



Determinants of job performance and employee commitment: evidence from banking sector of Pakistan

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Abstract

Emotional intelligence plays an important role to enhance the business performance and provide competitive advantage to understand the emotions and behavior of employees. The purpose of this current study is to examine the impact of emotional intelligence and motivation is effect on job performance and employees commitment. The nature of this study is descriptive and quantitative. Survey questionnaire method was used and data have been collected from 200 respondents by applying simple random sampling technique. After apply SPSS on required tests, findings revealed that emotional intelligence and motivation have positive and significant impact on job performance and employees commitment. At the end of this article achievement, suggestion and limitation have also been included for further researches.

Keywords: Emotional intelligence, Motivation, Job performance, Employees Commitment.

Introduction

Everybody have a lot of interest about “Emotional Intelligence and Motivation”. Emotional intelligence has the ability to perfectly pick out emotions, cause emotions so as to support thought, to comprehend emotions and emotional awareness. Emotional intelligence manages about own feeling and being able to handle those feelings; and to motivate ourselves to acquire jobs done, perform at our best level; and be able to hold affairs efficiently. “Motivation” and “Emotions” are resultant from related origins and they are linked to the perception of obligation. These variables “motivation and emotional intelligence” directly related to the other variables like “job performance and Employees Commitment”.

Motivation is much repeated processes that frequently organizes and express the human behaviors with definite objectives¹. Motivation can enhance the job performance of the employees. Job performance is an individual output in terms of quality and quantity predictable from each employee in a specific job. An individual’s performance is the majority of the moment determined by motivation and being able to do the job. Work performance frequently depends on the support, opinion, and other capitals provide by others². But when employees are not motivated, they wasted their time with useless things and reduce interest about their work and commitment. Employees become careless and don’t concentrate on their goals. So, an organization cannot make progress and employees’ commitment also reduce for the mismanagement in the organization. Employees’ commitment is the behavior to give efforts to provide awareness to organizational objectives away from immediate the accuracy to the organization. Employees groups

that are committed to each other give better awareness of objectives of an organization when suitable situation are ensured³. Committed shows strong need to provide their organization and don’t leave their organization. The main problem arises when emotional intelligence and motivation reduce in an organization than employees performance also reduce and create many issues.

In the previous studies, emotional intelligence and motivation factors are used for teachers’ emotions and behaviors paying less attention to the “Employees Commitment”. In Pakistan, few studies are available about these variables. In banking sector emotions and motivation involves in employees’ performance and their commitment to the organization. So the current study is evidencing from the banking sector. Hence, following are some objectives of this study: i. Identifying the impact of Emotional intelligence and Motivation on Job performance. ii. Identifying the impact of Emotional intelligence and Motivation on Employee Commitment.

Literature review: Emotional intelligence and job performance: Emotional intelligence refers to “ability to monitor one’s own and others’ feelings and emotions, to discriminate among them and to use this information to guide one’s thinking and actions”⁴. Such ability improves thinking and realization of emotional knowledge for intellectual growth⁵. According to Fisher⁶ explained that a set of emotional capability is emotional intelligence that allows people to promote the desired outcomes with the use of emotions. Bycio, Hackett and Allen⁷ stated that there are clearly identified that emotional intelligence to be a forecast of performance. Similar studies found that examined the relationship between job performance,

cognitive intelligence, and emotional intelligence in a large public university⁸. Butler and Chinowsky⁹ has revealed the significant role of emotional intelligence in broad range setting involve accounts and business and is relatedness to productivity and job performance. So in banking context, it can be expected that emotionally intelligent persons are better performers than others. Hence, following hypothesis is proposed;

H1; Emotional intelligence positively and significantly related to job performance.

Emotional intelligence and employees' commitment: In the business arena, emotional intelligence has a key value for any employee¹⁰ as they possess the future plan of the company. Giles¹¹ examine that, supervisor of the organization wanted to be more committed. Emotional intelligence in the organization gives trust, positive feedback, statement, and energy. For making the better judgment and can enhance the ability of employees to meet the organization goals then awareness of emotions are using as input. While Poon¹² explained that emotional intelligence has positive benefit on career commitment and success. Thus emotional intelligence is valuable for any employee to be committed with the organization. Hence,

H2: Emotional intelligence positively and significantly related to employees' commitment.

Motivation and Job Performance: Psychological studies stated that the purpose of high-performance result, the motivation must exist in the organization and they can increase the work efficiency. Motivation is significant for the public and private organizations¹³. Johnson¹⁴ examined that, employee motivation is a force that pushes the people to select a particular job and put effort on it. Job performance is the assessment whether an employee performing his or her role well¹⁵. It is a psychological process that gives the interaction between job and work environment persuading the employees for rewards. When organization does not give the reward for those employees who perform well, the job performance becomes decreased and employees are not loyal to the organization¹⁶. Additionally, Agarwal¹⁷ states that it is compulsory to involve the employees decision making and planning for an organization that they implement the higher changes in performance of employees. Employees' motivation and their ability participate together into employees' performance and their difficult task given by the

manager are two purposes to get maximum productivity. Hence it can be hypothesized,

H3: Motivation positively and significantly related to job performance.

Motivation and Employees' Commitment: It is the fact that motivation have the wide concept of commitment and commitment is a force that involves in motivated behavior. Therefore, the nature of commitment is unique for many forces. Commitment and motivation involve at the same time that may be increase or decrease. According to Borman and Motowidlo¹⁸ stated that commitment is the part of motivation process that gives force for making difference between discretionary and non-discretionary behavior and the mindset of different acknowledgment that motivated the company behavior. Motivation must exist in the organization when employees are motivated then employees can do work hard and achieve the goal, employees can participate in organization planning process and they became loyal to the organization. Hence it can be hypothesized,

H4: Motivation significantly and positively related to employees' commitment.

Methodology

Sample and data: The cause of present study is to investigate that how Emotional Intelligence and Motivation influence on Job Performance and Employees Commitment, participation in the banking sector. This Study is descriptive and quantitative in nature. Questionnaire survey method was adopted to collect the date form 200 employees of Banks from all over the province Punjab by applying simple random sampling technique. Questionnaires were distributed among the employees. After one week, questionnaire collected from all bank employees and appropriately 185 questionnaires were shortened for analysis.

Measures: The questionnaire used to collect the required data, all the scales use in this study have taken from previous research. 5-points Likert Scale used in the Questionnaire. The well-organized implement Babin and Boles¹⁹, Hartline and Ferrell²⁰, Netemeyer et al.²¹, Weinbach²² was modified to get information of Emotional Intelligence, adopted 12 items scales, Motivation adopted 5 items scale, and job performance adopted 5 items scales, Employees commitment adopted 5 items scales.

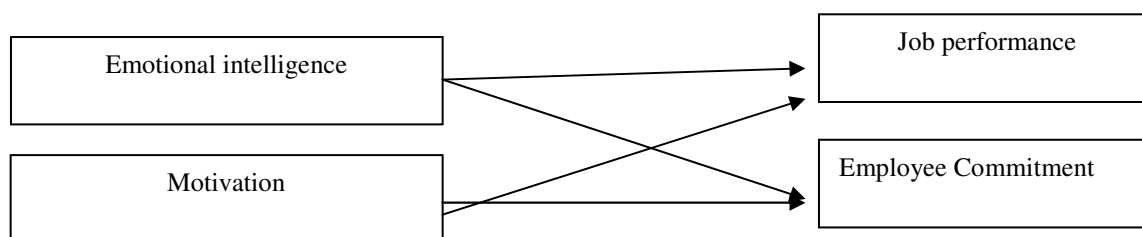


Figure1: Theoretical Framework.

Results and discussion

Study accomplishes in the banking sector and target population includes all the bank employees in Gujranwala. Questionnaires suggest in 25 banks. Mostly respondent was among the age of group up to 25, whose percentage is 61.5%. Following to this 27%, 11% and 0.5% were age group of 26-45, age group of 46-55 and age groups of 56+ respectively. Moreover, respondents were 46%, 47%, and 7% belonged to Bachelors, Masters, and Ph.D. respectively. 26%, 43%, and 31% respondents were doing their jobs as contractual employees, permanent employees and others respectively. 35.5%, 44.5%, 15.5% and 4.5% respondents have up to the 1-year length of service, 2-5 years, 5-10 years, and more than 10 years length of service at visited banks respectively.

The Table-1 is indicating the descriptive statistics, reliability, and correlation among all the variables. The highest value of correlation is 0.693 between employee's commitment and motivation which shows these two variables are correlated with

each other. All the other variables emotional intelligence, job performance also correlated with each other. The mean value indicating that all the responses lie towards agreeableness. The Table-1 shows that the alpha values of all variables are acceptable which shows that data is reliable.

Table-2 elaborated that there is a positive and significant relationship between emotional intelligence and job performance ($B = .68, P < 0.05$). These results are supported to H1. Moreover, findings also revealed that employees motivation is significantly and positively related with their job performance ($B = .45, P < 0.05$) and supported to H3.

Table-3 enlightened that emotional intelligence significantly and positively related to employees commitment ($B = .334, P < 0.05$) and supported to H2. Additionally, there is a positive and significant relationship between motivation and employees commitment ($B = .481, P < 0.05$) and supported to H4.

Table-1: Descriptive, Reliability and Correlation Analysis.

Construct	Mean	S.D.	Alpha	1	2	3	4
Emotional intelligence	3.66	.743	.732	-			
Job performance	3.54	.769	.860	.660**	-		
Employees commitment	3.48	.850	.705	.622**	.600**	-	
Motivation	3.56	.787	.776	.593**	.668**	.693**	-

Table-2: Multiple Linear Regressions.

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	1.045	.206		5.072	.000
Emotional intelligence	.683	.055	.660	12.364	.000
Motivation	.456	.045	.433	10.13	.021

a. Dependent Variable: job performance.

Table-3: Multiple Linear Regressions.

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	.820	.201		4.070	.000
Emotional Intelligence	.334	.187	.309	1.78	0.03
Motivation	.481	.055	.693	13.516	.000

a. Dependent Variable: employees' commitment.

Discussion: The main purpose of the study is to examine the emotional intelligence and motivation is the effect on job performance and employees Commitment. H1 predicted that emotional intelligence is positively related to job performance. The result secure that the relationship between emotional intelligence and job performance, and a potential series of research identified that emotional intelligence to be forecast of performance, the high level of emotional intelligence enhance the job performance, improve career success and create personal leadership⁶⁻⁹.

Similarly, H2 predicted that positive relationship between Emotional intelligence and Employees' commitment. The previous studies shows that the high Emotional intelligence is valuable for any discipline and for making the better judgment and can enhance the ability of employees to meet the organization goals then awareness of emotions are using as input¹⁰⁻¹². Similarly, H3 also predicted that motivation is positively related to job performance.

The previous studies indicated that employee motivation is a force that pushes the people to select a particular job and put effort on it and employees' performance is increase with their work effort to obtain the desire that they want^{14,16,17}. Similarly, H4 predicted that the positive relationship between motivation and employees commitment. The previous studies show that Motivation must exist in the organization when employees are motivated then employees can do work hard and achieve the goal, employees can participate in organization planning process and they became loyal to the organization¹⁸.

Conclusion

This study examined the effect of employees' emotional intelligence and their motivation on their commitment and job performance. Study findings revealed that employees with high level of emotional intelligence and motivation show high level of job commitment and performance. All these findings supported the previous studies which show that all these variables are positively correlated with each other. All these factors emotional intelligence, motivation, job performance and employees commitment are very significant of any organization when these factors increase then the productivity of organization enhance and the ability of employees also improves. It means when emotional intelligence of employees increase and more motivated the employees then the performance of employees also increase, the employees become loyal to the organization because employees involve all the matter of the organization and they have complete knowledge about their organization and can never leave their job.

Limitations and Future Directions: Every study related to research has some limitations areas. The responses of the questions which depend on 5 points Likert Scale create some problems. And we can choose banking sector for this current study and apply all the data on this sector but in future studies to

use these variables emotional intelligence, motivation, job performance and employees' commitment for another sector like software houses, health sector, and educational sector. In these sectors mixed approach touse for data collection.

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