Emotional Intelligence on Job Attitudes of Employees

Dr Kavyashree M B[1], Dr Anupama Sundar D[2]

Assistant Professor[1], JSS Centre for Management Studies, JSS Science and Technology University, Mysuru, Karnataka
Associate Professor[2], JSS Centre for Management Studies, JSS Science and Technology University, Mysuru, Karnataka
ORCID – ID of Corresponding Author: https://orcid.org/0000-0002-9432-3294

Abstract
The diverse nature of modern business operations has made it a strategic necessity to have a proper understanding of oneself as well as why others act the way they do, this is so as to work cooperatively, harmoniously, and freely with them to mitigate conflict tendencies inherent in human nature. Therefore, achieving such harmonious and cooperative atmosphere is premised on the degree of emotional intelligence of all members of the organization irrespective of their level and position occupied. Emotional intelligence is defined as an ability of the person to assess and control his own emotion and emotion of others. The emotional intelligence had played a vital role in the organizational productivity. The person with high emotional intelligence shows a positive attitude towards the organization and EI had a significant effect on job attitudes of the employees. The EI model had four fundamental aspects like recognizing emotions, understanding emotions, regulating emotions and using emotions. Organizational settings are now considered important arenas for the manifestation of human emotions. In order to establish long-term success, today's organizations continually emphasize the search for emotionally intelligent employees.

This study aims to explore the influence of emotional intelligence on job attitudes (such as job satisfaction, organizational commitment, job involvement, perceived organizational support, and employee engagement) of employees to understand the employees' emotions and feelings at the workplace. Random sampling has been adopted to collect data from the respondents. Sample size deemed for the study was 86. Data was collected from employees working in various IT industries. Factor and regression analysis were applied to analyze the data. The study reveals that results demonstrated a significant positive influence of emotional intelligence on job attitudes (such as job satisfaction, organizational commitment, job involvement, perceived organizational support, and employee engagement) of employees. The research highlights the importance of Emotional Intelligence of employees that needs to be understood by the employees in the organization so that employees can effectively and efficiently work in the workplace. Since World Economic Forum under the category of the future of jobs have listed Emotional intelligence as the major skill required for the future workplace.

Keywords: Emotional intelligence, Job attitudes, job satisfaction, organizational commitment, job involvement, perceived organizational support, and employee engagement.

Introduction
In the first half of the 20th century, there was a common belief that the adequate measure of intelligence was the intelligence quotient (IQ) test. But looking into the findings of current researches, it may be said that the IQ scores as the measure of intelligence need to be interpreted with caution. Academics as well as the practitioners have conveyed that the intelligence of human beings and its implications for the organization should be considered from the cognitive and emotional perspectives. They say that as compared to cognitive intelligence, it is the emotional intelligence that has greater relevance to organizational successes. Moreover, it has been accepted that the human

resources in any functional department possess more or less same amount of cognitive intelligence but the star performers are those who maximize upon their psychic energy stored in their emotional cortex.

In this era of globalization where there is high cultural, scientific, economic and social exchange, the success of a person depends on many personal factors. This includes attitude, parental support, good education, social network, financial support and so on. Even with all of these, there can be failure in success. When the root causes for this was searched, it points towards Emotional Intelligence (EI). It is the ability to manage emotions intelligently. Emotional intelligence is a set of acquired skills and competencies that predict positive outcomes at home with one's family, in school, and at work. People who possess these are healthier, less depressed, more productive at work, and have better relationships. The present world demands higher level of interrelationships, mutual understanding and greater productivity at work place. A good knowledge about others emotions and an ability to manage them can help a person to gain success and satisfaction in his work. Though, Intelligence Quotient (IQ) is an important factor which can determine the success of a person, studies show that beyond a level it is emotional quotient that matters more than IQ; when it comes in to a work environment.

Emotional intelligence can help change employees' attitudes and behaviors in jobs involving emotional labor, thereby reducing job stress and increasing job attitudes such as job satisfaction, organizational commitment, job involvement, perceived organizational support, and employee engagement of employees.

Research Questions
The study was designed to address the following research question:
1.   How Emotional Intelligence influences the job attitudes of employees?

Research Objectives
  The research objectives of the current study were:
1.   To understand the importance of Emotional Intelligence.
2.   To explore the various job attitudes of employees.
3.   To assess the influence of emotional intelligence on job attitudes of employees.

Literature Review
Emotional Intelligence
Emotional Intelligence at workplace is the highlight of today's business environment. Employees with high levels of Emotional Intelligence tend to be successful, have better relationships both personally and socially, and have prospective career (Catherine Prentice, 2019). While considering an organizational perspective, Emotional Intelligence is associated with organizational outcomes such as employee job satisfaction, performance, organizational commitment (Catherine Prentice, 2019). The outcomes of emotional intelligence is said to have implications on the efficacy of the work performed and the profitability of the business (Yao, 2019).

Emotional Intelligence is witnessed to be a prominent predictor of employee attitudes and behaviors at workplace.
Job Attitudes of Employees
Job Satisfaction
According to, (Shafazawana, 2016), for business managers in the current work environment high level of employee satisfaction becomes a matter of importance, with the ongoing changes happening to the nature of work and the jobs which are becoming increasingly challenging. As reported by (Golbasi, 2008), job satisfaction of employees is an emotional reaction and the behavior expressed toward the job through individual achievements in the job role, the environment at the workplace, and the balance in the work life. Individuals with higher levels of job satisfaction are known to exhibit and involve in more social behaviors at the workplace, thus showing higher

levels of organizational Citizenship Behavior.

Organization Commitment

The focus of today's business managers is towards the commitment of their workforce (Basel Al-Jabar, 2019) . The critical task for today's business managers is to assess the factors leading to commitment of the workers and make use of the same to enhance performance (Basel Al-Jabar, 2019).

Organizational Commitment involves high confidence and acceptance to the goals of the organizational values; employees tent to exert effort for the benefit of the organization (Suharto, 2019).

Job Involvement

The degree of job involvement is examined through the individual needs, values, the ethicality and the environment of the organization and the nature of the individual work (Gopinath, 2020) . Job Involvement is considered to be an important source of individual's performance and also a prominent factor for a business enterprise to maintain competitive advantage (Wenyuan Huang, 2019) . High degree of involvement in work roles helps to foster a sense of value motivating employees to be devoted in the workplace.

Perceived Organizational Support

Perceived Organizational Support indicates the perception that individuals cultivate regarding the degree to which the workforce values the contribution and the concerns about their well-being (Robert Eisenberger, 2020). Perceived Organizational Support is known to increase the individuals sense of obligation enabling them to reach organizational objectives. Perceived Organizational Support is linked to creativity, job satisfaction, customer orientation.

Employee Engagement

Employee Engagement has become a prominent topic of discussion in today's business environment. Employee Engagement is found to have associated with attitudes , behaviors and the well-being and also organizational outcomes (Saks, 2022). Employee Engagement is regarded as a significant factor leading to competitive advantage of the organization. Employee Engagement is known to have a positive influence on Organizational Citizenship Behavior and Employee Performance (Ida Ayu Putu Widani Sugianingrat, 2019).

Research Methodology

Survey method was utilized in the current study. Likely the most familiar method of descriptive research, surveys involve interviews or discussions with larger audiences and are often conducted on more specific topics. The working IT Professionals from different organization were the population of this study.

Measures

Self-administered questionnaire consisted of 33 questions framed on the basis of one Independent Variable and five Dependent Variables.

Statistical Analysis

The data and information was processed by using statistical package for social sciences (SPSS) software. KMO test to check the adequacy of the data, reliability statistics and regression analysis were conducted.

Scope of the Study

The study was confined to working professional in IT Industries and data was gathered from 86 respondents only.
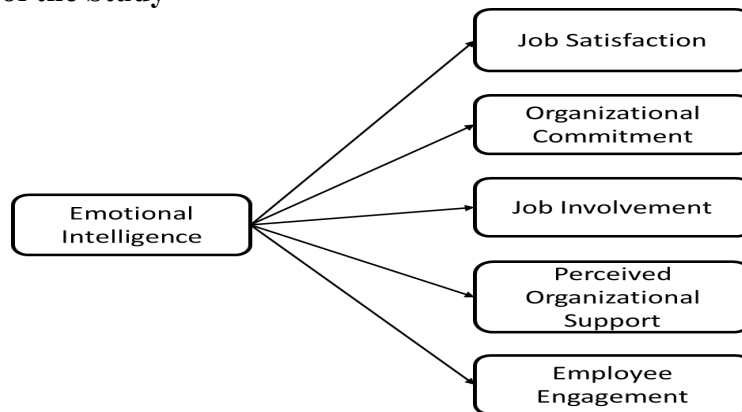
Conceptual Model of the Study

Figure 1: Conceptual Model of the Study

Independent variable
Emotional Intelligence: Emotional Intelligence (EI) describes the ability, capacity, skill or, in the case of the trait EI model, a self-perceived grand ability to identify, assess, manage and control the emotions of one's self, of others, and of groups.

Dependent variables
Job Satisfaction: It refers to an employee's affective reaction to his job in terms of how much it satisfies his desired outcome. It actually refers to the extent to which one person likes his/her job or it may be considered as the emotional attachment one has with his/her job.

Organizational Commitment: Organizational commitment is a key predictor for employee's performance and quality of organization. In the organizational, employees who are dedicated and sincere in their work can perform very well in order to accomplish the organizational goal whereby to increase a company's turnover. It is defined as an attitude showing employees' attachment to their organization and as a continuous process of eliciting one's concern for the firm and its endless progress and well-being.

Job Involvement: The degree to which a person psychologically identifies with his or her job. Job involvement consists when a person feels that the job is more meaningful and it utilizes one's talent and skills to the fullest extent. Due to this perception, performance level will be increasingly significantly and enhance the overall self-worth.

Perceived Organizational Support: Perceived organizational support illustrates the level of employees' trust to which organizations value their works, have concern about their welfare, and meet their socio-emotional demands.

Employee Engagement: It is defined as the attachment of employees' themselves physically, cognitively, and emotionally while performing organizational roles.

Research Framework
Based on the literature review and hypotheses considered for the study, the following research framework is developed to illustrate the connections among EI, JS, OC, JI, POS, and EE: (Note: EI=Emotional intelligence, JS=Job satisfaction, OC=Organizational commitment, JI=Job involvement, POS=Perceived organizational support, EE= Employee engagement).
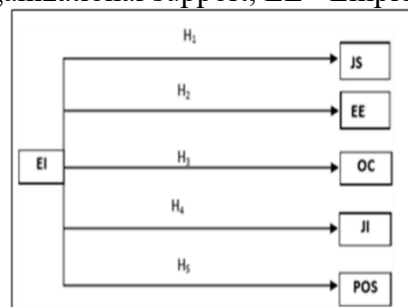

Figure 2: Research Framework

Sampling Design

The sample was composed of 86 (n = 86) respondents. Sample unit are working IT professionals. The sample reflected those potential candidates who were employees of IT companies so that the relationship between emotional intelligence and job attitudes of employees can be explored and determined. Statistically, it is desired to have the standard error not more than 05 % and 96 % of confidence level which is considered to determine the sample size. The sample size for the survey is determined as indicated below.

$$N = Z^2 [\pi (1 - \pi)] / E^2$$

Where,

N = Sample size to be determined

π = The proportion of sample considered

Z = The confidence coefficient (2.03 for 96 % confidence level)E = Error = 0.98= 0.10 (10%)

Accordingly,

$N = Z^2 [\pi (1 - \pi)] / E^2$

$= (2.03)^2 [0.7 X 0.3] / [0.1]^2$

= 86 Respondents.

Based on the above discussions in the existing literatures and the framework drawn for this study, the following hypothesis are formulated:

Hypothesis 1 (H1): There is a significant influence of emotional intelligence on job satisfaction of employees.

Hypothesis 2 (H2): There is a significant influence of emotional intelligence on organizational commitment of employees.

Hypothesis 3 (H3): There is a significant influence of emotional intelligence on job involvement of employees.

Hypothesis 4 (H4): There is a significant influence of emotional intelligence on perceived organizational support of employees.

Hypothesis 5 (H5): There is a significant influence of emotional intelligence on employee engagement of employees.

Data Analysis

Descriptive Statistics

Descriptive statistics are used to describe the basic features of the data in a study. They provide simple summaries about the sample and the measures.

Descriptive Statistics

	N	Range	Minimum	Maximum	Sum	Mean		Std. Deviation	Variance	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
awareness	86	3.00	1.00	4.00	156.00	1.8140	.07491	.69471	.483	.699	.260	.894	.514
feelings	86	3.00	1.00	4.00	153.00	1.7791	.08336	.77309	.598	1.032	.260	1.235	.514
sense	86	3.00	1.00	4.00	155.00	1.8023	.06982	.64753	.419	.745	.260	1.760	.514
recognize	86	3.00	1.00	4.00	153.00	1.7791	.07095	.65800	.433	.775	.260	1.619	.514
colleagues	86	2.00	1.00	3.00	171.00	1.9884	.06718	.62298	.388	.008	.260	-.344	.514
control	86	4.00	1.00	5.00	159.00	1.8488	.08987	.83338	.695	1.042	.260	1.580	.514
goals	86	3.00	1.00	4.00	139.00	1.6163	.06854	.63558	.404	.816	.260	1.029	.514
sensitive	86	3.00	1.00	4.00	155.00	1.8023	.07726	.71652	.513	.509	.260	-.191	.514
satisfied	86	3.00	1.00	4.00	171.00	1.9884	.08017	.74351	.553	.370	.260	-.153	.514
achievement	86	3.00	1.00	4.00	188.00	2.1860	.09285	.86107	.741	.420	.260	-.348	.514
roles	86	3.00	1.00	4.00	189.00	2.1977	.07902	.73276	.537	.223	.260	-.113	.514
environment	86	3.00	1.00	4.00	170.00	1.9767	.08099	.75110	.564	.209	.260	-.708	.514
happy	86	4.00	1.00	5.00	219.00	2.5465	.11298	1.04776	1.098	.314	.260	-.484	.514
attached	86	4.00	1.00	5.00	216.00	2.5116	.10940	1.01453	1.029	.487	.260	.041	.514
desire	86	3.00	1.00	4.00	190.00	2.2093	.08613	.79877	.638	.453	.260	-.022	.514
personal	86	4.00	1.00	5.00	191.00	2.2209	.08499	.78816	.621	.617	.260	1.052	.514
leave	86	4.00	1.00	5.00	209.00	2.4302	.10401	.96456	.930	.404	.260	-.477	.514
loyalty	86	4.00	1.00	5.00	177.00	2.0581	.08962	.83108	.691	1.023	.260	1.614	.514
obligation	86	3.00	1.00	4.00	205.00	2.3837	.10084	.93518	.875	.303	.260	-.734	.514
life	86	4.00	1.00	5.00	209.00	2.4302	.10135	.93985	.883	.424	.260	-.353	.514
activites	86	3.00	1.00	4.00	205.00	2.3837	.09235	.85638	.733	.199	.260	-.524	.514
responsiblities	86	4.00	1.00	5.00	187.00	2.1744	.09385	.87032	.757	.746	.260	.647	.514
satisfaction	86	3.00	1.00	4.00	201.00	2.3372	.08371	.77627	.603	.100	.260	-.338	.514
contribution	86	3.00	1.00	4.00	185.00	2.1512	.08833	.81915	.671	.238	.260	-.513	.514
effort	86	3.00	1.00	4.00	193.00	2.2442	.08743	.81075	.657	.199	.260	-.418	.514
concern	86	3.00	1.00	4.00	190.00	2.2093	.08453	.78390	.615	.360	.260	-.098	.514
pride	86	3.00	1.00	4.00	186.00	2.1628	.08247	.76482	.585	.359	.260	-.034	.514
performing	86	4.00	1.00	5.00	206.00	2.3953	.09251	.85789	.736	.276	.260	.069	.514
distracted	86	4.00	1.00	5.00	204.00	2.3721	.09364	.86835	.754	.736	.260	.833	.514
involvement	86	4.00	1.00	5.00	180.00	2.0930	.08040	.74562	.556	.719	.260	1.806	.514
excites	86	4.00	1.00	5.00	148.00	1.7209	.07697	.71375	.509	1.263	.260	3.887	.514
energy	86	3.00	1.00	4.00	174.00	2.0233	.06612	.61313	.376	.302	.260	.765	.514
time	86	2.00	1.00	3.00	147.00	1.7093	.06992	.64837	.420	.366	.260	-.688	.514
Valid N (listwise)	86												

Table 1: Descriptive Statistics including Skewness, Kurtosis, Mean and Std. Deviation

Factor Analysis for Dependent Variable
Dependent variables are: Job Satisfaction, Organizational Commitment, Job Involvement, Perceived Organizational Support, and Employee Engagement.
Factor Analysis is a technique used to reduce a large number of variables into fewer number of factors. It is used to simplify data. The technique also involves data reduction.
Kaiser-Meyer-Olkin (KMO) and Bartlett's test for Dependent variables
Dependent variables are: Job Satisfaction, Organizational Commitment, Job Involvement, Perceived Organizational Support, and Employee Engagement.

The KMO measures the sampling adequacy which should be greater than 0.5 for a satisfactory

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.831
Bartlett's Test of Sphericity	Approx. Chi-Square	940.562
	df	171
	Sig.	.000

factor analysis to proceed.
Table 2: KMO and Bartlett's Test for Dependent variables
The analysis revealed one factor solutions with a KMO statistics and Bartlett's Test with 0.000 Significance. This reveals that the sample is adequate and factor analysis is significant. From the above table we can also see that KMO is 0.831 which is more than 0.5 hence the sample taken is adequate. Hence the sampling adequacy for items of Dependent variables is meritorious stating it is acceptable.

Rotated Component Matrix for Dependent variables
Dependent variables are: Job Satisfaction, Organizational Commitment, Job Involvement, Perceived Organizational Support, and Employee Engagement.
Rotated component Matrix shows the factors for each variables and highlighted the factors that each variables loaded most strongly. Based on these loaded factors it represents.

Rotated Component Matrix^a

	Component			
	1	2	3	4
effort	.803			
contribution	.763			
concern	.752			
achievement	.744			
roles	.719			
happy	.719			
attached	.711			
pride	.672			
personal	.600			
excites		.809		
time		.779		
involvement		.755		
distracted		.644		
obligation			.758	
life			.720	
leave			.666	
desire			.589	
responsiblities				.756
performing				.733

Extraction Method: Principal Component Analysis.
Rotation Method: Varimax with Kaiser Normalization.
a. Rotation converged in 7 iterations.

Table 3: Rotated Component Matrix for Dependent variables

Scree plot for Dependent variables
Dependent variables are: Job Satisfaction, Organizational Commitment, Job Involvement, Perceived Organizational Support, and Employee Engagement.
The line graph titled as screen plot used to measure the factors to be extracted. X' axis shows the component number which can also termed as factor. Y' axis shows the Eigen value. This can be interpreted as follows. By seeing the elbow cut point and extending the line to the X' axis. This will give the number of factors to be extracted from the above graph.
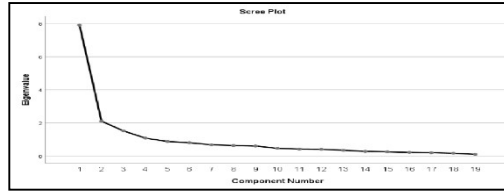
Figure 3: **Scree plot for Dependent variables**

Factor Analysis for Independent variable
Independent variable: Emotional Intelligence
Factor Analysis is a technique used to reduce a large number of variables into fewer number of factors. It is used to simplify data. The technique also involves data reduction.
Kaiser-Meyer-Olkin (KMO) and Bartlett's test for Independent variables
Independent variable: Emotional Intelligence
The KMO measures the sampling adequacy which should be greater than 0.5 for a satisfactory factor analysis to proceed.

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.582
Bartlett's Test of Sphericity	Approx. Chi-Square	83.698
	df	21
	Sig.	.000

Table 4: KMO and Bartlett's Test for Independent variable

The analysis revealed three factor solutions with a KMO statistics and Bartlett's Test with 0.000 Significance. This reveals that the sample is adequate and factor analysis is significant.
From the above table we can also see that KMO is 0.582 which is more than 0.5 as indicated by (Kaiser, 1974), and supported by the studies of (Kavyashree MB, 2022), hence the sample taken is adequate. Hence the sampling adequacy for items of Dependent variable is meritorious stating it is acceptable.
Rotated Component Matrix for Independent variable
Independent variable: Emotional Intelligence
Rotated component Matrix shows the factors for each variables and highlighted the factors that each variables loaded most strongly. Based on these loaded factors it represents.

Rotated Component Matrix[a]	Component		
	1	2	3
control	.878		
goals	.832		
awareness		.780	
feelings		.745	
sensitive		.654	
colleagues			.831
recognize			.676

Extraction Method: Principal Component Analysis.
Rotation Method: Varimax with Kaiser Normalization.
a. Rotation converged in 5 iterations.

Table 5: Rotated Component Matrix for Independent Variable

Scree plot for Independent variable
Independent variable: Emotional Intelligence
The line graph titled as screen plot used to measure the factors to be extracted. X' axis shows the component number which can also termed as factor. Y' axis shows the Eigen value. This can be interpreted as follows. By seeing the elbow cut point and extending the line to the X' axis. This will give the number of factors to be extracted from the above graph.
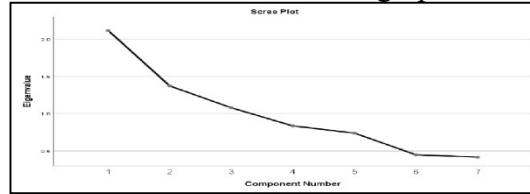

Figure 4: Scree Plot for Independent Variable

Reliability Analysis
To test the internal consistency, reliability analysis is run. It is used to determine how well a set of items go together into a single scale.

Reliability
Variables= awareness, feelings, sense, recognize, colleagues, control, goals, sensitive

Reliability Statistics	
Cronbach's Alpha	N of Items
.610	8

Table 6: Reliability Statistics for Emotional Intelligence

The above table reveals that all the eight constructs exhibit adequate reliability with internal consistency of 0.610.

Reliability
Variables= satisfied, achievement, roles, environment

Reliability Statistics	
Cronbach's Alpha	N of Items
.801	4

Table 7: Reliability Statistics for Job satisfaction

The above table reveals that all the four constructs exhibit adequate reliability with internal consistency of 0.801.

Reliability
Variables= happy, attached, desire, personal, leave, loyalty, obligation

Reliability Statistics	
Cronbach's Alpha	N of Items
.841	7

Table 8: Reliability Statistics for Organizational commitment

The above table reveals that all the seven constructs exhibit adequate reliability with internal consistency of 0.841.

Reliability
Variables= life, activities, responsibilities, satisfaction

Reliability Statistics	
Cronbach's Alpha	N of Items
.802	4

Table 9: Reliability Statistics for Job Involvement

The above table reveals that all the seven constructs exhibit adequate reliability with internal consistency of 0.802.

Reliability

Variables= contribution, effort, concern, pride

Reliability Statistics

Cronbach's Alpha	N of Items
.887	4

Table 10: Reliability Statistics for Perceived Organizational Support

The above table reveals that all the four constructs exhibit adequate reliability with internal consistency of 0.887.

Reliability

Variables= performing, distracted, involvement, excites, energy, time

Reliability Statistics

Cronbach's Alpha	N of Items
.795	6

Table 11: Reliability Statistics for Employee Engagement

The above table reveals that all the six constructs exhibit adequate reliability with internal consistency of 0.795.

Regression Analysis

Regression analysis is done for estimating the relationships among variables. Focus is on the relationship between three dependent variables and two independent variables. It is used to focus which among the independent variables are related to the dependent variable.

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients			95.0% Confidence Interval for B	
		B	Std. Error	Beta	t	Sig.	Lower Bound	Upper Bound
1	(Constant)	1.510	.220		6.875	.000	1.073	1.947
	Emotional Intelligence	.264	.113	.246	2.329	.022	.039	.489

a. Dependent Variable: Job Satisfaction

Table 12: Regression Analysis for Job Satisfaction

From the above Coefficient table, we can conclude that there is an influence of emotional intelligence on job satisfaction of employees since it has a beta value 0.246.

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients			95.0% Confidence Interval for B	
		B	Std. Error	Beta	t	Sig.	Lower Bound	Upper Bound
1	(Constant)	1.806	.307		5.874	.000	1.195	2.418
	Emotional Intelligenc	.408	.158	.271	2.577	.012	.093	.723

e								

a. Dependent Variable: Organizational Commitment

Table 13: Regression Analysis for Organizational Commitment

From the above Coefficient table, we can conclude that there is an influence of emotional intelligence on Organizational Commitment of employees since it has a beta value 0.2

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	2.082	.284		7.340	.000	1.518	2.646
	Emotional Intelligence	.192	.146	.142	1.315	.192	-.098	.483

a. Dependent Variable: Job Involvement

Table 14: Regression Analysis for Job Involvement

From the above Coefficient table, we can conclude that there is an influence of emotional intelligence on Job Involvement of employees since it has a beta value 0.142.

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper` Bound
1	(Constant)	1.779	.246		7.234	.000	1.290	2.268
	Emotional Intelligence	.205	.127	.174	1.620	.109	-.047	.457

a. Dependent Variable: Perceived Organizational Support

Table 15: Regression Analysis for Perceived Organizational Support

From the above Coefficient table, we can conclude that there is an influence of emotional intelligence on Perceived Organizational Support of employees since it has a beta value 0.174.

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	2.646	.260		10.183	.000	2.129	3.163
	Emotional Intelligence	-.138	.134	-.112	-1.033	.305	-.405	.128

a. Dependent Variable: Employee Engagement

Table 16: Regression Analysis for Employee Engagement

From the above Coefficient table, we can conclude that there is no influence of emotional intelligence on Employee Engagement of employees since it has a beta value -0.112.

Results

The reliability was computed for all the items along with the entire scale based on corresponding Cronbach's alpha (α) score. As suggested by (Nunnally, 1994) the Cronbach's α score of 0.70 was set as the minimum value to deem any item/scale reliable. Nevertheless, the item will be considered to be satisfactory if it's Cronbach's α value exceeds 0.6 (Hair, 1995) . The Cronbach's α of the overall scale was found as 0.930. Each item of the questionnaire possessed sufficient reliability.

The result obtained from simple linear regression show that influence of emotional intelligence (independent variable) on job satisfaction (dependent variable) has a beta value 0.246. The results of hypotheses H1, revealed that there is a significant influence of emotional intelligence on job satisfaction of employees perceived by the working IT Professionals. The null hypotheses can be accepted on the basis of these findings. Again, the hypotheses H2 was tested through regression analysis and the results depict that influence of emotional intelligence is significant with employee's organizational commitment of employees perceived by the working IT Professionals as regards continuous access to website has a beta value 0.271 and the null hypothesis can be accepted thereby. The hypotheses H3 was tested by using the regression analysis and it was found that influence of emotional intelligence is significant with job involvement of employees perceived by the working IT Professionals has a beta value 0.142 so, Null hypothesis Accepted. Again the hypotheses H4 was tested, the influence of emotional intelligence (independent variable) on perceived organizational support of employees perceived by the working IT Professionals has a beta value of 0.127 so, Null hypothesis Accepted. Again the hypotheses H5 was tested, the influence of emotional intelligence (independent variable) on employee engagement of employees perceived by the working IT Professionals (dependent variable) has a beta value -0.112. The results revealed that the influence of emotional intelligence is not significant with employee engagement means there exists no influence of emotional intelligence on employee engagement of employees perceived by the working IT Professionals

Therefore, as we assumed in the hypothesis that there exists a significant influence of emotional intelligence on job attitudes (such as job satisfaction, organizational commitment, job involvement, perceived organizational support, and employee engagement) of employees.

It is evident from the results that there exists a significant and positive influence of emotional intelligence on job satisfaction, organizational commitment, job involvement, perceived organizational support of employee but there is no significant influence of emotional intelligence on employee engagement of employees perceived by the working IT Professionals.

Recommendations

In future, more investigations may be done to identify the factors related to emotional intelligence and examine the causal relationships among the factors. Some recommendations can be made. The business excellence practice should be implemented in organizations to ensure employees can improve their intentions in promoting their commitment and EI abilities. Moreover, this practice really benefits toward organizational functions in terms of operations while increasing the total quality management (TQM).

Limitation and Future Research

Although this study has significant implications, it has some limitations which cannot be ignored and these can be addressed in future research. First, this study only examines the influence of emotional intelligence on job attitudes of employees but didn't show any cause and effect relationship between them which can be addressed in future research. Again, this study considered testing the significant influence of emotional intelligence on different components of job attitudes but, interrelation among job attitudes components might be existed which is not considered here. Further study can be conducted addressing this issue to draw a more acceptable conclusion on it. Second, the use of purposive sampling technique might affect the generalizability of the results increasing the possibility of sample bias. Applying random sampling technique can be a better option to increase the generalizability of the findings. Third, the data were collected only from

employees working in IT company's future study might consider the other industry sector. Fourth, the small sample size may be questionable regarding the statistical significance of the results. Future researchers are advised to use a large sample size to overcome this limitation. And also, future research can be made on examining the relationship between emotional intelligence of managers and job attitudes of employees.

Conclusions

Emotional Intelligence is defined as "the ability to monitor one's own and other's feelings and emotions, to discriminate between them, and to use the information to guide one's thinking and actions". This kind of ability includes interaction between feelings and recognition that conduct people to adopt with life situation. The results of this study show a significant influence of emotional intelligence on job attitudes of employees, so employees with higher EI and skills in emotions control, have more job satisfaction, organizational commitment, job involvement and perceived organizational support, because they are more adept at appraising and regulating their own emotions and aware about the influence of emotions on behaviour and outcomes. The employees with higher EI have skills to recognize and control the emotion. Comparing to low EI, the high EI make it possible for employees to recognize the stressful situation in workplace. EI makes it easy for them to follow stress factors and, as a consequence, manage environmental situation.

In addition, the results have shown that there is not a significant influence of EI on employee engagement as a whole. Because it can be interpreted that if an employee can understand and manage his/her emotions well then he/she can be more engaged but the low EI makes the employee less engaged and employee engagement doesn't have positive influence with the EI of employees. It is highly recommended that industries in recruitment phase evaluate one's ability to control their feelings and recognize others' feelings through applying EI test. Furthermore, they should consider these test scores as significant factors to make decision in recruitment phase. It is suggested that, at the same time, employees should attend to EI workshop run by the specialists and counsellors. In general, EI contains the sort of skills which are educable, flexible and variable in the course of time. This course of action, as a consequence, will increase employees' ability to adopt with work place and facilitate proper work relationship which leads to improving efficiency and job performance.

Bibliography

1.   Basel Al-Jabar, I. G. (2019). Organizational Commitment: A Review of the Conceptual and Empirical Literature and a Research Agenda. *International Leadership Journal*.
2.   Catherine Prentice, S. D. (2019). Emotional intelligence or artificial intelligence– an employee perspective. *Journal of Hospitality Marketing & Management*.
3.   Golbasi, Z. K. (2008). Relationships between Coping Strategies, Individual Characteristics and Job Satisfaction in a Sample of Hospital Nurses: Cross-Sectional Questionnaire Survey. *International Journal of Nursing Studies*.
4.   Gopinath, D. R. (2020). Influence of Job Satisfaction and Job Involvement of Academicians with special reference to Tamil Nadu Universities. *International Journal of Psychosocial Rehabilitation*.
5.   Hair, J. F. (1995). *Multivariate data analysis.* Englewood Cliffs, NJ: Prentice Hall.
6.   Ida Ayu Putu Widani Sugianingrat, S. R. (2019). The employee engagement and OCB as mediating on employee performance. *International Journal of Productivity and Performance Management*.
7.   Kaiser, H. a. (1974). Little Jiffy, Mark Iv. *Journal of Educational and Psychological Measurement*. doi:https://doi.org/10.1177/001316447403400115
8.   Kavyashree MB, S. K. (2022). Relationship between Human Resource Management Practices and Employee Engagement. *Brazilian Journal of Operations & Production Management*, 1-16.

9.   Nunnally, J. C. (1994). *Psychometric theory*. NewYork: McGraw Hill.

10.   Robert Eisenberger, i. R. (2020). Perceived Organizational Support: Why Caring About Employees Counts. *Annual Review of Organizational Psychology and Organizational Behavior*, 101-124.

11.   Saks, A. M. (2022). Caring human resources management and employee engagement. *Human Resource Management Review*.

12.   Shafazawana, M. T. (2016). Managing Job Attitudes: The Roles of Job Satisfaction and Organizational Commitment on Organizational Citizenship Behaviors. *Procedia Economics and Finance*, 604-611.

13.   Suharto, S. N. (2019). The Impact of Organizational Commitment on Job Performance. *International Journal of Economics and Business Administration*, 189-206.

14.   Wenyuan Huang, C. Y. (2019). Person–Job Fit and Innovation Behavior: Roles of Job Involvement and Career Commitment. *Front. Psychol*.

15.   Yao, S. W. (2019). Effectiveness of error management training in the hospitality industry: Impact on perceived fairness and service recovery performance. *International Journal of Hospitality Management,*, 78-88.

16   Natesan Andiyappillai; Arivalagan P; Prakash T. "Melioration of the Supply Chain Performance in the Warehouse Management System by Implementing the Fvi-6-Sigma Technique with Beacon Technology". International Research Journal on Advanced Science Hub, 2, 7, 2020, 6-14. doi: 10.47392/irjash.2020.57

17 Menaka J N; Sankar R V; Pranab Mondal; Rakesh Kumar. "Development & Validation of Mathematical Model for Aircraft Susceptibility Analysis for Infrared Signature Studies". International Research Journal on Advanced Science Hub, 2, 7, 2020, 32-40. doi: 10.47392/irjash.2020.61

18 Jakeer Husain; Rehana Anjum; Narsappa Reddy; Jaisheel Sagar; Bushara Anjum. "AC Conductivity Studies on Polyaniline/Cobalt Oxide Nanocomposites Thin Films". International Research Journal on Advanced Science Hub, 2, 7, 2020, 41-43. doi: 10.47392/irjash.2020.62

19 Ramachandran R; Arutchelvan K; Senthamizh Selvan. "Named Entity Recognition using Ensemble Learning". International Research Journal on Advanced Science Hub, 2, 7, 2020, 44-48. doi: 10.47392/irjash.2020.63

20 Shaziya Mohammed Irfan Momin. "Halide Analysis in Water during Festival Periods". International Research Journal on Advanced Science Hub, 2, 7, 2020, 55-59. doi: 10.47392/irjash.2020.65

21 Suneetha V; Salini Suresh; Tejaswini S Majjigi; Pavitra Karabasallavar. "Review and Analysis of Cloud and Fog Computing Platforms". International Research Journal on Advanced Science Hub, 2, 7, 2020, 75-81. doi: 10.47392/irjash.2020.68