



Interpersonal Process Effectiveness: An Empirical Analysis

Muhammad Ali Saeed * Hina Samdani † Nida Kamal ‡
Muhammad Awais Mehmood §

Abstract: *The purpose of this paper is to establish the role of emotional intelligence in enhancing organizational performance of the employees in the health care sector, while motivation is seen as a moderating factor that strengthens the relationship of the two variables. To understand the concept in the health sector, 200 respondents were selected to provide data on self-administered structured questionnaires. It can be inferred through the results that with the passage of time employees need to use their interpersonal and intrapersonal emotional intelligence skills to perform efficiently and effectively in an organization. This study states that emotional intelligence skills and motivation are essential elements and organizations should pay attention to these antecedents to enhance performance of employees and ultimately attain the organizational goals.*

Keywords: *Interpersonal Process Effectiveness, Interpersonal Emotional Intelligence, Intrapersonal Emotional Intelligence, Motivation, Organizational Performance.*

Introduction

The success of an organization depends on its performance, which states how effectively strategies have been achieved. The organizational performance mainly focuses on its employees who work together to achieve the goals. Organizational performance and capability to be a leader is related to a leader's social, cognitive, and emotional intelligence skills (G. Ryan, Spencer, & Bernhard, 2012). Employee performance contains both the ability to perform task and remain motivated (Ek & Mukuru, 2013). The change in behavior is also due to motivational factors. It is essential to consider factors like extrinsic and intrinsic motivational factors. Basic assumption of motivation states that employee's ability to learn and understand things and ability to perform better at the workplace. The organizational performance also relies on the perceptions of the employees. Traditionally, objective and subjective data is used to evaluate the performance of the employees working in an organization. Prior research has shown that there is lack of consensus on an appropriate set of organizational performance criteria (Al Khajeh, 2018). In order to work efficiently, interpersonal skills are required and help to communicate goals effectively. The researcher has explored on the term interpersonal skills and found that it includes

*Professor, The Millennium Universal College, Islamabad, Pakistan.

†Senior Assistant Professor, Bahria Business School, Bahria University Islamabad, Pakistan.

‡Assistant Professor, Bahria Business School, Bahria University Islamabad, Pakistan.

§Senior Assistant Professor, Bahria Business School, Bahria University Islamabad, Pakistan.

three categories such as leadership, communication process and lastly motivation. Other interpersonal skills include empowerment, persuading others and negotiation. It is stated that researchers have paid little attention to the interpersonal communication skills that managers and employees need to develop.

Interpersonal process recall is a technique that is designed to help individuals to be aware of themselves and others emotion and this helps them to be skilled and productive professionals (Mukhtar, Risnita, & Prasetyo, 2020). During the interaction process, individuals face both pleasant and unpleasant feelings towards the other person. The person with positive energy leaves the other person happy and inspired whereas the negative person does the opposite (Madrid, Totterdell, Niven, & Vasquez, 2018). Managing emotional intelligence that is an important character of individual can lead towards constructive work. The effective management of emotion led towards awareness of one's emotions and also of the other person and this lead towards pleasing interpersonal process (Fulmer & Barry, 2004; Jordan & Troth, 2004). This research will examine the relationship between emotional intelligence and interpersonal process effectiveness and its effect on the organizational performance. It will also help the managers, staff members and teams so as they can increase their productivity at work place. The study will also determine emotional intelligence factors that will further enhance and improve the performance of the employees and also the interpersonal processes that exist within the work place.

In Pakistan with the passage of time, many of the concepts have been adopted by different organization but emotional intelligence is also of great importance. As employees on daily basis have to deal with thousands of other individuals for the sake of their business or any other reason. Interpersonal skills enhance the skills of individuals thus leading to prosperity in both personal and professional life. The focus of this research is to examine interpersonal process effectiveness and organizational performance in the health sector. There is a gap in the research on the effect of emotional intelligence on the performance. Researchers proposed that further studies can also be conducted on practical, emotional and social intelligence factors that in result will help the professionals during selection and other human resource functions and will be having more evidence towards the use of these emotional intelligence skills (Dartey-Baah & Mekpor, 2017). The model could be expanded by adding a variable that is motivation, so as to improve the performance of an organization (Zhou & Bojica, 2017). Researcher suggests that the effect of emotional intelligence on factors like service quality and the job performance. Another important field in which emotional intelligence play essential role is the spirituality of individuals at the workplace and also how it can affect the job performance.

Emotional intelligence is in the testing stage of work outcomes (Cherniss, Extein, Goleman, & Weissberg, 2006). Researcher proposed that there is a need for future research in the field of human performance that in result leads towards organizational performance (Bar-On, 2010). Emotional intelligence can be used for assessing the best performer as these are the best and exceptional performer that led towards the success of organization. Emotional intelligence is related to the performance of the group in an organization. There is a need to examine emotional intelligence in detail and also its impact on team. Now individuals work in teams so it is essential to focus on emotional intelligence and team performance (Jordan & Troth, 2004). Emotional intelligence will be having great importance

for all the employees who are working in teams. Emotional intelligence is the combination of both intrapersonal and interpersonal skills.

Researchers have suggested that there is a need for further research that whether emotional intelligence is related to those individuals having low cognitive intelligence. Emotional intelligence may help them by connecting with different individuals and leading towards high performance. It is difficult to connect with different groups also with those who are having high emotional intelligence factor but this will help them in productive way (Burt, 1992). It is essential to gather data on emotional intelligence, cognitive intelligence and job performance depending on the nature of the job. The future research should also examine how to improve measurement of emotional intelligence. The study should also include positive emotions like excitement, happy etc. as it is also one of the dimension of interpersonal process.

Literature Review

Emotional Intelligence and Interpersonal process effectiveness

One of the emerging concept that is associated to management states that the new form of emotional intelligence is related to organizational performance of the members (Goleman, 1998). This idea helps to state that members with high emotional intelligence factor perform efficiently. Emotional intelligence is defined as the ability to manage and regulate the emotions of self and others. Many organizations have focused on emotional intelligence of employees so as to lead it towards development. The importance of emotional intelligence state that success not only depends on particular abilities but also on emotions. Basically intelligence is defined as the common capability to reason correctly and to solve the problems. So emotional intelligence is termed as the capability to reason accurately also considering the emotions and to solve the emotional issues. Recently emotional intelligence has gained importance in different fields such as in social sciences and also in health sector (Barsade & Gibson, 2007).

In the beginning, the researcher suggested that emotional intelligence has more importance than Intelligence Quotient (Goleman, 1998). In the mean while the studies do not support this statement. Now, the emerging studies recommend that emotional intelligence is related to variables such as job satisfaction and organizational performance of the employees (Ahmetoglu, Leutner, & Chamorro-Premuzic, 2011). The term emotional intelligence is defined as the individual's capability to recognize and handle their and others emotions. Emotional intelligence can help organizations in a number of ways such as reduce turnover rate, allocating efficient leaders, identifying productive teams, enhancing culture, adopting creativity and motivating employees to adopt change (Fernandez-Araoz, 1999). The term emotional intelligence is seeking great importance by the consultants and business experts. It is essential to train every individual to become emotionally intelligent (Reich & Goleman, 1999). Emotional intelligence includes five factors such as understand the feelings of others, controlling negative emotions, interpersonal skills, motivation and self-awareness of one's emotions (Goleman, 1998). Emotional intelligence includes two proportions such as intrapersonal and interpersonal emotional intelligence. The intrapersonal

emotional intelligence deals the emotions of oneself and the interpersonal deals with the emotions of others. These skills include understanding, self-belief, social skills, thoughts, flexibility, cheerfulness, stress management, confidence, boldness and control and many others are included. The use of appropriate emotions and avoidance of some emotions lead towards interaction and thus enhancing organizational performance.

Emotional intelligence is the capability of an individual to make use of emotions that helps in interpersonal process effectiveness. During interaction with environment, emotional intelligence helps to gain win-win situation. Emotional intelligence is defined as managing the internal environment of themselves and others, and also the ability to manage relations in such a way that lead towards productive results (Goleman, 1998). It is essential to develop some competencies that include knowing how to deal others and secondly dealing yourself (Goleman, 1998). An emergent number of authors suggest that emotional intelligence has great influence on work performance of the individuals (Cherniss et al., 2006; Mayer, Salovey, Caruso, & Sternberg, 2000). While some authors have emphasized the importance of emotional intelligence in teams and that enhances the performance (Jordan & Troth, 2004). Emotional intelligence helps individual to work together and to achieve the organizational goals. The past factual data on emotional intelligence state that it affects team performance (Chang, Labban, Gapin, & Etnier, 2012), whereas the performance depends on the interpersonal process (Chang et al., 2012).

Research also proposed that it is essential to have both emotional and cognitive intelligence so as to manage and use emotions therefore; some kind of cognitive intelligence is required. With the changing trends, service sector has gained more importance and are emphasizing to provide better services to their customers. Many things are changing with the passage of time but the demands of customers for quality services are gaining speed (Pritchett & Pound, 2005). The service sector is having more importance and has great impact on organization financial results. Today organizations are finding essential tools that are required by management in order to gain the competitive edge, so in this case emotional intelligence is considered to be an essential factor and this also needs to focus on techniques to improve it. It is essential to allow employees to control their own emotions while dealing with others. While emotional intelligence is stated as emotional labor, and other proposed it as buffering stating that competitive edge is achieved, when personnel handle their emotions appropriately in order to fulfill the requirement of their internal and external individuals.

Researchers have used the term intrapersonal and interpersonal intelligence as a part of emotional intelligence. Though intrapersonal intelligence is defined as to understand one's own emotions and interpersonal intelligence is proposed as ability to understand emotions of others. Emotional intelligence is related with social accomplishment thus leading towards understanding and managing skills (Goleman, Boyatzis, & McKee, 2002). Emotional intelligence is important as twice of those technical skills and intelligent quotient for all jobs. They also proposed that emotional intelligence play important role in high level positions of an organization. In an organization setting, the supervisors are asked to evaluate their own skills, but it is stated that unsuccessful ones rate themselves high (Kruger & Dunning, 1999). It was also suggested that supervisors that underestimate their skills are more efficient as compared to those who over rate themselves (Atwater &

Yammarino, 1992). It is essential to have a model that helps to define emotional intelligence properly so for this some amendments have been made in the model of Goleman mechanism and it includes awareness, guideline, inspiration, compassion and social skills.

Interpersonal process effectiveness includes two essential mechanisms that is to have the effective communication of thoughts and secondly the ability to communicate with other individuals (Bernstein, DeVito, & Calamia, 2019). Interpersonal process effectiveness includes many essential factors but the main focus is on communication and real time scenarios, as it is related to emotional intelligence. Emotional intelligence is related to communication basically for two essential reasons. Firstly, the understanding of emotions that is how environmental influence change the emotion from one state to the other. This states the ability to manage emotions and be able to display them properly during communication (Bohanek, Fivush, & Walker, 2005). Secondly, the emotional intelligence is considered to be an individual's managing behavior that lead towards effective communication. The cognitive model proposed that the high level of emotions reduce the cognitive ability that is required in order to perform the task. Researcher suggests that emotional intelligence skills can lead towards the interpersonal outcomes as it helps to manage emotions in different situations. Whereas emotion management also need intrapersonal emotional intelligence such as to understand and manage the emotions efficiently and also helps in improving performance. Therefore, intrapersonal and interpersonal emotional intelligence is positively associated with emotion management (Choi et al., 2015).

Emotional intelligence is made up of an essential combination of skills and abilities that in return have positive relation with performance and efficiency in an organization (Goleman, 1998). Emotional intelligence is considered to be a significant theory and provide connect between emotional intelligence and individual, teams and organizational performance (Bar-On, 2010). The study proposed that the management emotional intelligence is positively related to the performance of an organization.

Employee Motivation

Motivation is defined as the ability to help others in such a way that they can focus on doing a particular set of tasks efficiently (Kuswati, 2020). The authors suggest that human motivation is linked to emotions. Individuals with motivation achieve professional and personal goals and this also includes emotional intelligence factor. The authors suggest that allowing individuals to be aware about their own emotions, it can also help supervisors as they can ask for solutions of different problems. Factors like admiration and acknowledgment lead towards the motivation of the individuals as these factors are not under the control of the person and here organization plays essential role (Herzberg, Snyderman, & Mausner, 1966).

Motivation is derived from a Latin word *movere* that means to move about. Motivation is a process that encourages and administers actions and performance of an individual (Mahdikhani & Yazdani, 2020). Factors that derive the behavior of individuals can help managers to get the work done and also provide them with rewards. Motivation is also used as a management tool (Sulaiman, Ahmad, Sbaih, & Kamil, 2014). The term motivation is a dimensional and multifaceted topic to explore. Motivation includes two essential factors

that are intrinsic and extrinsic motivation (Dato'Mansor & Jaharuddin, 2020). Motivation is proposed as a procedure that begins with a want that in result drive the behavior of an individual towards the achievement of goal. The authors also proposed that motivated individuals can be marked by their attitude, hard work and dedication towards the achievement of the tasks and thus lead towards effective performance. Motivation is related to goal-oriented actions (Macho-Stadler, Pérez-Castrillo, & Quérrou, 2021). Motivation is described as the way individual act according to their own requirements and needs to perform a particular set of tasks. In different research motivation is defined in different ways, but it includes four phases that are want, stimulation, actions and happiness (Toshniwal & Narendran, 2020).

Employees performances contain the element of capability and motivation whereas capability consist of the required skill and the resources to perform a set of tasks and motivation is termed as internal force that drive the behavior of an individual to achieve a goal (Ek & Mukuru, 2013). Employee's performance depends on the motivation of the workforce that in result drive for higher production, excellence and dedication (Twalib & Kariuki, 2020). Human motivation is under continuous research and a lot of knowledge has been gathered over a period of time (Nguyen, Weinstein, & Ryan, 2021; Schaller, Kenrick, Neel, & Neuberg, 2017). It is essential to acknowledge the relationship of individual and the organization, the self-determination theory states that if employee needs are fulfilled in the workplace this leads towards motivation and thus enhances the performance (Ntoumanis et al., 2021; R. M. Ryan & Deci, 2020). This condition is necessary in order to endorse employee motivation, security and satisfaction (Rigby & Ryan, 2018). The self-determination theory states that individual motivation includes both internal and external forms. The intrinsic motivation of an individual includes such behaviors that are of interest and provide delight after performing it. The organization that fulfill all the needs will enhance the intrinsic motivation of employees and also the self-governing forms of motivation, and lead towards performance, satisfaction and citizenship of behavior. The self-determination theory proposed that the employees who are supported by their organizations lead towards work motivation, and they are ready to perform more tasks. Researchers have also proposed a model of commitment and motivation, emphasizing that commitment is considered to be a stimulating force that activates motivation and this lead towards behavior (Filosa et al., 2020; Rigby & Ryan, 2018).

The researchers proposed that motivation may act as a moderating effect between independent variables and job performance in a workplace (Park & Lee, 2020). Researchers proposed that individuals who are intellectual but not motivated will find ways to avoid doing work and thus leading towards bad performance (Sutanto, Utami, & Diantoro, 2021; Lumbantobing, 2020). Whereas, an individual with high level of motivation but low on intelligence will also not perform up to the mark. Many authors have proposed that personality dimensions of an individual can be taken as a trait for motivation (Baumann & Harvey, 2021; Smith et al., 2021). A common trait used for motivation is conscientiousness. Numerous researchers proposed that achievement is an essential component of conscientiousness (Arbezi & Khormai, 2021; Richardson & Abraham, 2009). Many other authors proposed that conscientiousness is a term that is viewed in terms of achievement (Gatzka, 2021; Richardson & Abraham, 2009). While the term conscientiousness also influences the

job performance of an individual and considering its relationship with motivation such as goal setting.

Organizational performance

The performance of individuals in an organization is collectively referred to as the organizational performance (Chmielewska, Stokwiszewski, Filip, & Hermanowski, 2020). Performance in an organization is measured by the perception of an individual working over there. The performance is measured on the basis of objective data. The other alternative is to gather data subjectively. Still, it is hard to define a particular set of characteristics that lead towards organizational performance (George, Walker, & Monster, 2019). It is true that researchers rely on single pointer, but in general there is agreement on certain internal and external factors that helps in evaluation of the organization (Ahmed, Khuwaja, Brohi, Othman, & Bin, 2018). Prior research has focus on factors related to performance but also neglecting important factors like justice and impartiality so such information can be ambiguous.

Organizational performance is stated as the performance against its goals and objectives (George et al., 2019). The success of an organization relies on its employees and employee's performance is distinct as a role of leadership (Al Khajeh, 2018). A large number of researchers have studied a link between employee and organizational performance. Also, many researchers have discussed that personal and environmental variables influence employee satisfaction and performance in an organization. Various studies stated that employee's satisfaction and performance depend on acknowledgment, fellows, communication, workplace conditions, type of work, organizational policies and procedures, compensation, encouragement, growth, appreciation, direction and safety (Osborne & Hammoud, 2017). Organizational performance is considered as a pointer that states how well their strategies, goals and policies have been achieved. Other researchers proposed that organizational performance is proposed as how well organization achieves its goals (Abualoush, Bataineh, Alrowwad, et al., 2018). Organizational performance helps to measure four dimensions such as profitability, return on investment, customer retention and sales. Also another researcher proposed that organizational performance measure dimensions like sales, staff efficiency, logistics and customer service.

Researcher suggested that knowledge management is positively related to the organizational performance as supported by qualitative literature (Davenport, Prusak, et al., 1998) and also the quantitative literature. Whereas knowledge management practices are related to different measure of organizational performance such as customer confidence, product management and functioning quality and these are also linked with financial performance. Based on this argument it was concluded that knowledge worker enhances organizational performance and thus lead towards excellence financial results.

H₁: Interpersonal Process Effectiveness is positively associated with the organizational performance.

H₂: Employee Motivation is positively associated with organizational performance.

H₃: Employee Motivation moderates the relationship between interpersonal process effectiveness and organizational performance.

Methodology

This study employs a quantitative research approach to tests the research hypotheses, by collecting the data cross-sectionally from the selected respondents. Convenience based, non-probability sampling technique has been used to select respondents from the desired population. To achieve the objectives data was gathered from targeted population for the study, which includes doctors, dentist, pharmacists and management staff from the health care sector of Islamabad and Rawalpindi. The targeted health care institutes include Shifa International Hospital, Pakistan Institute of Medical Sciences and Combined Military Hospital. The response rate greater than 70% is considered to be better-quality and satisfactory for the research as defined by [Sekaran and Bougie \(2016\)](#) and such sample size reduces chances of biasness and is reliable to generalize the findings in a reasonable amount of population. To calculate sample size, we require the number of indicators x 10 respondents. The present study has 20 indicators so minimum sample size should be 200, which has been selected in the study. The data was collected through self-administered questionnaires adapted from prior studies. The indicators address factors namely: interpersonal process effectiveness, formed through intrapersonal emotional intelligence, interpersonal emotional intelligence, motivation and organizational performance of employees. Demographic variables were also included, covering information on gender, age and the employee's occupation. All the variables were measured using a 5-point Likert Scale that includes strongly disagree to strongly agree. The scale for interpersonal process effectiveness, formed through intrapersonal emotional intelligence, interpersonal emotional intelligence was adapted from [Rothman, Simpson, Huelsnitz, Jones, and Scholz \(2020\)](#), motivation from [Kuswati \(2020\)](#) and organizational performance of employees from ([Chmielewska et al., 2020](#)). The data has been analyzed through the Smart PLS software.

Results

The results of the study are presented on basis of reliability and validity to ensure measurement model validity before starting off with hypothesis testing as advocated by [Bollen and Busse \(2001\)](#). On the other hand, the later part of the analysis incorporates the moderation analysis through bootstrapping in PLS.

Demographics

The data has been collected using closed-ended structured questionnaires. The demographics table shows the demographic profiles of the respondents of the study according to gender, age and rank, collected from different health care sectors named as Shifa International Hospital, Pakistan Institute of Medical Sector (PIMS) and Combined Military Hospital (CMH). The Table 1 below reflects that the majority of the respondents were

male 67%. Age group reflects that 42% of the respondents were in the age bracket of 36-45 years. Regarding rank/role 70% of the respondents were doctors and 10% were dentist.

Table 1
Demographic Analysis

	Frequency	Percentage (%)
Gender		
Male	118	66
Female	61	34
Age Group		
20-25	81	8
26-35	69	41
36-45	20	42
Over 46	9	9
Rank/Role		
Doctor	126	70
Dentist	16	10
Pharmacist	14	8
Management Staff	23	12

Factor Loadings, Composite Reliability, Convergent and Discriminant Validity

Validity is basically determined to ensure that the indicators of the construct are measuring the construct in true spirits. Whereas reliability measures and ensures internal consistency of the indicators of the construct. The measurement model incorporates loadings along with composite reliability, convergent as well as divergent validity. The loadings are required to be higher than 0.5, to be acceptable. For all the items of the variables the loadings were found to be greater than .6 as shown in table below.

Table 2
Convergent Validity

Construct	Item	Loadings	CR	AVE
Interpersonal emotional intelligence	IPE11	0.812	0.894	0.678
	IPE12	0.890		
	IPE13	0.801		
	IPE14	0.789		
Intrapersonal emotional intelligence	IPE21	0.797	0.909	0.668
	IPE22	0.781		
	IPE23	0.912		
	IPE24	0.871		
	IPE25	0.711		
Employee motivation	EM1	0.790	0.890	0.620
	EM2	0.776		
	EM3	0.782		
	EM4	0.823		
	EM5	0.765		
Organizational performance	OP1	0.932	0.939	0.721
	OP2	0.779		
	OP3	0.894		
	OP4	0.812		
	OP5	0.901		
	OP6	0.765		

Furthermore, the composite reliability is also calculated that ensures the internal strength

and uniformity among items of the construct. The value of composite reliability needs to be higher than .7 in order to be acceptable (Chi & Pan, 2012). The table below reflects that the composite reliability of the constructs of the study is found to be higher than .7. whereas on the other hand, the AVE i.e. average variance extracted are found to be higher than .5 and these values are within the acceptable values as proposed by Fornell and Larcker (1981) and are reflected in the table below:

Discriminant Validity of the constructs is carried out in order to identify how two unrelated constructs can be differentiated. Discriminant validity of the constructs of the study are analyzed through cross loadings as well as Fornell-Larcker Test and the results are shown in the table below. All cross loadings are within acceptable range. Whereas the Fornell-Larcker Criterion is used to compare the square root of the average variance extracted (AVE) with the correlation of constructs. The values of square root of AVE are shown in the diagonal and bold and are required to be greater than their inter-construct correlations. For the given variables of the study all the values of the square root of the AVE are found to be greater than the correlations of the constructs.

Table 3
Correlations

Variables	Interpersonal Emotional intelligence	Intrapersonal Emotional intelligence	Employee Motivation	Organizational Performance
Inter-emotional intelligence	.823*			
Intra-emotional intelligence	.321**	.817*		
Employee Motivation	.414**	.453**	.787*	
Org Performance	.463**	.488**	.343**	.849*

**P < 0.05

*Square root of AVE is reflected in bold

Testing the Direct and Moderating Relationship

The PLS bootstrapping technique was used to test the hypotheses which have been discussed in Table 5 below.

Table 4
Relation between Variables

	Relationship	SD	t-Value	p-Value	Decision
H1	IE→OP	0.043	13.78	0.003	Supported
H2	EM→OP	0.042	14.41	0.001	Supported
H3	EM Moderator→OP	0.05	15.58	0.000	Supported

**P < 0.05

Based on the results obtained in table 5 above, we can infer that interpersonal process effectiveness (H1) has a positive impact on the Organizational performance (t value > 2 and p < 0.05). It can be seen that employee motivation (H2) also has a direct association with the organizational performance of the employees. It can be further explained that the relationship between the interpersonal process effectiveness and organizational performance of employees is strengthened by the moderation of Motivation with t value = 15.58 and p = 0.000.

Discussion and Conclusion

This study aimed to examine the relationship of interpersonal process effectiveness and organizational performance of employees in the healthcare sector with the moderating role of motivation. The results from the analysis stated that there exists positive relation between interpersonal process effectiveness, motivation and the organizational performance. The emotional intelligence is acknowledged and considered a renowned concept in the social literature ([Cherniss et al., 2006](#)) and is emerging in the health care sector and publications. Emotional intelligence is considered to be an essential positive feature where it is required to understand and manage other individual and to become an efficient person. Emotional intelligence is considered to be an essential and significant concept in the health care sector and is vital for individuals to appreciate and manage the patients and engage in such relations that lead towards efficient performance and also concerned about the patients and employees well-being ([McQueen, 2004](#)). This discussion states that there exists positive relation between interpersonal emotional intelligence and the organizational performance of the health care sector personnel. In the hospitals, the motivation also enhances the performance of staff.

Limitation and Future Research

This study has offered a number of contributions with regard to knowledge and to practice as well. However, there are certain limitations which can be addressed in future researches. This study is limited to the employees of the health care sector. Future studies may collect data from other industries and sectors to study the impact of the given relationship. This study is based on cross-sectional data however future studies may incorporate longitudinal data based on dyads. Furthermore, this study has collected data from individuals and future studies may study impact on teams and groups based data. This study focused on Pakistani context, future studies may be conducted in western context to observe the impact of given relationship in other context to increase the generalizability of the findings of this study. Last but not the least, this study has studied impact of employee motivation as moderator however future research may incorporate commitment as moderator to observe the impact of how it strengthens the relationship of the variables in the given study.

References

- Abualoush, S., Bataineh, K., Alrowwad, A., et al. (2018). The role of knowledge management process and intellectual capital as intermediary variables between knowledge management infrastructure and organization performance. *Interdisciplinary Journal of Information, Knowledge, and Management*, 13, 279309.
- Ahmed, A., Khuwaja, F. M., Brohi, N. A., Othman, I., & Bin, L. (2018). Organizational factors and organizational performance: A resource-based view and social exchange theory viewpoint. *International Journal of Academic Research in Business and Social Sciences*, 8(3), 579–599.
- Ahmetoglu, G., Leutner, F., & Chamorro-Premuzic, T. (2011). Eq-nomics: Understanding the relationship between individual differences in trait emotional intelligence and entrepreneurship. *Personality and Individual Differences*, 51(8), 1028–1033.
- Al Khajeh, E. H. (2018). Impact of leadership styles on organizational performance. *Journal of Human Resources Management Research*, 2018, 1–10.
- Arbezi, M., & Khormai, F. (2021). Relationship between moral conscientiousness and achievement goal: The mediating locus of control. *Journal of Psychology*, 1(97).
- Atwater, L. E., & Yammarino, F. J. (1992). Does self-other agreement on leadership perceptions moderate the validity of leadership and performance predictions? *Personnel Psychology*, 45(1), 141.
- Bar-On, R. (2010). Emotional intelligence: An integral part of positive psychology. *South African Journal of Psychology*, 40(1), 54–62.
- Barsade, S. G., & Gibson, D. E. (2007). Why does affect matter in organizations? *Academy of Management Perspectives*, 21(1), 36–59.
- Baumann, C., & Harvey, M. (2021). What is unique about high performing students? exploring personality, motivation and competitiveness. *Assessment & Evaluation in Higher Education*, 46(8), 1314–1326.
- Bernstein, J. P., DeVito, A., & Calamia, M. (2019). Associations between emotional symptoms and self-reported aberrant driving behaviors in older adults. *Accident Analysis & Prevention*, 127, 28–34.
- Bohanek, J. G., Fivush, R., & Walker, E. (2005). Memories of positive and negative emotional events. *Applied Cognitive Psychology*, 19(1), 51–66.
- Bollen, N. P., & Busse, J. A. (2001). On the timing ability of mutual fund managers. *The Journal of Finance*, 56(3), 1075–1094.
- Burt, R. S. (1992). Structural holes. In *structural holes*. Harvard university press.
- Chang, Y.-K., Labban, J. D., Gapin, J. I., & Etnier, J. L. (2012). The effects of acute exercise on cognitive performance: a meta-analysis. *Brain Research*, 1453, 87–101.
- Cherniss, C., Extein, M., Goleman, D., & Weissberg, R. P. (2006). Emotional intelligence: what does the research really indicate? *Educational Psychologist*, 41(4), 239–245.
- Chi, N.-W., & Pan, S.-Y. (2012). A multilevel investigation of missing links between transformational leadership and task performance: The mediating roles of perceived person-job fit and person-organization fit. *Journal of Business and Psychology*, 27(1), 43–56.

- Chmielewska, M., Stokwiszewski, J., Filip, J., & Hermanowski, T. (2020). Motivation factors affecting the job attitude of medical doctors and the organizational performance of public hospitals in Warsaw, Poland. *BMC Health Services Research*, 20(1), 1–12.
- Choi, J., Chung, G., Sung, S., Butt, A. N., Soliman, M., & Chang, J. (2015). Does emotional intelligence matter in interpersonal processes? The mediating role of emotion management. *Seoul Journal of Business*, 21.
- Dartey-Baah, K., & Mekpor, B. (2017). Emotional intelligence: Does leadership style matter? employees perception in Ghana's banking sector. *International Journal of Business*, 22(1).
- Dato'Mansor, Z., & Jaharuddin, N. S. (2020). Exploring intrinsic motivation and knowledge sharing from the perspective of islamic teaching. *International Journal of Business and Society*, 21(1), 334–352.
- Davenport, T. H., Prusak, L., et al. (1998). *Working knowledge: How organizations manage what they know*. Harvard Business Press.
- Ek, K., & Mukuru, E. (2013). Effect of motivation on employee performance in public middle level technical training institutions in Kenya. *International Journal of Advances in Management and Economics*, 2(4), 73–82.
- Fernandez-Araoz, C. (1999). Emotional intelligence. *Harvard Business Review*, 77(4), 108–124.
- Filosa, L., Cepale, G., Perinelli, E., Cinque, L., Coscarelli, A., & Alessandri, G. (2020). The military academic motivation scale (MAMS). *European Journal of Psychological Assessment*.
- Fornell, C., & Larcker, D. F. (1981). Evaluating structural equation models with unobservable variables and measurement error. *Journal of Marketing Research*, 18(1), 39–50.
- Fulmer, I. S., & Barry, B. (2004). The smart negotiator: Cognitive ability and emotional intelligence in negotiation. *International Journal of Conflict Management*, 15(3), 245–272.
- Gatzka, T. (2021). Aspects of openness as predictors of academic achievement. *Personality and Individual Differences*, 170, 110422.
- George, B., Walker, R. M., & Monster, J. (2019). Does strategic planning improve organizational performance? a meta-analysis. *Public Administration Review*, 79(6), 810–819.
- Goleman, D. (1998). The emotionally competent leader. , 41(2), 36–38.
- Goleman, D., Boyatzis, R., & McKee, A. (2002). The emotional reality of teams. *Journal of Organizational Excellence*, 21(2), 55–65.
- Herzberg, F., Snyderman, B. B., & Mausner, B. (1966). *The motivation to work*. Wiley.
- Jordan, P. J., & Troth, A. C. (2004). Managing emotions during team problem solving: Emotional intelligence and conflict resolution. *Human Performance*, 17(2), 195–218.
- Kruger, J., & Dunning, D. (1999). Unskilled and unaware of it: how difficulties in recognizing one's own incompetence lead to inflated self-assessments. *Journal of Personality and Social Psychology*, 77(6), 1121.
- Kuswati, Y. (2020). The effect of motivation on employee performance. *Budapest International Research and Critics Institute (BIRCI-Journal): Humanities and Social*

- Sciences*, 3(2), 995–1002.
- Lumbantobing, P. A. (2020). The contribution of lecturer pedagogical competence, intellectual intelligence and self-efficacy of student learning motivation. *Budapest International Research and Critics in Linguistics and Education (BirLE) Journal*, 3(1), 564–573.
- Macho-Stadler, I., Pérez-Castrillo, D., & Quérou, N. (2021). Goal-oriented agents in a market. *Journal of Economic Psychology*, 84, 102378.
- Madrid, H. P., Totterdell, P., Niven, K., & Vasquez, C. A. (2018). Investigating a process model for leader affective presence, interpersonal emotion regulation, and interpersonal behaviour in teams. *European Journal of Work and Organizational Psychology*, 27(5), 642–656.
- Mahdikhani, M., & Yazdani, B. (2020). Transformational leadership and service quality in e-commerce businesses: The role of trust and team performance. *International Journal of Law and Management*, 62(1), 23–46.
- Mayer, J. D., Salovey, P., Caruso, D. R., & Sternberg, R. J. (2000). Models of emotional intelligence. *JD Mayer*.
- McQueen, A. C. (2004). Emotional intelligence in nursing work. *Journal of Advanced Nursing*, 47(1), 101–108.
- Mukhtar, M., Risnita, R., & Prasetyo, M. A. M. (2020). The influence of transformational leadership, interpersonal communication, and organizational conflict on organizational effectiveness. *International Journal of Educational Review*, 2(1), 1–17.
- Nguyen, T.-v. T., Weinstein, N., & Ryan, R. M. (2021). The possibilities of aloneness and solitude: developing an understanding framed through the lens of human motivation and needs. *The Handbook of Solitude: Psychological Perspectives on Social Isolation, Social Withdrawal, and Being Alone*, 224–239.
- Ntoumanis, N., Ng, J. Y., Prestwich, A., Quested, E., Hancox, J. E., Thøgersen-Ntoumani, C., ... Williams, G. C. (2021). A meta-analysis of self-determination theory-informed intervention studies in the health domain: effects on motivation, health behavior, physical, and psychological health. *Health Psychology Review*, 15(2), 214–244.
- Osborne, S., & Hammoud, M. S. (2017). Effective employee engagement in the workplace. *International Journal of Applied Management and Technology*, 16(1), 4.
- Park, J., & Lee, K.-H. (2020). Organizational politics, work attitudes and performance: the moderating role of age and public service motivation (psm). *International Review of Public Administration*, 25(2), 85–105.
- Pritchett, P., & Pound, R. (2005). The stress of organizational change. *Pritchett, Dallas, TX*.
- Reich, R. B., & Goleman, D. (1999). Point, counterpoint. *Training and Development*, 53(4), 26–31.
- Richardson, M., & Abraham, C. (2009). Conscientiousness and achievement motivation predict performance. *European Journal of Personality*, 23(7), 589–605.
- Rigby, C. S., & Ryan, R. M. (2018). Self-determination theory in human resource development: New directions and practical considerations. *Advances in Developing Human Resources*, 20(2), 133–147.
- Rothman, A. J., Simpson, J. A., Huelsnitz, C. O., Jones, R. E., & Scholz, U. (2020).

- Integrating intrapersonal and interpersonal processes: A key step in advancing the science of behavior change. *Health Psychology Review*, 14(1), 182–187.
- Ryan, G., Spencer, L. M., & Bernhard, U. (2012). Development and validation of a customized competency-based questionnaire: Linking social, emotional, and cognitive competencies to business unit profitability. *Cross Cultural Management: An International Journal*, 19(1), 90-103.
- Ryan, R. M., & Deci, E. L. (2020). Intrinsic and extrinsic motivation from a self-determination theory perspective: Definitions, theory, practices, and future directions. *Contemporary Educational Psychology*, 61, 101860.
- Schaller, M., Kenrick, D. T., Neel, R., & Neuberg, S. L. (2017). Evolution and human motivation: A fundamental motives framework. *Social and Personality Psychology Compass*, 11(6), e12319.
- Sekaran, U., & Bougie, R. (2016). *Research methods for business: A skill building approach*. John Wiley & Sons.
- Smith, J., Guimond, F.-A., Bergeron, J., St-Amand, J., Fitzpatrick, C., & Gagnon, M. (2021). Changes in students' achievement motivation in the context of the covid-19 pandemic: A function of extraversion/introversion? *Education Sciences*, 11(1), 30.
- Sulaiman, M., Ahmad, K., Sbaih, B., & Kamil, N. M. (2014). The perspective of muslim employees towards motivation and career success. *e-BANGI*, 9(1), 45.
- Sutanto, H., Utami, Y., & Diantoro, A. K. (2021). The effect of idealized influence, inspirational motivation, intellectual stimulation, and individual consideration on HR performance. , 1(3), 100–109.
- Toshniwal, A., & Narendran, R. (2020). An intertwined approach to workplace happiness, workplace motivation and workplace stress: A study on covid-19 lockdown. *Asian Journal of Management*, 11(4), 407–412.
- Twalib, M., & Kariuki, M. (2020). Influence of motivation on employee performance at Telkom Kenya limited. *International Journal of Business Social Sciences & Education*, 2(11), 421–431.
- Zhou, H., & Bojica, A. M. (2017). The role of emotional intelligence in entrepreneurs' perceptions of success: An exploratory study. *International Review of Entrepreneurship*, 15(3).