36 percent variance are explained through emotional intelligence in employees success in organizational setting (Dulewicz & Higgs, 2000).

Emotional intelligence is necessary for employees to perform effectively, deals with work related problems and get successes in competitive environment. Mostly employers refer and require high emotional intelligence employees because they maintain the lively environment and serves the customer in the better way. Employers consider emotional intelligence of applicants at the time of recruitment and selection (Cadman & Brewer, 2001).

Sy et al. (2006) argued that highly emotional intelligent employees have high level of job performance because they are more expert in regulating and appraising their emotions as

compare to low EI employees. Wong and Law (2002) stated that high EI employees shows higher job performance because they have positive experience and manage their emotions effectively while at work.

Different scholars explored the contribution of emotional intelligence in overall well-being (Austin et al., 2005; Palmer et al., 2002; Thompson et al., 2007; Gallagher & Vella Brodrick, 2008). The relationship between emotional intelligence and social support was investigated (Lopes et al., 2003; Song et al., 2010). The relationship between emotional intelligence and academic achievement was studied (Mayer et al., 2008; Song et al., 2010). Nevertheless, a few researchers explored the role of EI, which it plays in the workplace (Law et al., 2008 & Galit, 2013). Moreover, the recent literature investigates the relationship between organizational justice and emotional intelligence (Wang, Cai, & Deng, 2010; Devonish & Greenidge, 2010; Binbin & Jianan, 2008). Costa & McCrae (1992) investigates the relationship between Emotional intelligence and personality traits. Mayer & Salovey (1997) and Di Fabio & Kenny (2001) argued that Emotional intelligence is a characteristic and it can be generated through exact training.

Many researcher claimed that employees EI is a predictor of employee's job satisfaction and job performance (Wong & Law, 2002; Bachman et al., 2000; Prati et al., 2003). Job performance refers as "an activity in which employees are able to successfully complete their assigned tasks with the use of available resources" (Jamal, 1984). In rapidly changing work environment organizations need to increase their employee's performance in competitive market and therefore, organizations analyze the issues which are related to job performance.

Mostly employees perceive, employment as reciprocal exchange relationship which reproduce formal contract and relative dependence (Eisenberge2001). and in organizational research this type of employee's perception is very important because organization and employees, both are involved in reciprocal relationship (Erdogan, B., & Enders, J. 2007). Chen & Mau (2009) argued that it is not enough to investigate single side relationship but we must examine organizational support gives to its employees. When employees are highly EI and organization giving them fair and equal organization support against their contribution then the performance level of employees will increased.

Perceived organizational support (POS) referred as "the degree to which employee perceive their organization to be concerned with their well-being and development and gave value employee's contribution within organization" (Shore and Shore 1995; Eisenberger et al. 1986; Rhoades & Eisenberger 2002).It is generally believed by the employees that their organization supports them. Mostly employees believed to use same process for acknowledgement as those used in interpersonal relationship development to assume their valuation by the organization (Eisenberger et al. 1986; Rhoades & Eisenberger 2002). Some outcomes are mostly associated with perceived organizational support such as OCB, job satisfaction, organizational commitment, job performance and some behaviors are also connected with POS such as tardiness and turn over intentions (Shanock & Eisenberger, 2006; Rhoades Eisenberger, 2002; Riggle et al., 2009).

## **1.2. Justification and Gap Analysis**

Different researchers have investigated the relationship between emotional intelligence and work behaviors or attitudes such as turn over intentions, job satisfaction, emotional



commitment, sales performance and job performance (Wong and Law, 2002; Jordan & Troth, 2011; Sy et al., 2006; Carmeli, 2003; Vigoda Gadot & Meisler, 2010). Galit Meisler (2013) investigate the association among POJ (perceived organizational justice), EI (Emotional intelligence) and turnover intentions by using the ability model among Israel financial organizations.

Rousseau (1995) stated that the relationship between organization and employees (employment relationship) defined as exchange relationship. Though there are many other relationship exist within the organization but the relationship between employees and organization are dominant at workplace (Masterson, Lewis, Goldman, & Taylor, 2000). Leonidas & Vassiles (2009) investigated the relationship between emotional intelligence and perceived organizational support. Sushanta Kumar Mishra (2014) studied the relationship between perceived organizational support and emotional labor. Many researcher studied the relationship between perceived organizational support, work outcomes, job performance and work engagement (C.-F. Chiang and T.-S.Hsieh, 2012; G. Caesens & F. Stinglhamber, 2014; Laura et al., 2015).

Although these studies describe the relationship between EI, perceived organizational support and organizational outcomes but some gaps still remain, for example, we still do not know enough about the relationship between EI and job performance under other circumstances, like Pakistani context. And do not know enough about whether POS moderates in the relationship between EI and Work outcomes (OCB, organizational commitment, job satisfaction, task performance and job performance). This current study going to investigate the effect of EI on employee's job performance, and also investigate the moderating role of POS in the

relationship between EI and job performance among different population from banking sector in Pakistan.

Many researcher investigates the moderating role of perceived organizational support. Lyncn & Armlie (1999) investigate the moderating role of POS with inferior verses superior performance. Jinnica & Adams (2010) also investigated the POS in the relationship between preferred work status and performance. Hennes & Winter (2011) also investigated the moderating role of POS in the relationship between eldercare demands, strain and work engagement. This present study also going to investigate the moderating role of POS in the relationship between EI and job performance among banking sector employees in Pakistan.

### **1.3. Problem Statement**

In Pakistan service sector, banking sector keeps the largest share and its contribution is increasing. Banking sector is gradually becoming competitive in small medium enterprises around the world. Therefore, at the augmented product level banks need to differentiate themselves from competitors. For that reasons banks focusing on their employees as a competitive advantage because it is difficult to imitate. However in banking sector modern practices replaced the traditional one but nature of work unchanged and problems are still there. In banks we commonly observe the unsatisfied employees, they just doing the job to support their families and to deal with their financial problems. It's an empirical observation, dissatisfaction at work destroying the employee's ability at work, i.e. fatigue, depression, lack of will to develop the tasks, producing them in a bad mood and sleeping disorders. And due to all of these things the performance level of employees in banking sector is decreasing gradually.

However, to increase employee's performance we provide helping hand. Employee's job performance in banks is directly affected by emotional intelligence level of employees and perceived organizational support within the organizations. So that's why the present study focus on this problem and investigate the effect of EI on employees job performance and this study also investigate the moderating relationship of POS in the relationship between emotional intelligence and job performance.

#### **1.4. Theoretical foundations**

In this research paper we focusing on the two theories, first emotional intelligence theory presented by (Mayer & Salovey, 1997). and secondly perceived organizational support theory presented by (Eisenberger, R. 2003; Eisenberger, 1986).According to Mayer & Salovey (1997) EI is "the ability to perceive accurately, appraise, and express emotions; the ability to access and/or generate feelings when they facilitate thought; the ability to understand emotions and emotional knowledge; and the ability to regulate emotions to promote emotional and intellectual growth". Mayer & Salovey (1997) model of emotional intelligence is known as the ability model of EI. Wong & Law (2004, 2002) suggested that four components are including in EI: first appraisal of self-emotion, secondly, appraisal of others emotion, thirdly, regulations of emotions and finally use of emotions. The emotional intelligence theory focuses on emotional intelligence and employee's job performance level. Because highly emotional intelligent employees are more satisfied from their job as compare to low emotional intelligent employees that's why there performance is high as camper to low emotional intelligent employees. Second theory we used in study is an organizational support theory presented by (Eisenberger, R. 2003; Eisenberger, 1986). POS is employee's judgment or

perception about much their organization giving value their contribution in the organization and also cares about them (Eisenberger, 1986).

#### **1.5. Research questions:**

Following are the research questions of present study

1. Does emotional intelligence effects on employee's job performance?
2. Does POS moderates the relationship between EI and job performance?

#### **1.6. Objectives of the study:**

The study was conducted with following objectives

1. To examine the effect of EI on employees job performance.
2. To examine whether POS moderates the relationship between EI and employees job performance.

#### **1.7. Significance of study**

The present study aims at examining the effect of EI on job performance, and furthermore, it explores the moderating role of perceived organizational support in the relationship between EI and job performance. Therefore this study contributes to the literature of EI, job performance and also adds value in the literature of perceived organizational support as moderating variable. The present research is the first study in Pakistan which investigate the moderating role of POS in the relationship between emotional intelligence and job performance in banking sector.

This study has multiple managerial applications firstly, this study will create awareness in managers about the emotional intelligence, and how EI effects on employees job performance. Secondly, this study helps the manager to understand the role of organizational support and how it effects on employees job performance. Gaining an insight into the emotional intelligence and perceived organizational support will help employees to increase productivity in both capacities, at individual, as well as at organizational level.

### **1.8. Organization of study**

This study is consisting of five chapters. Chapter one is an introduction and we describe the gap analysis, problem statement, research questions, research objectives and significance of the research. Chapter two is on literature review and we discusses all variables in detail to develop hypotheses. Chapter three discusses the research methodology. Chapter four is on data analysis and discussion, we analyzed the data and discuss the result of data. Chapter five is on conclusion and we describe the major findings, limitations of the study and future directions.

## CHAPTER 2: LITERATURE REVIEW

### 2.1. Emotional intelligence

Emotional intelligence is a field of research, essential for some areas such as business and management. Salovey & Mayer (1990) present the theory of emotional intelligence. Mayer & Salovey (1997) defined emotional intelligence as “the ability to perceive accurately, appraise, and express emotions; the ability to access and/or generate feelings when they facilitate thought; the ability to understand emotions and emotional knowledge; and the ability to regulate emotions to promote emotional and intellectual growth”. Mayer & Salovey (1997) model of emotional intelligence is known as the ability model of EI. Wong & Law (2004, 2002) suggested that our components are including in EI: first appraisal of self-emotion, secondly, appraisal of others emotion, thirdly, regulations of emotions and finally use of emotions.

Several theorists define EI in previous decades. Zeidner et al. (2004) stated that there are two models of emotional intelligence; first is ability model and second is missed model. In mental ability model emotional intelligence focuses on ability for handling emotional information by which emotional intelligence treated as a set of mental/cognitive abilities for emotional information processing and regulation of emotions. Salovey & Mayer (1990) stated that EI is the ability to monitor your own emotions and the emotions of other, categorized them and guide ones thinking and actions by using that information. The mental ability model of EI was considered as the model of (Mayer & Salovey, 1997). And this model consists of four emotional intelligence branches.

#### 1. *Self-emotional appraisal (SEA)*

SEA is related to employee's ability to recognize his/her emotions deeply and then naturally express all these emotions. These type of individuals will sense and manage his/her emotions well as compare to other.

2. *Others emotional appraisal (OEA)*

OEA related to the employees ability to understand and perceive the emotion of individuals around them. These type of individuals are more sensitive in feeling and emotions of other and they also try read the mind of others.

3. *Regulation of emotion (ROE)*

ROE is related to employee's ability to regulate one's own emotions.

4. *Use of emotions (UOE)*

Use of emotions is related the employees ability by which employees increase their performance by using their emotions.

Secondly, mixed models of emotional intelligence were explored by Goleman (1995) and BarOn (1997). These mixed models of emotional intelligence focuses on EI in personality traits context and factors (assertiveness and motivation) and that's why these models are called mixed models (Mayer et al., 2004a, 1999). Some researchers raise their concerns on the validity of emotional intelligence in the context of mixed models. Many researcher stated that emotional intelligence measure overlap unacceptably with personality traits measures (Conte, 2005; Landy, 2005; Davies et al., 1998). In present study we are using mental ability model of emotional intelligence because no researcher criticize on the validity of EI in ability model (Mayer et al., 1999, 2004; Ciarrochi et al., 2000; Mayer, 2001).

Empirical evidences from the last decade have demonstrated that EI contributes to explaining organizational entrepreneurship, service orientation and sales performance (Camuffo et al., 2012; Gignac et al., 2012; Kidwell et al., 2011; Zampetakis et al., 2009). Many researcher investigated the relationship of emotional intelligence with team effectiveness, team decision making processes, and performance of team (Day & Carroll, 2004; Hess & Bacigalupo, 2011; Hur et al., 2011). Furthermore, previous research has found that high EI improves outcomes on various measures relevant to the realms of work and career building, including transformational leadership, conflict resolution, political skill, job success and performance at job (Joseph & Newman, 2010; X Harms & Crede ', 2010; Mayeret al., 2008; Mayer, 2001; Meisler, 2012; O'Boyle et al., 2010). Researcher stated that emotional intelligence is positively associated with emotional commitment and job satisfaction (Carmeli, 2003; Sy et al., 2006; VigodaGadot & Meisler, 2010; Wong & Law, 2002).

## **2.2.Job performance**

Job performance in term of employees performance at work, how employees perform habitually means the degree to which employees help their organization to achieve organizational strategic goals. Murphy & Kroker (1988) defines job performance as the tasks that is consisting on job description and some variables effected on these tasks such as absenteeism, maintaining good interpersonal relation, substance abuse, withdrawal behaviors and some other attitude that can increase problems at workplace. Befort & Hatstrup (2003) indicate that job performance depends on job demands, mission of the organization, organizational goals and beliefs/rituals of the organization about which behaviors are mostly valued by the organizations. Employees with high level of EI have higher level of job performance (Carmeli, 2003).



### 2.3. Emotional intelligence and job performance

Emotionally intelligent have strong control on their emotions and therefore they have more efficient and effective interaction with their work environment and with coworkers. The link between EI and job performance has been proposed in the previous researches. Lam and Kirby (2002) argued that emotional intelligence contributes to cognitive based performance based on student's sample. Wong & Law (2002) found positive association between EI & job performance when they studied workplace link. Prajya et al., (2014) found positive relation between emotionally perceptive leaders and employee performance. Catherine Prentice and Brian E.M. King (2013) investigates the impact of EI on service performance and found positive correlation. Veronika (2013) found a positive association between EI and work performance. Lianying Zhang (2013) investigated project manager's EI to improve project performance.

Additionally, each of the four dimensions of EI are positively associated with job performance. Firstly *self-emotion appraisals* have been studied by many psychologists and sociologists. Many researchers found that ability in expression and appraisal of emotions are crucial for employee's mental and physical health (Lin, Ye & Ensel, 1999; House et al., 2003; Umberson and Landis, 1988). For the development of beneficial interpersonal relationship accurate appraisal and emotions expression is necessary, and by using these appraisal and emotions we communicate with individuals about their needs and then fulfill these goals through higher level of job performance (George, 2000). Secondly, *others emotions appraisal* OEA related to the employees ability to understand and perceive the emotion of individuals around them. These type of individuals are more sensitive in feeling and emotions of other and they also try read the mind of others. Third, *regulation of emotions* which allow the

individuals to alter his/her own emotions according to the work environment. Sometime these type of employees rise above quickly unavoidable negative emotional impacts and that's why in adverse situations their performance level less suffered. Finally *use ones emotions* helps the employees to improve their performance by using their emotions will have a positive impacts on their performance. Researchers argued that highly EI employees are more expert in regulating their own emotions and managing the emotions of other, this will lead more OCB which contributes to performance level of employees (Wong & Law, 2002; Mossholder et al., 1981).

According to the theory of emotional intelligence presented by (Mayer & solvey, 1997). Emotional intelligence leads to high performance because individuals with high level of emotional intelligence are more expert in appraising self-emotions, others emotions, regulation of emotions and use of emotions.

Emotional intelligence is positively linked with job performance because that highly EI employees are more expert in appraising andregulating their own emotions, and this will leads to high level of confidence and control, resulting motivation level of employees will be increased and this will leads to higher level of job performance (Law et al., 2004; Wong & Law, 2002). Many researchers argue that EI can play a significance role in work place (Sy & Cote, 2004; George, 2000; Goleman, Boyatzis, & McKee, 2002; Wong & Law, 2002; Law, Wong, & Song, 2004). Additionally some researchers also argued that employees with high EI can easily predict work outcomes such as job performance and job satisfaction (Wong & Law, 2002; Prati et al., 2003; Bachman, Stein, Campbell, & Sitarenios, 2000). On the basis of above discussion it is hypothesized that

*H1. Emotional intelligence is positively related to job performance.*

#### **2.4. Perceived organizational support**

Organizations need to keep dedicated employees for their long run survival in competitive environment. Many researchers studied the factors that foster employees' dedication and attachment with organizations (Tsui & Farh 2002; Yu & Egri 2005; Vandenberghe, Bentein & Stinghammer 2004; Tsui et al. 1997). Eisenberger et al. (1986) describe the POS as "the extent to which the organization values their employees' contributions and cares about their well-being". Malatesta & Tetrick (1996) stated that supportive organizations are committed to its employees. Eisenberger et al. (1997) suggested that firstly employees examine the discretionary actions done by organization and then they perceive that they are supported by organizations. and then employees repay this favorable treatment and then workers become hard worker and committed with organization (Eisenberger et al., 1986). Moreover if organizations give enough training to their employees and also give them support from management, than its likely more employees want their organization to be succeeded. Many researchers investigate the relationship between POS and OCB and they stated that POS is positively related to OCB (Wayne et al., 2002; Eisenberger et al., 2001).

Organization increased employees' effort on the job by providing them good treatment and rewards on their efforts (Settoon, Bennett & Liden 1996; Eisenberger, Fasolo & Davis-LaMastro, 1990). In past some researchers argued that perceived organizational support is positively associated with in role performance (Eisenberger et al. 1990; Armeli et al. 1998). Many researchers investigate the relationship between perceived organizational support and extra role performance (Moorman et al., 1998; Eisenberger et al., 1990; Lynch et al., 1999;

Shore & Wayne 1993). Theoretically POS increases employees' perceptions that higher the effort toward achieving organizational goals, higher the likelihood for rewards (Eisenberger et al., 1986). A. Kim & Mor Barak (2015) investigated the impact of POS on turnover intentions. Y. Shen et al. (2014) investigate the relationship between POS and work outcomes.

Eisenberger et al., (2001) argue that the employees used POS as the tool of assessment to identify whether the organizations is keen to compensate the efforts made by employees. POS is a felt obligation of employees to care about the organization welfare and work hard for the achievement of organizational objectives. POS should strengthen workers/employees beliefs that their organization is a social exchange which recognizes employee's effort and give them rewards, by doing this employees performance level will increase.

Present study stated that there is a positive association among perceived organizational support and job performance, and present study also investigate the moderating role of POS in relationship between emotional intelligence and job performance. POS increased individual/employee perception by putting more efforts for the achievement of organizational goals then higher the probability of rewards (Eisenberger et al., 1986). Moreover, researcher argued that employees used POS as an indicator of organizations expression on employee's effort for recognition and rewards (Lynch et al., 1999). Eisenberger et al., (2001) suggested that employees use perceived organizational support as an indicator of assessment to identify whether the organizations is keen to compensate the efforts made by employees. According to perceived organizational support theory presented by (Esinberger, 1986). High organizational support leads to increase in employee's performance and when employees are highly emotional intelligent and they perceive high organization support then their performance level will be increased.

Accordingly, POS moderate the relationship between EI and job performance because employees with high EI shows high performance but if high EI employees perceive low organizational support then their job performance level decreased and if high EI employees perceive high organizational support then their performance level increased. On the basis of above argument we proposed that;

*H2. Perceived organizational support moderates the relationship between EI and job performance, such that the relationship between EI and job performance are more strengthen when POS is high.*

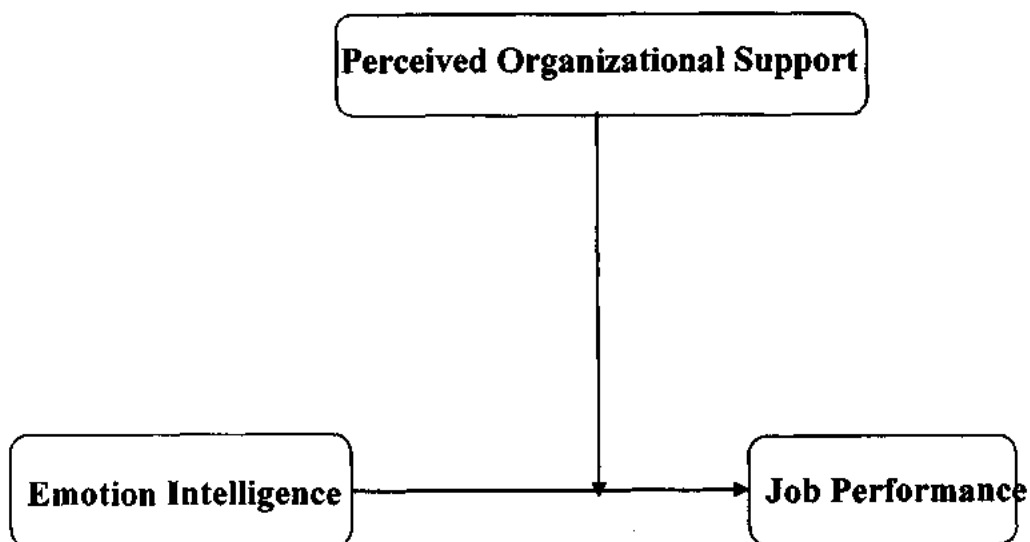
## 2.5. Theoretical framework

On the basis of literature review, we are proposing following theoretical framework of the study.

**2.5.1. Independent variable (*Emotional Intelligence*)**

**2.5.2. Dependent variable (*Job Performance*)**

**2.5.3. Moderating variable (*Perceived Organizational Support*)**



*H1. Emotional intelligence is positively related to job performance*

*H2. Perceived organizational support moderates the relationship between EI and job performance, such that the relationship between EI and job performance are more strengthen when POS is high.*

## **CHAPTER 3: RESEARCH METHODOLOGY**

In chapter three we firstly explain the research design of the study. Secondly we explain the population of the study and how we identify the reasonable sample size for present study. Thirdly we explain the data collection process. Fourth section consist on the measurement instrument are used for the measurement of each item differently. In the last section we explain the statistical tools used for the analysis of data.

### **3.1. Research Design**

Mainly it is a quantitative study along with moderation model. Basic purpose of this research is testing the hypothesis, researcher is explaining the variance in dependent variable (job performance) relative to independent variable (emotional intelligence), and moderating variable (perceived organizational support). It is a field study, in which unit of analysis are individuals. We collected data for one time, on the basis of these information we give the answer of research questions.

### **3.2. Population and Sample size**

This study is conduct in banking sector, the total populations comprises of all employees working in Islamabad. Respondents of current study were the working employees of Islamabad, which is capital of Pakistan and familiar as intense and culturally dissimilar city (population of Islamabad is having a different background because they belong to all over the Pakistan). We don't debate that the employees of that city totally characterize the sample of Pakistan, but we just describe a universal picture that how emotional intelligence level effects on employees job performance. We used the convenience sampling technique for data

collection. The survey questionnaire was filled by respondent over the period of September to October 2014. To maximize the rate of return and increase employees' trust on the study, the researcher personally distributed and collected the questionnaires. While doing so, the researcher give the assurance to employees that data gathered would be utilised for research investigation purposes.

For the identification of reasonable sample size, we used the Rule-of-10 technique; in which we take 10 participants for each item in the research questionnaire being used, makes an adequate sample size (Velicer & Fava, 1998; Arrindell & Van Der Ende, 1985). And we used 30 items in our research instrument, the emotional intelligence consists of 16 items adopted by (Wong & Law, 2002; Law et al., 2004). 8 items of POS were taken from (Eisnberger et al., 1997). 6 items of job performance adopted by (Rhoads & Verbeke, 1996). According to the Rule-of-10 technique the minimum sample size of present study was 300 (30 X 10).

### **3.3. Data collection**

All the respondents of present study are the employees who are working in different branches of bank at Islamabad. All the respondents were approached either by researcher or through research facilitator. Research facilitator are researcher friends and working at different banks. They were asked to collect data from their respective organizations only. Before the starting the data collection process researcher had detailed sessions with them, on how to instruct respondents regards questionnaire filling, how to collect the data from respondents and how to check the completeness of data collection tool.

Respondents firstly read and understand the statement and then give their response about how they feel, think or act in their organizations by encircling the most appropriate number in



given scale. Respondents were assured of confidentiality of responses as all data were collected anonymously (respondent's name was not taken). All the participants were also allowed to take time in completing the questionnaire. Most respondents were able to fill the questionnaire at their ease and returned it at later time to the researcher or research facilitator.

350 questionnaires were distributed among the employees working in different bank at Islamabad. Out of which 320 questionnaires were returned, providing the response rate 91 %. Four questionnaires are carelessly filled were excluded from analysis to improve reliability and validity. We want to make sure the enrichment of gathered data by selecting employees from different bank branches operating at different sectors i.e. F, G and H at Islamabad. Employees are working at different career position like OG2, OG 3. Out of 316 respondents, 160 were from F 7 sector, 105 were from F8 sector, 60 were from G9 sector and 20 were from international Islamic university Islamabad branches

### **3.4. Measures**

All variables of the study measured through standard instruments developed and validated previously.

#### **3.4.1. Emotional intelligence**

All the participants are giving their response on sixteen item scale of emotional intelligence, and the scale was generated by (Wong & Law, 2002; Law et al., 2004). Previous researches support the scale internal consistency, validity, convergent and factor structure (Wong & law, 2002; Law et al.,2004). This established scale have a sound reliability and validity. The WLIES specifically designed for organizational use (Wong & law, 2002; Law et al., 2004). WLIES include all the four dimensions of Mayer and Salovey's (1997) ability model. First

dimension is Self-emotion appraisal is related to employee's ability to recognize his/her emotions deeply and then naturally express all these emotions. and the sample question of SEA is "I have a good sense of why I have certain feelings most of the time"? Second is Other's emotion appraisal (OEA) related to the ability of employee to understand and perceive the emotion of individuals around them. And the sample question of OEA "I am sensitive to the feelings and emotions of others". Third is Regulation of emotion (ROE) ROE is associated to ability of employee to regulate someone's emotions. And the sample question of ROE "I always set goals for myself and then try my best to achieve them". The last is Use of emotions (UOE) is related the employees ability by which employees increase their performance by using their emotions. And the sample question of UOE "I am quite capable of controlling my own emotions". All the participants in current study giving their response on 5 point Likert scale, and the range of Likert scale is strongly disagree (1) to strongly agree (5). The reliability of emotional intelligence was 0.87 (Vigoda-Gadot & Meisler, 2010).

#### **3.4.2. Perceived Organizational Support**

To measure the POS, we used short version of Eisenberger et al., (1997) survey. The short version of POS consists of 8 items out of 36 items because all these 8 items loaded higher reliability and validity (Eisenberger et al., 1986; Eisenberger et al., 1997). The sample of POS questionnaire is "The organization values my contribution to its well-being"?

All the participants in current study giving their response on five point Likert scale, and the range of Likert scale is strongly disagree (1) to strongly agree (5). The reliability of POS were (.90) adopted by (Eisenberger et al., 1997).

### 3.4.3. Job performance

For the measurement of job performance we using the scale of Dubinsky & Mattson (1979), and this scale was improved by Sing, Rhoads & Verbeke (1996). All the participants in current study giving their response on five point Likert scale, and the range of Likert scale is strongly disagree (1) to strongly agree (5). The sample of the JP questionnaire is “How do you rate yourself in terms of your performance potential among coworkers in your company”?

### 3.5. Data analysis

SPSS (version 22) was used to analyze data. Correlation analysis was conducted to explore the correlation among all variables of the study. The reliabilities of all variables are measured by using the Cronbach alpha technique. Regression analysis was used to analyze the effect of emotional intelligence on employee’s job performance. And we also used the moderation regression analysis to investigate the moderating effect of POS in the relationship between EI and job performance.

### 3.6. Control variables

For the identification of control variables we perform one way ANOVA test. And in the result of that test we said that gender have a significant effect on job performance, that’s why gender should be treated as control variable in present study.

**Table 3.6. One way ANOVA test of Gender**

ANOVA <sup>a</sup>						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	3.814	1	3.814	11.946	.001 <sup>b</sup>

Residual	100.242	314	.319
Total	104.056	315	

a. Dependent Variable: JP

b. Predictors: (Constant), Gender

Results of one way ANOVA in Table 1 shows that Gender has a significant effect on job performance ( $P < 0.05$  and  $F = 11.94$ ). And that's why in further analysis we treated Gender as a control variable.

### 3.7. Data screening

Before the data analysis step we perform certain analysis to make the data is ready for data analysis. And we perform following analysis

#### 3.7.1. Removing the outliers

Outlier is an observation that detached the one observation from the other observation. An outlier values are mostly the extreme values within the data. We find outlier values from all the variables data then remove these values to insure the uniformity of gathered data. And we used boxplot method by using SPSS.

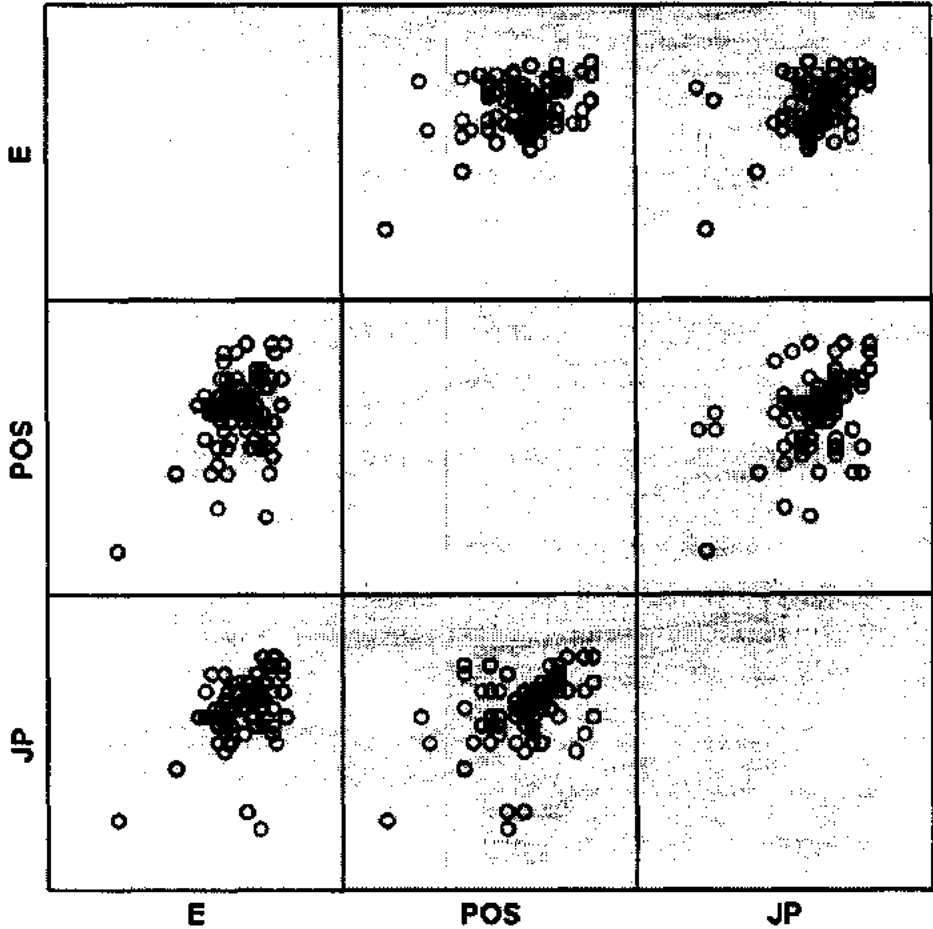
#### 3.7.2. Missing values

Missing values are those where no data stored in any observations for any variable. Missing values are commonly exists in our data and these missing values have a great impact on our conclusion drawn from those observations and values. We used the Mean substitution for filling the missing values.

**3.7.3. Linearity**

Linearity within the data suggest that there were straight line relationship exists between independent variable and dependent variable. For the verification of linear relationship between the variables of our present study we used scatterplot technique.

**Figure Two: Scatterplot**



E= Emotional Intelligence

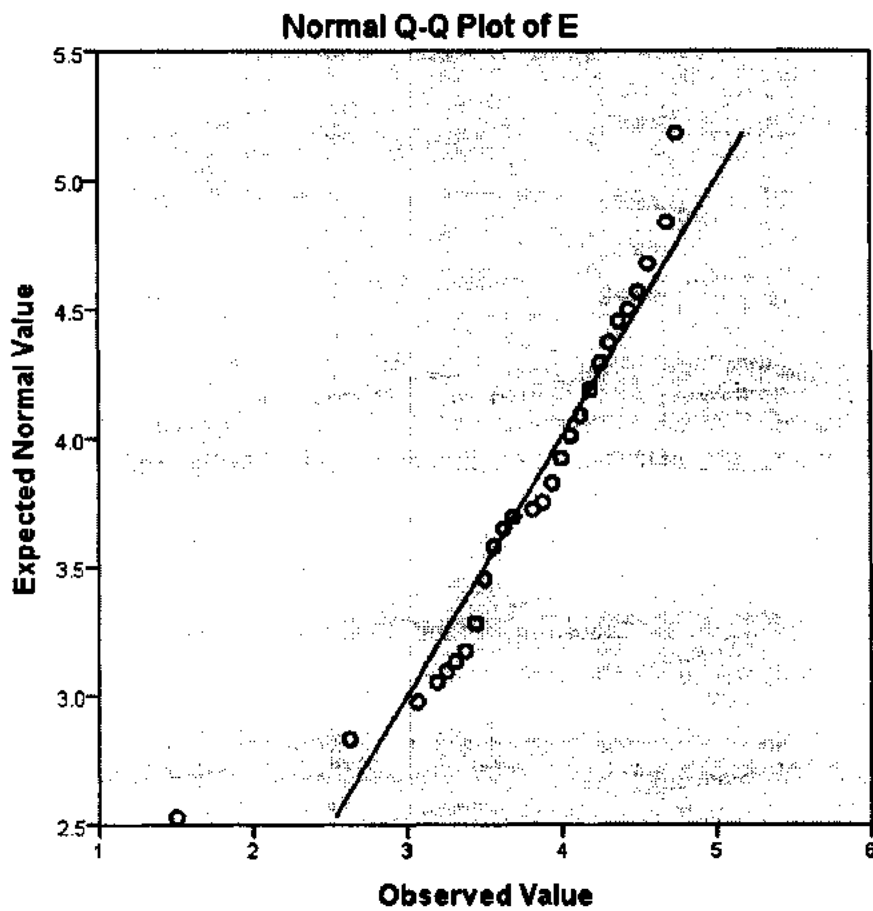
POS = Perceived Organizational Support

JP = Job Performance

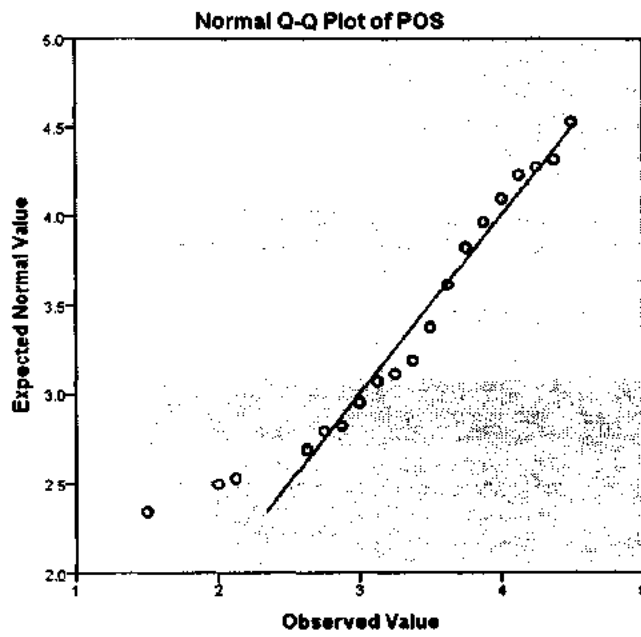
### 3.7.4. Data Normality

For the identification of data normally distributed we perform following charts (Figure Three-Six). We analyze each variable by using Q-Q plot. And the chart of Q-Q plot shows that data of all variables are normally distributed.

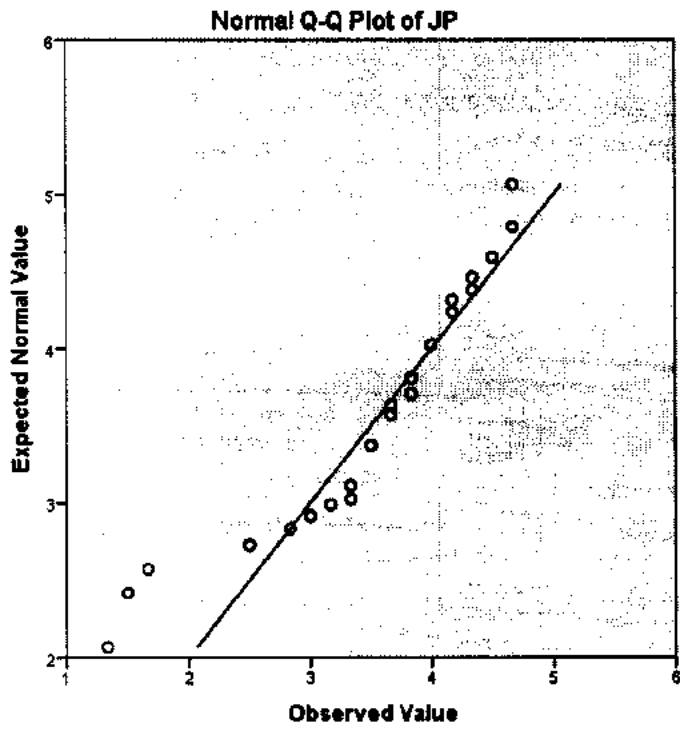
**Figure Three: Normal Q-Q Plot of Emotional Intelligence**



**Figure Four: Normal Q-Q Plot of Perceived Organizational Support**



**Figure Five: Normal Q-Q Plot of Job Performance**





## CHAPTER 4: DATA ANALYSIS and DISCUSSION

In this chapter we firstly, explain the demographic characteristics of respondents. Secondly we explain correlation and descriptive statistic among the variables of the study and also explain the value of Cronbach alpha which is use for the measurement of reliability of scale used. Thirdly we used the regression analysis to explain the impact of DV on IV and also used moderation regression analysis to investigate the impact of moderator (POS) in the relationship between EI and job performance.

### 4.1. Demographic Results

All the result gathered from 316 respondents are presented in frequency table, along with their percentages. And all demographics of this study are as follows

- Age
- Gender
- Qualification

**Table 4.1.1. Age of the respondents**

		Frequency	Percent	Cumulative Percent
Valid	18-25	103	32.6	32.6
	26-35	148	46.8	79.4
	36-45	54	17.1	96.5

46 Or above	11	3.5	100.0
Total	316	100.0	

The participant of that study was between 18-55 years. Respondents are categories into four age limits 18-25, 26-35, 36-45 and 46 or above. The respondent's maximum age group is 26-35 and its percentage is 47. The 33 percent respondents are lies in 18-25 age group. 17% respondents were of the age between 36- 45. 4% respondents of the age between 46 or above.

**Table 4.1.2. Gender of the respondents**

		Gender			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	216	68.4	68.4	68.4
	Female	100	31.6	31.6	100.0
	Total	316	100.0	100.0	

The participants of present study are not bound as one gender both male and female are taking a part in this study. The number of the male respondents who take the part in this study are 68%. The number of the female respondents who take the part in this study are 32%.

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**Table 4.1.3. Qualification of the respondents**

		Frequency	Percent	Cumulative Percent
Valid	Graduation	77	24.4	24.4
	Master	206	65.2	89.6
	MS/PhD	33	10.4	100.0
	Total	316	100.0	

The respondents are categories into three dimension regarding qualification. Most of the respondents did Master and their percentage is 65%. 24% are the respondents did Graduation. 11 % respondents did the MS/PhD.

## 4.2. Descriptive Statistics and Correlation

**Table 4.2.1. Correlation**

Correlations					
	Mean	Std. Deviation	E	POS	JP
E	3.85	.554	(.877)		
POS	3.56	.509	.56(**)	(.741)	
JP	3.72	.575	.707(**)	.603(**)	(.754)

\*\* Correlation is significant at the 0.01 level (2-tailed). N= 316

E= emotional intelligence

POS = perceived organizational support

JP = Job performance

### **Descriptive Statistics**

In descriptive statistic include mean, standard deviation, correlation and reliabilities of all variables used were presented in Table 4.3.1. The mean of emotional intelligence 3.85 (SD= .554), the mean of perceived organizational support 3.56(SD= .509) and the mean of job performance 3.72 (SD= .575)

### **Bi-variate correlation analysis**

The bi-variate correlation of all variables are conducted and the result of correlation analysis, all variables are significantly correlated with each other. Perceived organizational support positively correlated with emotional intelligence ( $p < .01$ ,  $r = .56$ ). Job performance positively with emotional intelligence ( $p < .01$ ,  $r = .707$ ) and also found positive correlation between job performance and perceived organizational support ( $p < .01$ ,  $r = .603$ ). I was measured the reliability of each variable by using the Cronbach Alpha. And the Cronbach Alpha of emotional intelligence (.88), POS (.741) and job performance (.760). The level of significant reliability is 0.70 which is recommended by (Nunnally, 1978). And this level was also recommended by (Ndubisi, 2006).

### **4.3. Regression Analysis**

We conduct the Liner regression analysis to investigate the effect of EI on employees job performance, and furthermore, we liner regression analysis we investigate the moderating role of POS in the relationship between EI and job performance.

### 4.3.1. Main effect regression analysis

**Table 4.3.1.1. Effect of emotional intelligence on job performance**

Regression analysis of main effect of emotional intelligence on job performance

		Coefficients <sup>a</sup>					
		Unstandardized		Standardized			
		Coefficients		Coefficients			
Model		B	Std. Error	Beta	T	Sig.	R <sup>2</sup>
1	(Constant)	3.414	.095		35.783	.000	
	Gender	.236	.068	.191	3.456	.001	.037
2	(Constant)	.889	.163		5.448	.000	
	Gender	.012	.051	.009	.229	.819	
	E	.731	.043	.705	17.053	.000	.501

a. Dependent Variable: JP

b. Control Variable: Gender

\*P value <.05, \*\*P value <.01, \*\*\*P value <.001

Note. N = 316

Hypothesis 1 predicts that (EI) is positively relates to (JP). And the result of that regression revealed that EI is a predictor of job performance ( $p = .000$  less than  $.05$ ,  $\beta = .705$ ). The value of  $R^2$  is  $.501$  which means explained 50 % variance in job performance. Hypothesis 1 was accepted because results were significant.

### 4.3.2. Moderation with perceived organizational support

To test hypothesis two we performed moderation regression analysis. Perceived organizational support entered as a moderator in the relationship between EI and job performance.

Hypothesis 2 stated that perceived organizational support moderate the relationship between emotional intelligence and job performance. To test this hypothesis dependent variable i.e. job performance (JP), independent variable i.e. emotional intelligence (E) and moderator variable i.e. perceived organizational support (POS) were centered into their means.

In step 1 means of independent variable i.e. emotional intelligence (E), moderator variable i.e. perceived organizational support (POS) entered together. In step 2 interaction term (EPOS) of independent variable i.e. emotional intelligence (E) and moderator variable i.e. perceived organizational support (POS) entered, keeping job performance (JP) as dependent variable

**Table 4.3.2.1. Moderation of perceived organizational support**

**Regression analysis of moderation effect in the relationship between emotional intelligence and job performance**

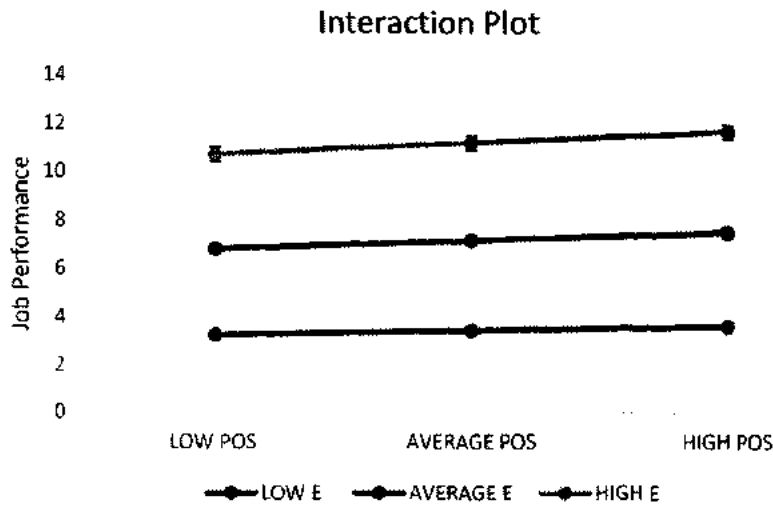
Coefficients									
Model		Unstandardized Coefficients		Standardized Coefficients		t	Sig.	R2	ΔR2
		B	Std. Error	Beta					
1	(Constant)	3.414	.095			35.783	.000	0.037	
	Gender	.236	.068	.191		3.456	.001		
2	(Constant)	.308	.174			1.766	.078	0.562	0.529
	E	.540	.049	.520		11.053	.000		
	POS	.352	.051	.312		6.856	.000		
3	(Constant)	-.598	.457			-1.308	.192	0.057	0.006
	E	.797	.130	.768		6.152	.000		
	POS	.662	.153	.587		4.312	.000		
	EPOS	-.085	.040	-.468		-2.141	.033		

a. Dependent Variable: JP, Interaction term (EPOS)

b. Control variable : Gender, \*p value <.05, \*\*P value <.01

Note. N = 316

**Figure Six: Interaction Plot of POS Moderation**



Hypothesis two stated that Perceived organizational support moderates the relationship between emotional intelligence and job performance, such that the relationship between emotional intelligence and job performance are strengthen/positive when POS is high. Results shows that POS moderate the relationship between EI and job performance because the interaction term is insignificant ( $P$  value =  $.033 < .05$ ). The result revealed that interaction term ( $.033$ ) and R square change ( $.007$ ) are significant. And by adding interaction term (EPOS) the value of emotional intelligence ( $p$  value =  $.000$ ) and perceived organizational support ( $p$  value =  $.000$ ) are significant.

In step 2 by adding interaction term between EI and job performance we found significantly more variance as compare to EI and job performance themselves, change in  $R^2 = 0.007$ ,  $p = .032$  indicating that there is a significant moderation between EI and job performance in banking sector. Furthermore interaction plot (Figure Six) shows that perceived organizational support moderates the relationship between emotional intelligence and job performance. So its

means POS (perceived organizational support) moderate the relationship between E (emotional intelligence) and JP (job performance) in baking sector. And that's why we accept hypothesis two.



## **CHAPTER 5: DISCUSSION OF RESULTS**

### **5.1. Major findings**

Present study consists of two key objectives, firstly examining the role of EI on employee's job performance. Second was to examine whether perceived organizational support moderates the relationship between EI and job performance. Hypotheses H1 and H2 were performed and both hypotheses found to be true

- Emotional intelligence is positively related to job performance.
- Perceived organizational support moderates the relationship between EI and job performance, such that the relationship between EI and job performance are more strengthen when POS is high.

### **5.2. Discussion**

In present study the researchers examines the impact of EI on job performance and furthermore, investigate the moderating effect of POS in the relationship between EI and job performance. The result of present study revealed that employee with high level of EI have high level of job performance and these results are supporting the past researches in this area (wang & law, 2002; law et al., 2004). Present study revealed that highly emotional intelligence employees shows high job performance, because these employees are expert in regulating and appraising their emotions and appraising their emotions and these will facilitate employee's job performance (Sy et al., 2006). Highly emotional intelligent employees are more aware about their emotions, and they know well how their emotions influence their behavior and work performance at job. Employees with high level of EI are more expert in

regulating their emotions according to tasks requirement. For example employees with high EI are more expert at regulating their emotions and that's why they experience more confidence and control over their job requirements.

EI employees have different skills such as (conflict management strategies, adaptive performance , achievement motivation and organizational commitment) that are essential for success in existing workplace and all these skills from lower level of EI employees with same level of experience and education (Armstrong, 2007). Additionally high EI employees are more successful as compare to low level EI at completing their job tasks, creatively solving problems and interacting with other employees at job (Rode et al., 2007; Carmeli & Josman, 2006).

The result of present study shows that there is a significant positive relationship between POS and job performance. This result is according to previous studies conducted on different areas (Moorman et al. 1998; Shore & Wayne 1993; Lynch et al. 1999; Armeli et al. 1998; Eisenberger et al. 1990; Eisenberger et al. 1990). POS moderates the relationship between emotional intelligence and job performance and the logic behind that is when employee with high level of EI perceive that his/her organization giving them support than his/her performance level would increase. And if the employees with high EI perceive low organizational support than their performance would decrease. The findings of present study stated that perceived organizational support moderate the relationship between EI and job performance. In general the findings of current study are according with hypothesis set. We early stated that positive/significant relationship between EI and job performance. Many researcher proved there is a positive relation between EI and job performance (Wong & Law, 2002; Prati et al., 2003; Bachman et al., 2000).

On the basis of present study results we stated that EI was positively and significantly associated with employee's job performance, and perceived organizational support moderate in the relationship between EI and job performance. The EI of managers and employees can be improved by giving them training and coaching. While at the time of employees recruitment organization used emotional intelligence test so that they hire right man for right job at right time.

### **5.3. Limitations of the study**

Findings of the present study are based on cross sectional data; if collected longitudinal data than more variance could be observed. As there is always room for development, this study comprises the views regarding impact of emotional intelligence on employee's job performance by utilizing convenience sampling, analyzing this view from short sample size and conducted in capital city of Pakistan Islamabad. Surveys were distributed and filled mainly from employees of different banks in Islamabad. Thus a more comprehensive study needs to be examined with more generalizability by increasing sample size. Present research was conducted in only banking industry, additionally there are need to studied more industries. Then compare the results of every industry with each other and investigate whether different industries have different impact on job performance. In present study we measured employee's job performance by using self-performance measure and it's the limitation of this study.

### **5.4. Theoretical Implications**

Present study used/employed different measure for dependent (job performance), independent (emotional intelligence), and moderating (perceived organizational support) variables. The

establishment and measurement of the association between EI and JP extends its validity to the business environment of a developing country like Pakistan.

Present study investigated the effect of emotional intelligence on job performance and explained the corresponding change in the value of job performance due to change in emotional intelligence, that's contribute in the body of existing literature. Previously no researcher investigated the moderating role of perceived organizational support in the relationship between emotional intelligence and job performance. Therefore, the important addition to available research is the establishment and measurement of moderating role of POS between emotional intelligence and job performance. Present study validate the moderating role of POS between emotional intelligence and job performance.

#### **5.5. Practical Implications**

Surveying the reasons for 3149 employees who voluntarily left their organizations, Branham (2005) found that very few of the reasons for exiting were based on thinking; mostly they originated out of strong feelings/emotions like disappointment, frustration, anger and resentment. The cost to the company of a leaving employee was calculated to be at least the cost of his/her annual salary (Branham, 2005). Cadman & Brewer (2001) have suggested the use of EI as a criterion for the selection of students to be future nurses; they concluded that clinical efficiency and professional readiness can be promoted by emotionally intelligent nurses. Farooq (2004) suggested facilitating the selection process by identifying the soft skills required for a particular job. Fatt (2002) argued that managers should measure applicants' EI to evaluate their competencies before hiring them. And based on the finding researcher give the suggestion that organization provide training related to emotional intelligence to their

manager so that they can identify, regulate and use their own emotions and the emotions of other employees. The practical implications of present study is not just limited to improving emotional intelligence of employees but also focused on organizational support for employees so that employees performance will reached at maximum level. This strategy will work as a proactive measure to reduce turnover. Furthermore, employees with high EI will be fine-tuned to the needs, responses, attitudes and behavior of colleagues, customers, public and media; thus, improving their performance qualitatively.

Many researcher stated that emotional competencies can be increased and developed through training courses (Barth, 2001; Dulewicz & Higgs, 2004; Slaski & Cartwright, 2003). Fatt (2002) recommended that managers should consider the contributions of EI as an important factor for the development of staff. The current study indicated a high and positive association of EI with employee performance. Hence, organizations can design EI interventions to train and develop human resources to get work performance improved.

## **5.6. Future directions**

Results of the present study reveals that the emotional intelligence have significant positive effect on employees job performance, and also revealed that POS moderates the relationship between EI and job performance because the relationship between EI and job performance are strengthen when POS is high. But there can be other factors which can be studied and investigate as future research such as organizational politics.

By using quantitative approach present study was conducted. Data was collected through questionnaire survey using convenience sampling from banking industry at Islamabad. Therefore in future its recommended data will collected through qualitative approach such as

interviews which can help and provide details of relationship between EI and job performance in depth. Similarly for future research we can implemented this research model and design with in different industries in other cities, in order to test whether the obtained results are general and consistent within different sample.

The present study investigate the moderating role of POS in the relationship between emotional intelligence and employee's job performance. But still there is a gap which needs to fulfill such as EI, task performance, job performance and organizational politics with moderating role of POS. The researcher hope this present would makes a good contribution in the existing literature and knowledge, and provide some useful recommendations for Pakistan banking industry.

## **5.7. Conclusion**

In present study the researcher focused on testing the effect of emotional intelligence on job performance and as well as investigating the moderating effect of perceived organizational support in the relationship between emotional intelligence and job performance. In general the findings of present study are consistent with the hypothesis set. and based on the finding researcher give the suggestion that organization provide training related to emotional intelligence to their manager so that they can identify, regulate and use their owns emotions and the emotions of others employees.

On the basis of research experience the researcher indicated some limitations of the study and also describing the directions for future research that can be helpful for the researcher who want to examine the relationship of emotional intelligence, job performance, task performance and organizational politics with moderating role of perceived organizational support. The

researchers hopes this study will make a good contribution in the existing literature and knowledge and provide some useful recommendation in Pakistan banking industry.

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Annexure (Questionnaire)

Dear participants, I am a student of MS-FMS in IIUI doing research on MS thesis with the topic is **“emotional intelligence effect on job performance with the moderating role perceived organizational support”**

Thank you for taking part in this questionnaire. Kindly be informed that all responses will be used for academic purpose only. They are to be kept confidential and not to be reviewed to any other source on any condition.

**Please tick the appropriate answer or fill in the box.**

Section: I Demographics

1. What is your age? (a) 18-25 (b) 26-35 (c) 36-45 (d) 45 and above
2. What is your Gender? (a) Male (b) Female
3. What is your qualification? (a) Inter (b) Graduation (c) Master (d) MS/MPhil

5. Point Likert scale used (strongly disagree “1” to strongly agree “5”)

Strongly Disagree	Disagree	Neutral	Agree	Strongly agree
1	2	3	4	5

Section: 2 Emotional Intelligence

1	I have a good sense of why I have certain feelings most of the time.					
2	I have good understanding of my own emotions.					
3	I really understand what I feel					
4	I always know whether or not I am happy					
5	I always know my friends' emotions from their behavior.					
6	I am a good observer of others' emotions.					
7	I am sensitive to the feelings and emotions of others.					
8	I have good understanding of the emotions of people around me.					
9	I always set goals for myself and then try my best to achieve them.					
10	I always tell myself I am a competent person.					
11	I am a self-motivated person.					
12	I would always encourage myself to try my					

	best.					
13	I am able to control my temper and handle difficulties rationally					
14	I am quite capable of controlling my own emotions					
15	I can always calm down quickly when I am very angry.					
16	I have good control of my own emotions					

**Section: 3 Perceived organizational support**

17	The organization values my contribution to its well-being?					
18	The organization fails to appreciate any extra effort from me?					
19	The organization really cares about my well-being?					
20	Even if I did the best job possible, the organization would fail to notice?					
21	The organization would ignore any complaint from me?					
22	The organization cares about my general satisfaction at work?					
23	The organization shows very little concern					

	for me?					
24	The organization takes pride in my accomplishments at work?					

**Section: 4 Job performance**

25	How would you rate yourself in terms of the quantity of work (e.g., sales) you achieve?					
26	How do you rate yourself in terms of your ability to reach your goals?					
27	How do you rate yourself in terms of your performance potential among coworkers in your company?					
28	How do you rate yourself in terms of quality of your performance in regard to customer relations?					
29	How do you rate yourself in terms of quality of your performance in regard to management of time, planning ability, and management of expenses?					
30	How do you rate yourself in terms of quality of your performance in regard to knowledge of your products, company, competitors' products, and customer needs?					