Exploring the Impact of Emotional Intelligence on Employees' Performance; A Moderated and Mediation Framework

By

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I Mubashar Hussain registration no CIIT/FA19-RPM-002/LHR hereby declare that I have produced the work presented in this thesis, during the scheduled period of study. I also declare that I have not taken any material from any source except referred to wherever due that amount of plagiarism is within acceptable range. If a violation of HEC rules on research has occurred in this thesis, I shall be liable to punishable action under the plagiarism rules of the HEC.

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It is certified that Mubashar Hussain Registration no CIIT/FA19-RPM-002/LHR has carried out all the work related to this thesis under my supervision at the Department of Management Sciences COMSATS University Islamabad, Lahore and the work fulfils the requirement for award of MS degree.

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DEDICATION

I dedicate this thesis to my beloved family. Their constant prayers, love, support, and encouragement have sustained me throughout my life.

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"Start in the Name of Allah who created us and all this universe. I would like to thank Allah for all blessing and everything that I have in my life"

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ABSTRACT

Exploring the Impact of Emotional Intelligence on Employees' Performance; A Moderated and Mediation Framework

The purpose of this research study is to examine the relationship between Emotional intelligence and Employee's performance by exploring the mediating role of work environment and moderation of perceived organization support amongst the employees of a public sector organization (Punjab Safe Cities Authority) a project of Government of Punjab, Pakistan. The Social Exchange theory provide support to explore the relation between Emotional Intelligence and employee's performance. A dyadic relation was used to analyze and collect the data from individual employees as well as the concern supervisors. The current study will contribute towards the area of project management and management science. Further the study will provide better support to future researcher in the area of project management to have significant knowledge about the keywords like Emotional Intelligence, Employee's Performance, Work Environment and Perceived organizational support.

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LIST OF ABBREVIATIONS

EI   Emotional Intelligence

EP   Employee's Performance

WE   Work Environment

POS   Perceived Organizational Support

PSCA   Punjab Safe Cities Authority

CFA   Confirmatory Factor Analysis

VIF   Variance Inflation Factor

Chapter 1

Introduction

Introduction

1.1 Introduction

Employee performance is an important figure that acquire special attention from organization because better performance of employees leads the organization to the ultimate success (Pusparani, 2021). To accomplish the ultimate objectives of an organization, the employee's performance is an absolute thing that is done by an organization to maintain the success parameters of the organization (Aini, Tjahjono, & Rahayu, 2022). Performance is dependent on the various behavior of an individual at workplace like quality and quantity of work and that could control by emotional intelligence (Na-Nan, Chaiprasit, & Pukkeeree, 2018).

Human is heterogeneous in nature and having different emotions and feelings like smell, taste, touch and seeing, and these emotions play vital role in shaping employees' behavior that lead an organization towards success (Scot-Halsell, 2011). Although many organizations hire employees based on their emotional stability so that by using emotional intelligence, employee's performance can be optimized (Muhammad Waqas Chughtai, 2015). Employees with the high emotional intelligence play vital role in organization success by providing best performance with in healthy and smooth environment, while the employees with low emotional intelligence take stress and provide low performance with the organization (Bhopatkar, 2013). Emotionally intelligent employees express smooth individual behaviors towards the team and help to enhance their performance, and EI is the basic understanding of others behaviors and utilizing self-emotions positively to achieve organizational goals (Naseer, 2011). By exploring the previous studies, it was found that major studies cannot discuss the link of Emotional Intelligence with employee's performance with correlation of mediating and moderating role that we are carrying with this study (Bhagyshree M Bhoir, 2019, Huy, 1999). Further this study help the HOD's of other public sector organizations to have better understanding and to get the concept of emotional intelligence and ensure the quality work and high level performance by their employees (Qadar Baksh Baloch, 2014). Based on the previous researches, the current study influences and explained the effective use of emotional intelligence in public sector organization and explore the ways to enhance the employee's performance as there is very limited work done on this topic in Pakistan especially in public sector organization.

With the rapid growth of industrial line, many external factors such as social and economic changes urge organizations to look for modern ways to maximize their organizational performance (Ivan Vratskikh, 2016). To increase work outcomes such as employee's loyalty and commitment, organizations adopt open channel for communication, introduce margin benefits, acquire modern technologies and social tactics to enhance employee's performance (Masa'deh, 2014). Most of previous researches have focused on occupational factors like the net income of an employee, domestic conflict regarding job, anger, stress and leadership (L.Rich, 2010, Afshan Sultana, 2012) but some researchers acquire attention to investigate the individual factors to enhance the individual performance (Jiaxi Zhang, 2014). Another study stated that Emotional Intelligence is an understating about own feelings, and able to handle those feeling positively in different situations, and it further expands to using one's feeling positively to get other maximum output, to maintain relationship positively (Ishita Pant, 2016).

Emotional intelligence is the collection of competencies and capabilities that captures the wide range of individual expertise and skills, and that is mostly referred to as personal soft skills or intra personal skills that are the outbound of traditional range of specific knowledge area (Deshwal, 2016). Emotions are the viral part of our biological setup, and they travel everywhere with us and influences our behavior depending on the situation, EI consist of five major factors which are, acquiring the basic knowledge of one emotion, managing and controlling the emotions, motivating one personal emotions, recognizing others emotions and handling relationship (Goleman, 2011). To acquire the top level of success, organization needs to work on emotional intelligence; by applying the techniques of emotional intelligence on employees, the organization will be able to enhance their employee's performance (Erkut Altındag, 2015).

Performance of an employee is define as the activities or the series of activates which an employee carried out to achieve his goals within the organization, at may also know as the measure of targets and goals of particular employee fulfilled or not, these assigned targets may be checked by quality, efficiency and meeting deadline (Kahtani, 2013). In any organization, there could be various factors that may affects the employee's performance, one of the most common factors is Emotional intelligence (Dr.B.Radha, 2018). There are many parameters that calculate the employee's

performance, declarative knowledge, procedural knowledge and motivation are major areas through which employee's performance judged (Dr.B.Radha, 2018).

Employee's performance with in work place depends on various factors and one of the biggest factors that effects the performance is work environment. To get maximum outcome, the organization desires optimum performance from employees and to achieve optimum performance, employee need friendly and supportive environment (Idris, 2020). Several research studies illustrated that the working environment has significant or a positive role on employees' performance, the research proved that the employee's performance and work environment positively correlate with each other, and management recognize that the optimum work environment optimize the employee's performance (Abdul Raziq, Impact of Working Environment on Job Satisfaction, 2015). Employee's performance also depends on some other factors that are quite different in employee's perspective as well as organization's perspective, employees complaining about unemployment, low salaries and high competition varies organization complaining about unmatched & low qualification, low caliber education and lack of patience (Tanu Goel, 2015).

For any individual or an organization to get success by achieving maximum goals, emotional intelligence play important role, It has been proved that the employees who have batter control on their emotions and have high emotional intelligence would perform well and achieve their maximum goals and targets (Ivan Vratskikh, 2016). A study shows that if employees and managers both have high emotional intelligence, then they both have equal opportunity and ability to argue with each other in such a way that employees have compassionate manager who will not only well understanding about their subordinate but also provide them best opportunities to achieve common goals, simultaneously manger have passionate workforce under his/her commanding authority (Bhagyshree M Bhoir, 2019).

1.2 Statement of Problem

In the modern scenario, every organization need success in any way. Emotional intelligence is one of the best tools that can be utilized by organizations to acquire success especially for project based and temporary organizations (Tanu Goel, 2015). Many researchers argued about emotional intelligence that it is a necessary factor which impacts employees work related achievements and outcomes like job performance and

satisfaction, and the performance is an activity which decides that employee achieve his/her final goals and targets or not (Prati LM, 2003, C Cadman, 2001, Deshwal, 2016, Ivan Vratskikh, 2016). With the globalization of industrial and business line, the organizations realized that to be succeed in organizational environment, they should adopt their emotional experience to enhance employee's moral and solidarity (Pescosolido, 2002). To enhance emotional experience, the organizations adopted a modern technique known as Emotional Intelligence (Yildirim, 2007). A study examined that the fare regulations of emotions lead towards the positive results like smooth relationships, commitment towards work, enhance productivity and finally touchup towards success, and all this done by utilizing emotional intelligence (Oweseni, 2014). Emotional intelligence is considered as an important tool to enhance organizational productivity by enhancing employee development and performance (Daniel Goleman R. B., 2013). Employee performance not only influenced by emotional intelligence but also influenced by working environment as changing in environment conditions either psychologically or physically can create hurdle in employee's performance (Janet Smithson, 2000). Within last 20 years, large number of researchers put their focus on emotional abilities especially emotional intelligence, and found that the emotional intelligence has a significant or a positive relation with employee's performance (Moshe Zeidner, 2012). Likewise, several literatures reviewed focus on the role of EI on employee's performance and they found a significant relation between them (MacCann, 2019).

To explore the theoretical framework, the current study get support from AET (affective events theory) (Weiss Howard M, 1996). AET will provide a better support to study the affective us of emotions in workplace. In Affective events theory, the authors argued that the performance of an employee is based on the emotions and feeling of employee about their working environment and given saturations (Neal M Ashkanasy, 2017). Further, in the light of affective events theory, the researchers argued that the emotions trigger specific events in which an employee can react as the result of learned and historical scripts (John Basch, 2000). Modern researchers believe that emotional intelligence is an important era to be focus on as it plays a key role and has a significant impact on employee performance (Muhammad Munir, 2017). By reviewing the extant researches, it was found that a few limitations like a very few studies have a deep focus

on analyzing the proposed model analysis in public sector organizations e.g. (Sarah K.Davis, 2012).

By exploring above researches, this study found some study gaps and unclear understanding (mediator and moderators) which can also affect the employee's progress. To address the issues, this study explore the relations between EI and employee's performance in situation of work environment and perceived organizational support based on AET (affective events theory) (Weiss Howard M, 1996). The study focuses on the research problem of enhancing the employee's performance by investigating the role of Emotional intelligence. This study based on quantitative analysis to explore the significant relation of emotional intelligence and employee's performance by analyzing mediating and moderating roles of work environment and perceived organizational support respectively. For the purpose of data analysis targeted population is the employees of a project-based public sector organization (Punjab Safe Cities Authority).Punjab safe cities authority is one of the mega projects by government of Punjab, where 2000 employees working 24/7 and continuously faces various issues, as PSCA has delicate balance to maintain with its stockholders included public, other government sectors and its employees. Many times, PSCA faces many conflicts to do right things. Meanwhile, PSCA also faces other problems such as turnover, lack of interest and motivation, and absenteeism from job. Therefore, PSCA build an open invitation to researchers to make detailed research and provide long-term solution to the problems in different aspects. This study will help them to manage one's own emotions and to control emotions positively to increase the employee's performance.

1.3 Research Questions

The study tends to explore and address the following questions;

1. What is the impact of Emotional Intelligence on product employee's performance?
2. Is the relationship of Emotional Intelligence and employee's performance mediated by work environment?
3. To what extent does perceived organizational support moderates the link between Emotional Intelligence and employee's performance.

1.4 Research Objectives

The current study aims to achieve the following outcomes;

1. To investigate the impact of Emotional Intelligence on employee's performance.
2. To examine the mediatory role of work environment on Emotional Intelligence and employee's performance relationship.
3. To examine the moderating role of perceived organizational support on emotional intelligence and employee performance relationship.

1.5 Significance of the Study

The EI and employee's performance correlates with each other in a sense that both seek researchers' attention. Thus, this research has a major contribution of researching on the relation between EI and employee's performance by targeting the mega project of Pakistan. This research targets the effective use of emotions to enhance employee's performance by testing the mediating role of work environment and moderating role of perceived organizational supports. The proposed study model tests how emotions could be used positively to enhance employee's performance? Further, this research aims to clarify weather emotional intelligence and work environment effects employees' performance or not? In addition, this study justify the moderating relation of perceived organizational support on EI and employee's performance relation. Certain times when a new project start in Pakistan specially in public sector, it faces various challenge like political pressure, public interest, lack of completion budget and lack of human resources. This study will provide better support to managers as well as top management to enhance employee's performance by utilizing emotional intelligence with facilitation of work environment and organization support. Current study also provide support to understand the major factors that improve project outcomes by improving employee performance.

This study also describes that the work environment is key factor that directly involves to increase or decrease the employee's performance. The employee's performance automatically improves when appropriate work environment is provided with better organization support. The domain that is chosen by current study has not been discussed in Pakistan, that's why the current study will provide an arena towards best understanding of key factors that improves employee's performance. Furthermore, this

study will also help the researcher in future to further enhance this knowledge arena by exploring further variables.

1.6 Scope of the Study

Employees' performance is considered as the most powerful factor to achieve maximum outcomes within organization. Employees' performance is directly affected by emotional intelligence. This study investigates the bi-side relation of EI (emotional intelligence) and employee's performance. In this regard, an integrative framework has been developed for empirical investigation. Further, current study investigates the mediating and moderating roles of work environment and perceived organizational support respectively. The survey-based quantitative research design is adopted for data collection to complete this research. For data collection, this study targeted a public sector organization Punjab Safe Cities Authority as for population.

1.7 Operational Definitions

This study explores the impact of emotional intelligence on employee's performance in public sector organizations in Pakistan. The study based on mediating and moderating framework. The operational definitions of all variables of the study are as follows:

1.7.1 Emotional Intelligence

Emotional Intelligence is widely defined as various terms like Emotional quotient and Social intelligence etc. and in literature that published with in few decades EI has various definitions and conceptualizations, but the briefest definition of EI is that it is the ability to perceive, manipulate and respond to the emotional information with or without any compulsory understandings (Wang & Lopes, 2020). Further the emotional intelligence can be conceptualize with two basic models with are mixed model and ability model, mixed model stated that the EI is based on one's personality and behaviors like abilities, motivation and personal competencies, on the other hand ability model describe that the EI is the ability to process the emotions related information (Bustamante, del-Barco, Tosina , Ramos, & Lázaro, 2019).

1.7.2 Employees Performance

An employee's performance is a combination of results, outcomes, quality and quantity of work and timeliness, it is the parameter to the measurement of final outcomes and achievements (Ronny, 2020). In a modern world with the rapid growth of economy the competition between organizations increased, so employee's performance is one important factor that is discussed by researcher, keeping in view all aspects the organizations trying to hire trained and high potential employees so that they perform well within the organization (Matilda, Maria, Catalin, Gabriel, & Luiza, 2020). Although the employee performance based on various levels like technological, organizational and individual. Performance would be focused from the top-level management but the achievements and targets are achieved by bottom level (employee) (Tahir Ahmad, 2015).

1.7.3 Work Environment

The work environment consists of everything around an employee at work place that can affect, him/her directly or indirectly (Danang, 2012). The work environment is consisting of everything at workplace where employees perform their activities, an appropriate work environment provide optimal sense of security and safety to employees to work efficiently, if employee found optimal environment then his/her performance would also be optimal (Badrianto & Ekhsan, 2020). The work environment act indirectly and effect the employee performance, just like if employee fee safety and security and like overall his/her working environment then he/she will feel much comfortable him/herself at workplace perform well to enhance overall productivity of organization (Pratama, 2015).

1.7.4 Perceived Organizational support

Perceived organizational support can be stated as it is a belief of an employee that his/her contributions are valued by organization, and organization cares about their efforts and dedication (N. Arasanmi & Krishna, 2019). Perceived organizational support indicates that an employee believe that their employer pay full attentions towards their efforts, concerns and support, and their attention is appreciated by the employer (Lamm, Kharas, & E. King, 2015). Employees who get more support from organization will build positive relation with organization and become performance oriented (Hussain, Khaliq, Nisar, Kamboh, & Ali, 2019).

1.8 Chapter Summary

This chapter has explained the background and introduction of research topic. This chapter briefed about the research variables which would be expressed further in next chapters. This chapter also includes the research gap of previous modern studies and address their brief definitions. The chapter also define the relationship of variables of current study and define the target population. Chapter also includes the information and definition of theory that provide the support to the current study. Scope and significance of current study also describe in this chapter.

Chapter 2

Literature Review

Literature Review

2.1 Literature Review

2.1.1 Emotional Intelligence

Goleman (2001) defined EI as the ability thorough, which an employee could able to screen his own emotions, perceive others emotions, and also could be able to differentiate between various emotions and labeled them according to situation. Further emotional intelligence defined as "it is a skill which could help anyone to perfectly perceive, understand, control and use of emotions to facilitating the thought and behaviors" (John D. Mayer, 2008). Another study argued that a person was considered perfect in the context of emotions if an employee was, able to recognize one's emotions either they are expressed by voice or facial cues (Schutte Nicola, 2013). An emotionally intelligent person could be able to differentiate between various emotions and could be an effective handler of others emotions by manipulating various situations, conversations and body language (Daniel Goleman, 1998). Emotional intelligence is a multidimensional structure that express the ability of an individual to get one's own emotions and expresses them in a natural way accurately and perceive others emotions regulate and control them to achieve valued outcomes including personal growth (Petrides, 2016).

Managing one's emotions and utilizing them effectively is necessary to enhance one's performance, hence employees need to enhance their EI skills to enhance their productivity and performance (Wall, 2008). Emotional intelligence is an individual ability that could be helpful to control social intelligence, relational skills and self-control (Reuven Bar-On, 2000). Literature consider the importance of EI in employees an efficient implication of emotional intelligence in employee's could standardize the physical and psychological health and also improve their quality work, job satisfaction, team work and interpersonal relationships on work environment (Paula A. Harrison, 2010).

A study shows that the employees who cannot control and evaluate one's emotions and control of feelings have low moral toward his performance (Taboli, 2013). EI is highly concerned with the individual's capability to cooperate with other within organization, because it is the facial and physical behavior of an employee, which increase the social

relation with the other employees (Abraham, 2000). Further study shows that an employee who could be able to manage their emotions positively will be able to enhance their performance, employee's satisfaction and trust (Barling, 2000).

Based on above studies, EI is considered a key factor to increase the employee's performance, and it can be considered that emotional intelligence controls the employee's performance in a positive way.

2.1.2 Employee's Performance

Employee performance is employee's targets and achievements that meet the targeted goals. Employee's performance could easily judge by comparison with their coworkers at workplace (Isabel Buil, 2019). An employee's performance has direct concern with his work quality, quantity and timeliness, performance is work results and outcomes that achieved by employee with in the given period (Ronny, 2020). Majority scholar defined employee performance in two major categories that are in role and extra role performance. In role performance is self-based performance means to fulfill its own goals whereas extra role is to perform extra ordinary and to achieve extra outcome and goals that were beyond from his responsibilities (Muhammet Sait Dinc, 2014). The major asset of an organization is its workforce and they play vital role on organizational success by enhancing their performance (Afshan Sultana, 2012). Another research considered employee as the major element of an organization and its success and failure depends on employee's performance (Abdul Hameed, 2011). An employee's performance is a combination of multiple factors such as opportunities, task orientations, capabilities and expertise (Handayani R. , 2015). An employee's performance affected by multiple factors but the most prominent factor is work environment (Rianto, 2016). The overall performance of an employee or an individual is considered number of performance activities performed by an individual or employee (Setyo.Riyanto, 2017).

Although the employee performance based on various levels like technological, organizational and individual. Performance would be focused from the top-level management but the achievements and targets are achieved by bottom level (employee) (Tahir Ahmad, 2015). Employee's performance is the combination of various factors like capabilities, opportunities and environment (Handayani R. , 2015). An employee's performance would be affected by working environment, top management behavior,

and efforts (Setyo Rianto, 2016). (Mangkunegara A. , 2011) Define parameter to measure the quality of employee's performance, in his research Mangkunegara stated that employee's performance has five major categories, which are quality of job and key factors, quantity of job, responsibility, cooperation and initiatives. Affective employees' performance will be achieved if the organization well define the factors that can influences the employee's performance, factors that enhance the employee's performance are emotional intelligence, motivation etc. employee's performance will be increased by using emotional intelligence (Setyo Riyanto, 2017) .

2.1.3 Emotional Intelligence and Employee's Performance

In so far, the social behavior management includes the management of emotions as a compulsory part, and emotional intelligence is considered as a strong indicator of performance (Hochschild, 2012). A research shows the result that the employees who have maximum level of EI would perform better as compared to the employees who have lower level of EI (Victor Dulewicz, 2000). Emotions are crucial part of an organizational life, and management put special attention for the best utilization of employee's emotions as emotional intelligence is considered the crucial part to organizational success and many organizations put on special attentions to attempt and identify the factors which influences the employee's performance at workplace (Priti Suman Mishra, 2010). Many researchers put special attention towards the role of emotions at workplace, as the emotions are the inseparable part of workplace so it required more attention to optimize employee's emotional experiences (Blake E. Ashforth, 1993). Work on the management of emotions has encourage the small and costless factors with in the organizational context that can influences the employee's emotions as well as their performance (Huy, 1999). Therefor the managers can improve employee's performance by utilizing emotions and emotional intelligence. Current model seeks theoretical support from affective events theory by (Howard Weiss, 1996). It states that, the connections between emotions and job performance, behavior, and satisfaction. Two applications to this are negative and positive. Negative application means that there are negative feelings, satisfaction, or performance, while positive application is just the opposite (Muhammad Waqas Chughtai, 2015).

Emotional intelligence has direct and positive relations with employee's performance in almost all types of jobs (Rexhepi G, 2017). Priti and Das have conducted a research

about the EI and employee's outputs and performance, the idea about the research was to explore the relationship of EI and employee's performance and the analysis found the high positive correlations between emotional intelligence and employee's job performance (Priti Suman Mishra, 2010). Law and Wong in their research study found that the EI has a significant positive relation with the employee's performance (Chi-Sum Wong, 2007). Thomas, Tram and O'Hara also examine the relationship between emotional intelligence and their performance and they conclude that the employees who have higher level of emotional intelligence has performed well as compared to the employees who have low level of emotional intelligence (Thomas Sy, 2006). Emotions are the major constitute a driving force behind the human behavior, so human actions and inactions are motivated by human emotions and in the context of an organization, there is a significant that the employee's performance can be influenced positively by utilizing human emotions (Oyewunmi, 2015). By noticing the direct and positive relation of emotional intelligence towards employee's performance the employers have adopted the practice to acquire those employees who have higher level of EI (C Cadman, 2001).

Based on above arguments the study aimed to have more understating to investigate the relationship of emotional intelligence and employee's performance in a public sector organization. So, purposed hypothesis is

H_1: Emotional Intelligence positively relates to Employee's performance.

2.1.4 Emotional Intelligence and Work Environment

The work environment consists of anything that exist around employee at workplace and the environment is a major influence that can influent the task, goals and work outcome by effecting employee's performance (Nitisemito, 2009). Work environment is a set of tools where employee may face various factors around them and that factors effect overall performance of an individual or group (Sedarmayanti, 2011). Further work environment is the combinations of tangible, intangible, psychological and social aspects that characterize the work conditions within workplace (Farhan Mehboob, 2012). Employees who feel more comfort in work environment are more competent as compared to the employees who feel uncomforted in work environment, so management should utilize different techniques like efficient use of EI to improve work environment efficiency to ensure to employees' welfare (Mai Ngoc Khuong, 2016).

Current model seeks theoretical support from affective events theory by (Howard Weiss, 1996).

A high emotional intelligence encourages an employee to establish interpersonal skills and task friendly connections with in work environment (Konstantinos Kafetsios, 2008). Further researches carried out that if an employee has sufficient awareness of using his/her emotions positively then it allows them to create an opportunity for best working environment for other employees of organization (Thomas Sy, 2006).

H$_2$: Emotional Intelligence relates positively to work environment.

2.1.5 Work Environment and Employee's Performance

In a broad perspective, the work environment is subdivided into two categories which are tangible intangible environment and non-physical environment, the physical environment consists of all physical conditions that can affect the performance whereas the non-physical environment consist of conditions that effect the performance such as employee's relations within the workplace premises (Sedarmayanti D. , 2001). An attractive and supportive work environment is an import factor to enhance employee's performance, because a healthy environment provides healthy support to employee performance (George Kafui Agbozo, 2017). Organizations fails to achieve their goals efficiently who fails to provide positive and friendly environment to their employees (Abdul Raziq, Impact of Working Environment on Job Satisfaction, 2015). The employee's performance influenced by the environment in which they work, and the work environment consist of all that physical and non-physical factors that affect their performance (Dr Ruchi Jain, 2014). The relationship between work environment and employees performance seek support from social exchange theory (Cook, Cheshire, Rice , & Nakagawa , 2013). It states that, the relation between work environment and employee performance, behavior, and satisfaction based on give and take policy. Just like if an employee have a suitable and facilitated work environment he/she return the maximum output, and if not then his/her performance also compromised (Nur Damayanti, 2019).

Many researches carried out that a work environment is key factor that determines the strength of employee's performance, as the employee's performance and their willingness to achieve assigned goals with in a time frame base on their working

environment, if employees have supportive environment then they will be highly satisfied to provide best performance and commitment towards target achievement (Temessek, 2009). The improvement in physical requirements of working environment reduce the complaint and improve the productivity of employees (Roelofsen, 2002). If the workplace environment were fully equipped by physical requirement such as sufficient light, noise free atmosphere, proper ventilation, then better performance would be expected by employees (Ajala, 2012).

Importance of work environment could be assumed as the majority employees utilized more than 50% of their duty time at workplace and this can affect their abilities to perform and work performance (Ajibola O. Ogunyemi, 2015). When the environment is fully loaded with all necessary requirement then the employee is ready to perform better and always give their maximum to fulfill what would be expected by them (Chevalier, 2004). Khan investigate in his research with co-researchers that the impact of working environment on employee's performance in education sector in Pakistan and found that there is positive relation between work environment and employee's performance (Saddat Hasnain Khan, 2012). In his research, Ali found that there is positive and significant influent between work environment and employees' performance (Ali, 2015). Budianto and Amelia in their study also found a significant positive relation between work environment and employee's performance (Budianto & Katini, 2015). By viewing all these arguments, it is extract that it's very important to provide best working environment with all aspects to enhance employee's performance, an efficient environment not only effect employees moral but also improve their productivity their mental and physical wellbeing thus with all these aspects this will improves employee's performance automatically (Nur Damayanti, 2019). As the positive relation found between work environment and employees' performance in multiple literatures, so on the basis of above considerations the purposed hypothesis is

H₃: There is a positive relationship between work environment and employee's performance

2.1.6 Mediation of Work Environment between Emotional Intelligence and Employee's Performance

A research defines the physical form of work environment include physical things of workplace like, space, tools, material, noise and physical layout (Suharno

Pawirosumarto, 2017). The quality of all aspect is a will to all organizations and to maintain quality employee's performance should not be compromised and the factor that influence the employee's performance is work environment (Teddy Chandra, 2016). Good performance leads an organization towards success and performance affect by several intrinsic like skills, knowledge and perceived organizational supports while extrinsic factors are work support and work environment (Sri Harini, 2018). The performance is the final results of the work done that is assigned to employees either based on quality or quantity (Mangkunegara A. P., 2015). Work environment is very important in directly influence the employee's performance by influencing the work activities. Work environment needs extra attentions, if a motivational and supportive environment provided to employees then it strengthens the employee's performance (Sunyoto, 2015). The work environment consists of everything around the employee at workplace and that things able to influence the tasks and responsibilities performed by the employee's, and the work environment has large influence on employee's performance. In addition, work environment has several dimensions such as the relationship between employees, coworkers and subordinates, and second is work place environment including lightning and ventilation of air and third is work facilities (Indiargo Dwi Prastyo, 2022). Likewise, the performance can be measured with various indicators like employee's efficiency, quality of work, work attendance and productivity (Joy, 2020). The mediating role of work environment between the relation of Emotional intelligence and work environment is supported by the affective events theory (Howard Weiss, 1996).

A researcher argued that emotions are crucial part of an organization's life and there is room available to seek the attention towards the employee's emotional experiences, so the emotional intelligence is considered a favorable element to get an organizational success by enhancing employee's performance (Priti Suman Mishra, 2010). On the organizational level and based on previous studies it was conclude that the employees who has high level of emotional intelligence may perform better, so the organizations adopted to hiring those employees who have higher level of EI (Rexhepi G, 2017). Further emotional intelligence also has direct impact on work environment as the emotion has better understanding about the "what and how" it also enhances the working environment capabilities (Bhoir & Suri, 2019).

A study stated that the work environment in the organizations has a positive and significant impact on employee performance (Budianto A. T., 2015). Furthermore, it is found in a research study that the work environment has a direct and positive impact on the performance of employee (Hermawan, 2018). A study stated that there is strong impact of work environment on employee's performance, as a comfortable and friendly environment can create scenes of open communication between employees and understand the sensitivity of each other's emotion and that enhance their performance ultimately (Teddy Chandra, 2016). On the basis of above considerations, the proposed hypothesis is

H4: Work environment mediates the relationship between emotional intelligence on employee's performance.

2.1.7 Moderation of Perceived Organizational Support between Emotional Intelligence and Employee's Performance

Employees performance is an important factor that leads towards ultimate success and the employee's performance can be optimize only if the organization provide efficient care and necessary support to their employees (Hussain, Khaliq, Nisar, Kamboh, & Ali, 2019). Therefore, it is very necessary for an organization to pay good attention, support the work and own their good suggestions of their employees so that they can do their jobs well (Aini, Tjahjono, & Rahayu, 2022). Employees who get more support from organization will build positive relation with organization and become performance oriented (Hussain, Khaliq, Nisar, Kamboh, & Ali, 2019). The study has observed that the organizations and the projects that pay attentions and take well care of their employees could have more employee's engagement towards work (B.Carnevale & Hatakb, 2020). This is because an employee has focus on the relation with their organization that weather the organization support them and valued their work or not? (Shabbir, Naz, & Dutt Trivedi, 2021). If an employee has feeling that their organization have week or no support towards them then the employee's may lose their attention towards work (Omar, Halim, Ahmad Zamani, & Farhadi, 2011). This may lead an employee to deep thought towards the job switch or to leave his/her job (Dawley, D. Houghton, & S. Bucklew, 2010).

Perceived organization support impact psychologically on employee's emotions as well as its performance, positive emotions of an individual directly improve the emotional

intelligence and EI ultimately improve employee's performance (Deshwal, 2016). Research argued that many factors impacts on employee's performance but the Perceived organization support is one of important factor, it was clearly that if an employee has high perception that his work and struggle is directly supported by the organization then it positively impacts on his/her performance (Dawley, D. Houghton, & S. Bucklew, 2010).

Based on the above conducted research it is observed that the perceived organizational support has stronger and significant relation with employee's performance. Social exchange theory helps us to understand the relation and provide us ease to adopt the concept of perceived organizational support to get idea of the relationship of the employee and organization.

Therefore, considering effects of perceived organization support on emotional intelligence and employees' performance, it is hypothesized that;

H_5: Perceived organizational supports moderate the relationship between Emotional intelligence and employee performance.

2.2 Theoretical Modal

The current study modal stated that employee's performance could enhanced by the affective use of employee's emotions. The study also explores the mediation and moderation variables on this relation. The proposed model used in the study is as follows:
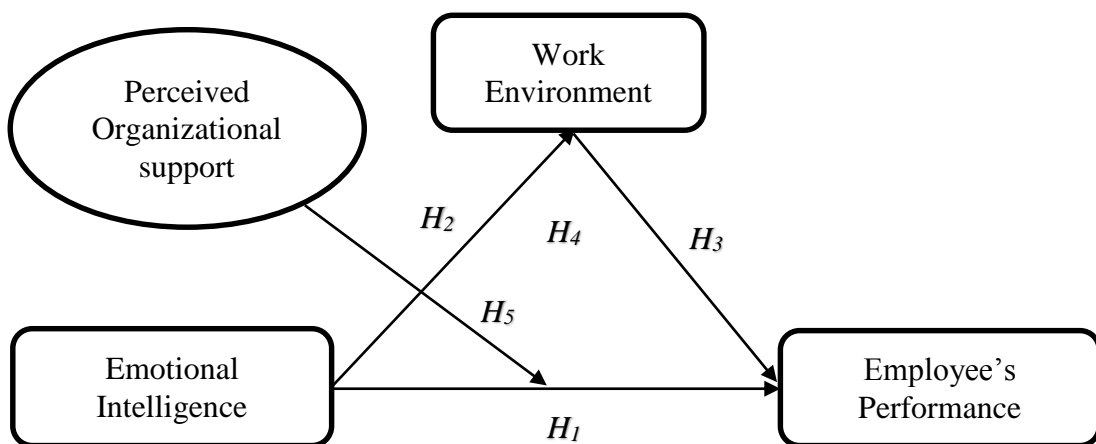
Figure 2. 1: Theoretical Modal

2.3 Hypothesis

- **H_1**: *Emotional Intelligence positively relates to Employee's performance.*

- **H_2**: *Emotional Intelligence relates positively to work environment.*

- **H_3**: *There is a positive relationship between work environment and employee's performance*

- **H_4**: *Work environment mediates the relationship between emotional intelligence on employee's performance.*

- **H_5**: *Perceived organizational supports moderate the relationship between Emotional intelligence and employee performance.*

2.4 Chapter Summary

This chapter describe each variable individually and their impact and relations with each other. This chapter also discussed the supportive theories, Affective events theory (Weiss Howard M, 1996) and Social exchange theory (Cropanzano & S. Mitchell, 2005). Further this chapter stated the theoretical framework of current research, and also describe the hypothesis based on the theoretical framework.

Chapter 3

Research Methodology

Research Methodology

3.1 Introduction

The primary aim of the current study is to investigate the impact of emotional intelligence on employee's performance. The current study is descriptive in nature and initially focused on the level of emotional stability of the employees and further it explain the impact of EI on overall performance of employees. Further the study established the relation of mediating and moderating variables with the dependent and independent variables. Data collection method used in current study is survey method, and Data is collected by distributing the questionnaire among the employees of Punjab safe cities authority Lahore. Convenience sampling technique is used to collect data from sample. The questionnaire was distributed directly to employees in hard form, a simple self-administered questionnaire is designed to collect data from employees as well as the supervisors so to complete the dyadic relation to reduce biasness.

3.2 Research Paradigm

Research paradigm is an understanding and belief about the nature of reality, which could be define as what we will get knowledge about it by going the through the learning process (Rehman & Alharthi, 2016).

Research paradigm has three major assumptions which are as follows.
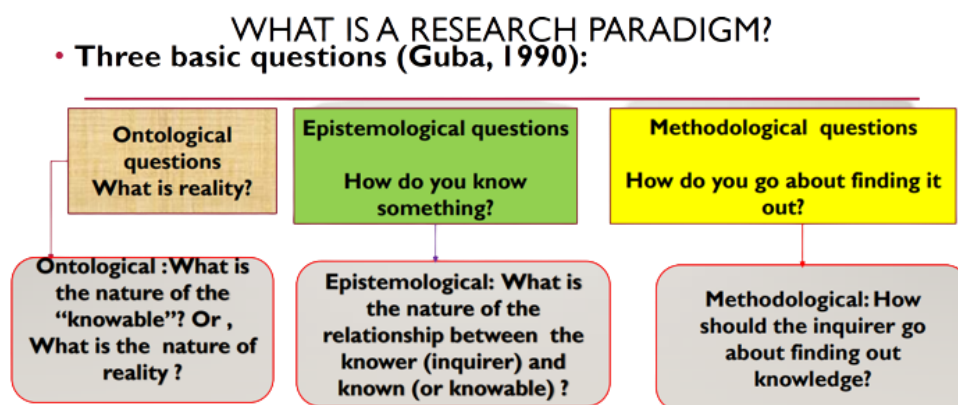
Figure 3.1: Research Paradigm Framework

A research paradigm has three major assumptions which are ontology, epistemology and methodological/ methods. In simple world research paradigm is a way to understand the reality of world by studying its facts and figures.

Mostly researchers use two methods or philosophies that are positivism and constructivism, positivism use quantitative research design whereas constructivism uses the qualitative research design.

The research philosophies describe the nature and source of investigation of current study, it includes the major assumptions about how the current study get supported by the past researches or how it would investigate the hypothesis that are developed in it. The current research study is based on hypothetical deductive research method in which the past and present researches provide support and demonstrate the suggested hypothesis in the current study.

As the current study investigating its variables through a dyadic relation where the dependent variable questionnaire is filled by supervisors and the rest data is collected by employees. A quantitative approach is used and valued to reach the population and collect the data. Hence the quantitative approach is used to collect the quality and accurate data from desired population to demonstrate the relationship of variables which are used in the research.

The current study uses positivism paradigms in which quantitative research methods is used to investigate and interpret the population.

3.3 Research Questions

The study tends to explore and address the following questions;

1. What is the impact of Emotional Intelligence on product employee's performance?
2. Is the relationship of Emotional Intelligence and employee's performance mediated by work environment?
3. To what extent does perceived organizational support moderates the link between Emotional Intelligence and employee's performance.

3.4 Research Design

In conducting quantitative research, data is collected through questionnaires for clear representation and better interpretation of responses. Sample was profiled with a high focus on number and has a time constrain. Cross-sectional method was used for the

study. It analyzes variables of data collected at one given point in time from a sample population. Data was collected from the employees and supervisors (dyadic survey) of Punjab Safe Cities Authority Lahore. Questionnaires was distributed to the employees and supervisors in the form of hard copies. The responses were score accorded. Then statistical interpretation and analysis of data was done. The measurement instrument is divided into two parts. The first part measures demographic factors and second contains items that are adopted from existing material. Primary data was used for analysis purpose.

3.4.1 Type of Study

The study is used to investigate the impact of emotional intelligence on the employee's performance in public sector organization in Pakistan, to finalize the results the current study uses the co-relational study method. In this regard, the project based public sector organization has been targeted to collect the required data. Initially, 300 questionnaires were distributed among the employees of Punjab Safe Cities Authority, Lahore. 270 usable responses were collected from the 300 distributed questionnaires. Almost 90% genuine responses collected because the questionnaire were distributed by researcher's himself during the duty hours. The sample was selected in such a way that they represent the whole organizations.

3.4.2 Unit of Analysis

The unit of analysis is a vital part for any type of research, as it varies research to research. Different research studies have various scope of unit of analysis, it could be varying from an individual to group and mega project or organizations. As the current study investigates the impact of emotional intelligence on performance in the public sector, therefore the unit of analysis in the current study are dyads consisting of the employees and their concerned supervisors of Punjab Safe Cities Authority, Lahore. To assess the employee's performance, the project supervisors who are allocated to different units within the organization filled the performance questionnaire of their respective employees. Data for other variables have been filled by employees.

3.4.3 Population and Sample

Population is the group of subjects that are under study to carry out the results of research. Since the current study seek to focus on the employees of public sector and

project-based organization, the desired survey was completed by acquiring the data form the employees and supervisors of a state-of-the-art public sector organization Punjab Safe Cities Authority Lahore. PSCA is a developmental public sector organization that is owned by Government of Punjab Pakistan. PSCA has approximately 1000 active employees including top management, supervisors and subordinates. Almost all of these employees working inside the same building (PSCA head office) under same physical work environment in three shift 24/7. Data was collected according to the willingness and availability of the employees.

3.5 Survey Method

The current study is based on quantitative research and the data is collected from the population by distributing hard copies of well-structured self-administered questionnaire. The advantage of questionnaire is that it is easy way to collect data from large sample size with in short time period in a generalized form. Sample size has been determined in number and due to time constraints, (which might affect the data collection procedure) sample size is one third of population size.

A well-structured self-administered questionnaire is designed in such a way that every respondent was informed by written statement that the purpose of this data collection was purely scholastic and for research purpose, and data was just collected to state the impact of emotional intelligence on employee's performance under mediator and moderator variables. Respondents were clearly briefed that their information and data would be kept fully confidential and the purpose of data collection is just for the academic purpose.

All constructs and variable were measured by using multiple items that would be calculated by using five-point Likert-type scales, ranging from "1" (strongly disagree) to "5" (strongly agree). Questionnaire address the following variables, emotional intelligence, employee's performance, work environment and previewed organizational support.

3.6 Target Population

Current research study targets employees and supervisor of Punjab safe cities authority Lahore. The questionnaires regarding latent variables like Emotional intelligence, previewed organization support and work environment were distributed to the

employees and questionnaires regarding the dependent variable employee's performance was distributed among the immediate supervisors of concerned supervisors. The questionnaire was distributed among employees and supervisors in hard copies and printed form. Since PSCA is working 24/7 in three shifts of day, evening and night so the questionnaires were distributed in all shift simultaneously to the available employees and concerned supervisors.

Based on the nature of the current study, the survey seeking to collect data from all employees of PSCA, but due to time constraints and other limitations it is not possible to approach each employee of PSCA, so a random employee was selected who were representing the whole organization.

3.7 Sample Determination and Data Collection Procedure

Sampling plan and determination is a process to finalize the sample size and collect the require data from given time constraints. The current study seeking to be done the data collection process from the employees of PSCA.

As it was clearly discussed that the targeted population for current study is the employees and supervisors of Punjab safe cities authority. As the current study seeking to complete its survey in public sector project-based organizations in Pakistan, hence by viewing the past couple of year study found PSCA is suitable target to be chosen as for population. As PSCA is state of art project by Government of Pakistan, because fully instrumented on international standard level. Although PSCA is fully equipped with latest technology and hired highly qualified staff instead of all these it faces many challenges like employee's performance. Because to all these reasons study determined to select PSCA as for population to conduct survey. Majority employees of PSCA working in head office located in Lahore but about 20 to 30% of employees are serving in the other districts of Punjab. So, the main focus of the study is to approach randomly available employees either they are serving in head office of deployed in remote office that are located in other districts. There were total 300 questionnaire distributed among employees of PSCA by distributing printed forms of questionnaires and about 280 completely filled responses were collected. According to Rescoe' s rule, the sample size should be larger than 30 and less than 500 is adequate, so a sample size of 300 among the 1000 of total employees of PSCA was distributed.

The research independent variable (Emotional Intelligence), mediator (Work environment) and the moderator variable (Perceived organizational support) were reported by the core team of employees who were working in the organization and have direct impact on overall project performance. Whereas the employee's performance reposes were collected from respective concerned supervisors.

3.8 Research Instrument

The research instrument that is chosen to complete the current study includes questionnaire with the relent items for data collection, being focused researcher and depending on the nature of current study and the chosen population for the study. Items were adopted from past researches. A well-structured and self-administered questionnaire is developed and will be used to gather information from employees and supervisors to maintained dyadic relation. It is developed by focusing on specific rules for questionnaire format (Borg & Gall, 1983). According to which, instructions are brief and clear, questions organized in logical sequence, attractive for respondents and was easier to complete. In addition, simple English based language is used for respondents' understanding.

3.9 Measurement of the Variables

All constructs and variable were measured by using multiple items that would be calculated by using five-point Likert-type scales, ranging from "1" (strongly disagree) to "5" (strongly agree). Questionnaire address the following variables, emotional intelligence, employee's performance, work environment and previewed organizational support. All questionnaires were distributed directly to employees and their concerned supervisors.

3.9.1 Emotional Intelligence

16 items developed by (Wong, 2002) was adapted to measure emotional intelligence. An example of sample item used is: "I always tell myself I am a competent person." The rating scale of developed items were ranged from 1= Strongly disagree to 5= Strongly Agree.

3.9.2 Employee's Performance

To measure employee's performance 07 items adopted from (Williams & Anderson, 1991) proposed scale. Sample items are; "Adequately completes assigned duties."

The rating scale of developed items were ranged from 1= Strongly disagree to 5= Strongly Agree.

As the research is based on dyadic relation, so the items of dependent variable were reported by the supervisors.

3.9.3 Work Environment

To measure work environment 16 items adopted from (Ramli, 2019) proposed scale. Sample items are; "I always complete the duties specified in my job description."

The rating scale of developed items were ranged from 1= Strongly disagree to 5= Strongly Agree.

3.9.4 Perceived Organizational Support

To measure organizational support 08 items adopted from (Robert Eisenberger, 1986) proposed scale. The original survey contains 36-itme questionnaire from which Robert Eisenberger selected 17 items with the larger factor structure coefficient on the desire factor to minimize the scale. To conduct the current study, we have reduced further 17 items into 8 so that it could be used with the lengthier surveys. We have reduced the scale items based on study which supported the items that have the value of a between the range (Robert Eisenberger, 1986) from .74 to .95 (Robert, Peter, & Valerie, 1990). Sample items are; "The organization values my contribution to its well-being."

The rating scale of developed items were ranged from 1= strongly disagree to 5= Strongly Agree.

3.10 Data Management and Analysis Technique

Data evaluation is a procedure to process the raw data which consist of collecting the data in a manageable format and then extracting it and form groups of choices. The process consists of manipulation of raw data which could be presented in the format of pictures, charts, tables and graphs. The research hypothesis is testing by using extracted data as the current study is the combination of descriptive and quantitative in nature. The process was carried out on AMOS and (Statistical Packages for Social Sciences) SPSS 21.0 version for windows. Before the final testing the current studies hypothesis,

a series of tests was performed to assess the data normality, factor analysis, multicollinearity, correlation analysis, and constructs' reliability & validity. For testing the hypothesized model, Process Macro Hayes Model No. 5 was used.

The overall procedure is carried out on SPSS 21.0 version based on windows operating system.

3.10.1 Descriptive statistics and Data Normality Test

Descriptive statistics are supposed to be an informational coefficient of given data which have the characteristics of whole population or sample size. The collective data that is collected from sample of given population are summarize into central tendency measures for better understanding of data. Well known central tendency that could be used to manipulate the data are mean, median, mode, variance, standard deviation, kurtosis and skewness.

After the successful collection of measurements of data from sample size a normality test is used to determine whether the collected data has normal distribution or not. A required set of tests like t-test, one way and two-way test ANOVA run to check the proper distribution and normality of data. Further normality test is used to decide whether the data has random and equally distributed among population or not.

3.10.2 Factor Analysis

To summarize the all items of latent variables the current study uses factor analysis, in which larger number of variables are reduced to fewer factors. Like other researches the current study uses two factor analysis, the first is Exploratory factor analysis (EFA) and the second one is confirmatory factor analysis (CFA). Both analysis are done with the help of SPSS, and decisions are made with help of given results.

3.10.3 Common Method Bias

Common method bias usually occurs when the data for various variables are collected form same person with help of self-explanatory questionnaires. Although the current study investigates the dyadic relation in which responses were collected from employees as well as supervisors, so it has minimum tendency of having common method bias. To check the existence of biasness the full collinearity VIF is used which addressed the biasness of constructs.

3.10.4 Construct Validity

Construct validity is mostly used to measure those variables that does not have specific scale or ranges like intelligence and happiness. The construct validity addressed the missing irrelevant and incomplete data about the element. To check the validity of questionnaire containing the detailed items of latent variables the current study calculate the latent construct by using Average Variance Extracted (AVE) by using Fornell and Larcker's (1981) method.

3.10.5 Instrumental Reliability

Cronbach's alpha coefficients and Composite Dependability are used to evaluate reliability; they should be higher than the recommended standard of 0.7 (Nunnally & Bernstein, 1994). For research purposes, the instruments must have a minimum or above then the reliability of.70. A higher reliability then 0.70 is preferred. A reliability of.70 indicates a 70% consistency in the ratings.

3.10.6 Correlational Analysis

Correlation analysis is a procedure which clarify that if there is a relation accurse between two different variables or not? It also used to determine the strength of relationship between the latent variables. The current study also uses the correlation analysis technique to check the existence of relationship as well as strength. Correlation analysis was done once the quantitative data has been collected from respondents by using any suitable techniques like Questionnaire, surveys and polls. Once correlation analysis done it is very clear that weather there is notable relation exist between variables or not.

3.10.7 Analysis Technique

Once the data was collected from the respondents the data analysis done by using the relevant statistical tool for current study SPSS was preferred. Most probably two data analysis techniques used to analyze the collected data one is regression analysis and other one is hypothesis analysis. Current study uses regression analysis techniques to analyze the collected data as it is very common among researchers and more beneficial technique to analyze the influence of independent variable over the dependent variable. The regression analysis technique is further divided into two sub categories which are simple linear regression analysis technique and multiple linear regression technique.

Simple linear regression technique deals with simple relation of single variable as dependent and independent but in multiple linear regression there would be more than one variables as dependent in relation.

3.11 Data coding and Data Entry

Coding, in its broadest sense, refers to the conversion of responses from a research instrument into a machine (computer) readable format. The instrument is often a list of written questions, although it is also feasible to gather data using spoken instruments. These could include written and oral exams in the educational setting. After the data coding procedure the coded format of variables are moved to PC in a well-managed readable form for analysis purpose.

3.12 Chapter summary

This chapter consist of complete details and methodology of the current study. Initially this chapter includes the major topic of research like paradigm, design and method of the study. Data collection procedures and targeted population also discussed and the complete structure of theoretical framework also described in this chapter. Later on, this chapter include the data analysis techniques and hypothesis testing techniques.

Chapter 4

Results and Analysis

Result and Analysis

4.1 Introduction

As theoretical framework of current study is discussed in earlier chapters, now this chapter reviews the results and findings of the data that is collected form respondents. The data is processed by using various tools and techniques which was discussed in earlier chapter. This chapter also describe the results of data by applying various tests like validity and reliability tests and mediation and moderation impact on the theoretical framework. All the finding is discussed in the light of past studies and researches. All the data was collected from respondents in descriptive form and later on that was synchronize in useable manner with the help of different tools. The data was collected in two phases, in first phase a descriptive questionnaire was distributed to the employees of targeted population and in second phase the data was collected from the immediate supervisors of the respondents to fill out dyadic relationship. Finally, this chapter reviews the regression results by using the WarpPLS.

4.2 Data Processing and Analysis

Almost 300 questionnaires were distributed to the employees of PSCA and on parallel to it 300 questionnaires containing the reference (of same forms which were distributed to employees) were distributed to their concerned supervisors to fulfill the dyadic relations proposed this study. Among 300 questionnaires after excluding few incomplete and incorrect forms, 280 completely filled questionnaires were received from the employees. Collected data was check for any misfiled and mistakes and complete 280 responses were extracted and then the dyadic forms were distributed to the supervisor with the information list of employee's responses so that the concerned supervisor fill the responses against each respondent employee. As almost 300 questionnaires were distributed to employees and about 280 responses were extracted that are complete and accurate so the response rate is 93%. The current response rate was acquired because of some affective techniques. First of all, a permission was taken from the top management and High officials of the organization and then a special and official announcement was made, in which every employee was requested to fill the questionnaire without any hesitation and biasness. Furthermore, it was described that the employee's responses were keep confidential and data collection was mad only for academic purpose.

The proposed questionnaire was designed in a way that it could be easy organized and the data was easily statistically analyzed. Two separate questionnaires were developed as the study is based on dyadic relation. One questionnaire was designed to collect data from employees and another was designed to collect data from supervisors. Both questionnaires were based on 5-point Likert scale. The employee's questionnaire was disturbed into two major sections one contained demographic information and other contained variables items. The demographic section contains demographic information such as gender of employee which was code 1(Male) and 2(Female) likewise the qualification was coded from 1 to 5 and monthly income was coded from 1 to 5 furthermore age, marital status and job experience was code from 1 to 4. The collected data was entered into system software in the form of tables. The output file contains the value of each item about the respondent and displayed in the table format so that it could be statistically analyzed.

4.3 Respondents Profile

The demographic values that considered in this research are the employee's gender, age, academic qualifications, their monthly income, marital status and their job experience in the current organization. As the current study is based on dyadic relationship, so two different questionnaires were developed and distributed to the employees and supervisors.

The sample characteristic of the collected data is as follows

4.3.1 Frequency Analysis
a) Gender of Respondents

Gender is considered as an important element as it was always highlighted to maintain gender equality. Both male and female employees were given equal opportunity to collect data. For the purpose of data collection, it has been tried to prioritize gender equality but despite of all resources, this study observed that the ratio of male employees is greater than the female employees. This is because of the hiring policy of organization which was that, male employees hired three time more than female employees.

Table 4.1 shows the frequency and percentage of gender distribution (Male and Female). The current table evident that among all respondents there were 72.1% males and 27.9% females.

Table 4. 1: Gender Distribution.

Gender	Frequency	Percent
Male	202	72.1
Female	78	27.9
Total	280	100.0

b) Age of Respondents

It was observed that respondents do not feel comfortable to disclose their age openly, as it was a truly personal information so it's very hard to collect such information. To sort out this issue an age information was collected by providing wide range of ages from the employees.

Table 4.2 shows the frequency and percentage of age distribution. The current table evident that among all respondents just 1.1% employees having age ranging between 18-22 years, 28.2% employees having age ranging between 23-27 years, 63.2% employees having age ranging between 28-32 years and only 7.5% employees having age above than 32 years.

Table 4. 2: Age Distribution.

Age	Frequency	Percent
18-22	3	1.1
23-27	79	28.2
28-32	177	63.2
Above than 32	21	7.5
Total	280	100.0

c) Qualification of Respondents

Education is an important element which values a lot to the dignity of the whole nation. As the education is a major source of every aspect even education change employee's behavior towards their organization and working environment. Education opens many paths towards easy access to achieve one's goals, even it has a direct impact on the emotional intelligence of any employee.

Table 4.3 shows the frequency and percentage of qualification distribution of employees. The current table evident that among all respondents just 1.1% employees having qualification of Intermediate, 13.9% employees having qualification of Bachelors, 60.0% employee's qualification of Maters and only 25% employees having qualification of MPhil and above.

Table 4.3: Qualification Distribution.

Qualification	Frequency	Percent
Intermediate	3	1.1
Bachelors	39	13.9
Bachelors/Master	168	60.0
MPhil and above	70	25.0
Total	280	100.0

d) Monthly Income of Respondents

Employee's monthly income is also an important demographic information that may directly impact on the emotions and behaviors of an employee at work place. Although it is also a personal question to ask any bodies monthly income but as we can't ask employees name and also same as age salary is also asked in the range format so that employee does feel hesitation to describe his/her salary package.

Table 4.4 shows the frequency and percentage of monthly income distribution of employees. The current table evident that among all respondents just 1.4% employees having monthly income ranging between 31k-40k, 9.3% employees having monthly income ranging between 41k-50k, 46.4% employees having monthly income ranging between 51k-60k, 33.9% employees having monthly income ranging between 61k-70k and only 8.9% employees having monthly income of 71k and above.

Table 4.4: Monthly Income Distribution.

Qualification	Frequency	Percent
31k-40k	4	1.4
41k-50k	26	9.3
51k-60k	130	46.4

61k-70k	95	33.9
71k and above	25	8.9
Total	280	100.0

e) Marital Status of Respondents

Marital status of an employee is also an important demographic value of an employee that effects employee's performance and emotional intelligence directly or indirectly. Marital status can put bi directional impact on employee's performance.

Table 4.5 shows the frequency and percentage of marital status of employees. The current table evident that among all respondents' just 41.8% employees were unmarried, 54.3% employees were married, 0.4% employees were widow and only 3.6% employees were divorced.

Table 4.5: Marital Status Distribution.

Marital Status	Frequency	Percent
Single	117	41.8
Married	152	54.3
Widow	1	.4
Divorced	10	3.6
Total	280	100.0

f) Job Experience of Respondents

To collect the data of job experience of employees there were ranging introduced so that all employees would be distributed into groups. It's very important to collect experience data in the form of ranges so that employees can easily fill their information.

Table 4.6 shows the frequency and percentage of marital status of employees. The current table evident that among all respondents' just 0.4% employees were having experience of less than 1 year, 49.3% employees were having experience of 1-5years, 43.2% employees were having experience of 6-10years and only 7.1 % employees were having experience of 11 years and above.

Table 4.6: Job Experience Distribution.

Experience	Frequency	Percent
Less than 1 year	1	.4
1-5 Years	138	49.3
6-10 Years	121	43.2
11 Years and above	20	7.1
Total	280	100.0

4.4 Descriptive Statistics and Normality Test

Descriptive statistics use numbers to quantify the qualities of the information or data gathered from the study sample. The findings are presented using quantitative or inferential methodologies. The mean, median, and mode make up the central tendency, which assesses the average or middle values of data sets. While variability places an emphasis on the data's dispersion and includes measures of standard deviation (S.D.), variance, kurtosis, and skewness.

Table 4.7 shows the descriptive statistics of the responses collected from the employees. The value of mean for different variables are as follows. The mean value of emotional intelligence 3.84, Employees performance is 3.7, work environment is 3.3 and mean value of perceived organization support is 2.4. Similarly, the standard deviation values of emotional intelligence 0.67, Employees performance is 0.58, work environment is 0.80 and SD value of perceived organization support is 1.09. The standard deviation of all variables is less than its mean value so values are predicted to be accurate.

Table 4.7 also shows the Skewness and Kurtosis values, which indicate whether the data is normally distributed or not. Prior to performing a normality test, data are checked for any errors that may have occurred during analysis or for any missing values. As a result, normality is considered when determining the value of the data. The normal distribution can be demonstrated, according to George (2011), with skewness and kurtosis values between -2 and +2. Table 4.7 shows that the Skewness and kurtosis values of all latent variables fall within a good range of -2 to +2. This suggests that the data is normally distributed across all aspects.

Table 4.7: Descriptive statistics.

Variables	N	Mean (M)	SD	Skewness	Kurtosis
Emotional Intelligence	280	3.84	.67	-0.29	0.20
Employees Performance	280	3.7	.58	-1.61	1.89
Work Environment	280	3.3	.80	-0.02	0.36
Perceived Organization Support	280	4.2	0.88	-0.95	0.19

4.5 Research Model Construct

To check the validity of measure model the Confirmatory Factor Analysis (CFA) approach was used (Anderson, C, Gerbing, & W, 1988). The model is based on four variable which are Emotional Intelligence, Employee's Performance, Work Environment and Perceived organization support. The combination of various fit indices like incremental fit index, comparative fit index, tucker-Lewis index and root mean square errors of approximation was used to revise the authenticity of model.

4.6 Confirmatory Factor Analysis

Confirmatory factor analysis (CFA) is conducted by using SPSS tool. By conducting the CFA test it was clarified that the value of all latent variables is in the range of significance. According to study the value of construct variables is considered as significant as it is greater than 0.50 (Sarstedt, Hair, & M. Ringle, 2019). The current study found all the latent variables with in significance range.

Table 4.8: Confirmatory Factor Analysis (CFA).

	EI	EP	WE	POS	P value
EI1	0.647				<0.001
EI2	0.743				<0.001
EI3	0.685				<0.001
EI4	0.659				<0.001
EI5	0.578				<0.001
EI6	0.596				<0.001
EI7	0.629				<0.001
EI8	0.639				<0.001
EI9	0.571				<0.001

EI10	0.682			<0.001
EI11	0.692			<0.001
EI12	0.762			<0.001
EI13	0.669			<0.001
EI14	0.781			<0.001
EI15	0.731			<0.001
EI16	0.792			<0.001
EP1		0.737		<0.001
EP2		0.746		<0.001
EP3		0.718		<0.001
EP4		0.575		<0.001
EP5		0.700		<0.001
EP6		0.732		<0.001
EP7		0.721		<0.001
WE1			0.803	<0.001
WE2			0.757	<0.001
WE3			0.687	<0.001
WE4			0.624	<0.001
WE5			0.649	<0.001
WE6			0.682	<0.001
WE7			0.754	<0.001
WE8			0.756	<0.001
WE9			0.593	<0.001
WE10			0.665	<0.001
WE11			0.617	<0.001
WE12			0.666	<0.001
WE13			0.606	<0.001
WE14			0.739	<0.001
WE15			0.792	<0.001
WE16			0.749	<0.001
POS1				0.759	<0.001
POS2				0.737	<0.001
POS3				0.613	<0.001
POS4				0.796	<0.001
POS5				0.745	<0.001
POS6				0.804	<0.001
POS7				0.796	<0.001
POS8				0.731	<0.001

4.6.1 Confirmatory Factor Analysis for each latent variable
a) Independent variable:

Emotional Intellegence (EI): The first and independent variable of the current study is Emotional Intelligence EI which has 16 items in scale. The independat variable show results for individual items are EI1 = 0.64 , EI2 = 0.74, EI3 = 0.68, EI4 = 0.65, EI5 = 0.57, EI6 = 0.59, EI7 = 0.62 , EI8 = 0.63, EI9 = 0.60, EI10 = 0.68, EI11 = 0.69, EI12

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= 0.76, EI13 = 0.66, EI14 = 0.78, EI15 = 0.73 and EI16 = 0.79. the current varibale shows favorable results and there was no need delete or change any item from the varibale.
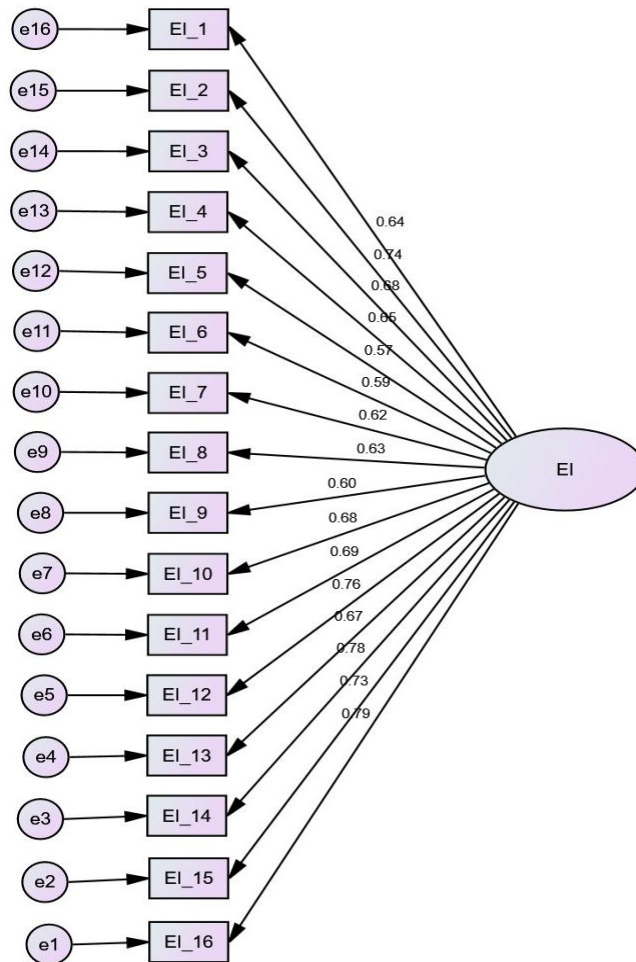
Figure 4.1: CFA for Emotional Intelligence.

b) Dependent variable:

Employee's Performance (EP): The dependent variable of the current study is Employee's Performance EP which has 7 items in scale. The dependat variable show results for individual items are EP1 = 0.73 , EP2 = 0.74, EP3 = 0.71, EP4 = 0.56, EP5 = 0.70, EP6 = 0.73, EP7 = 0.72. the current varibale shows favorable results and there was no need delete or change any item from the varibale.
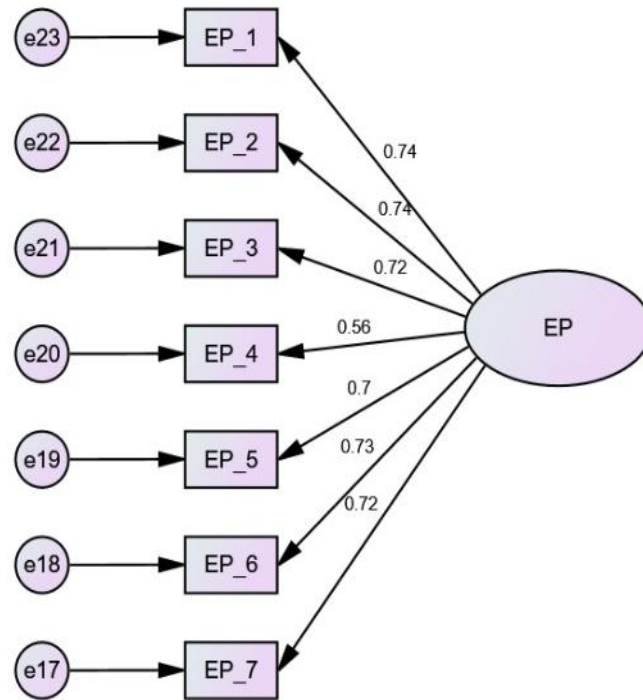
Figure 4.2: CFA for Employee's Performance.

c) Mediating variable:

Work Environment (WE): The mediating variable of the current study is work environment which has 16 items in scale. The independat variable show results for individual items are WE1 = 0.80 , WE2 = 0.75, WE3 = 0.68, WE4 = 0.62, WE5 = 0.64, WE6 = 0.68, WE7 = 0.75 , WE8 = 0.75, WE9 = 0.60, WE10 = 0.66, WE11 = 0.61, WE12 = 0.66, WE13 = 0.60, WE14 = 0.73, WE15 = 0.79 and WE16 = 0.74. the current varibale shows favorable results and there was no need delete or change any item from the varibale.
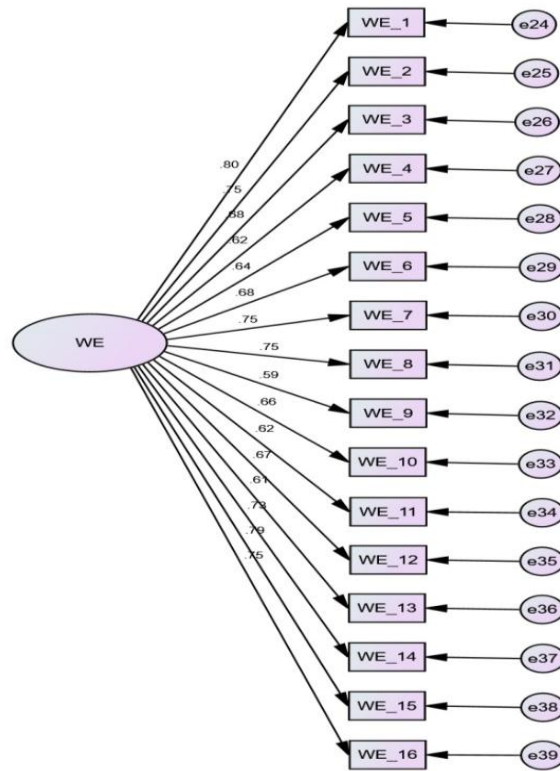
Figure 4.3: CFA for Work Environment.

c) Moderating variable:

Perceived Organization Support (POS): The moderating variable of the current study is percieved organization support POS which has 8 items in scale. The independat variable show results for individual items are POS1 = 0.75 , POS2 = 0.73, POS3 = 0.61, POS4 = 0.79, POS5 = 0.74, POS6 = 0.80, POS7 = 0.79 , POS8 = 0.73. the current varibale shows favorable results and there was no need delete or change any item from the varibale.
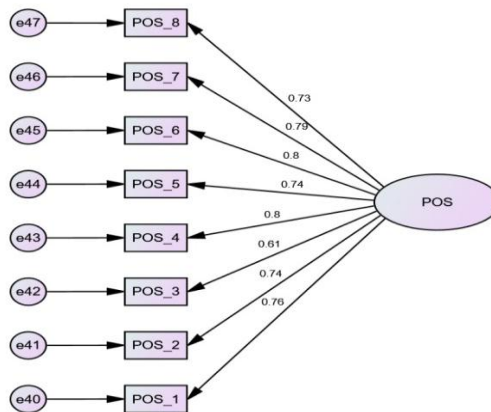

Figure 4.4: CFA for Perceived organization support.

4.6.2 Confirmatory Factor Analysis for all latent variables

Confirmatory Factor Analysis for all Latent varibales: The measurement model returns good results against the alternative models such as (/df=3.4, IFI= 0.701, TLI= 0.668, CFI= 0.698, RMSEA= 0.09). CFA test model demonstrated that the four factor model has shown satisfactory results shown in table 4.9 (Thompson, Cook, & Heath, 2000). Furthermore the CFA results show that all items are significantly under the range from 0.65 to 0.99. However the satisfatory level recomnded 0.05 is and ideal value for RMSEA but the 0.09 is also considerd as average and acceptable (Thompson, Cook, & Heath, 2000). The complete details of CFA for complete model is shown in figure 4.5.

Table 4.9: Descriptive statistics.

Model	Factors	RMSEA	IFI	TLI	CFI
Baseline Hypothesized model	Four factors	0.09	0.701	0.668	0.698
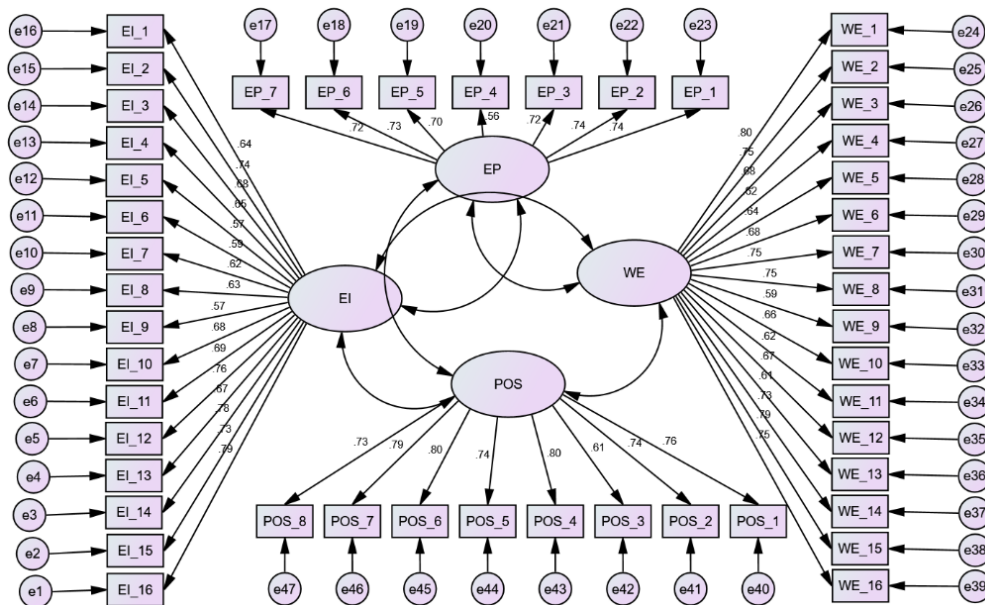
Figure 4.5: CFA for all latent variables.

4.7 Common Method Bias

The test is used to address the biasness in constructs. Complete collinearity Vertical and lateral collinearity are simultaneously evaluated using the VIF technique. Acceptable VIF values are those that are less than or equal to 3.3.

Table 4.9: Full Collinearity Test.

	Full Collin. VIF
Emotional Intelligence	2.504
Employees Performance	1.683
Work environment	2.542
Perceived Organization Support	1.686

4.8 Construct Reliability

As the study assessed the factor loading and model fit, now it important to check the reliability and validity of the construct. Construct reliability is usually assessed by Cronbach's Alpha. The construct of study is considered as reliable if the value of Cronbach alpha is greater than 0.7 (Nunnally & Bernstein, 1994). To check the construct reliability of the variables a required process run on SPSS, and result shows that all construct variables Cronbach alpha is greater than 0.7. The details of Cronbach alpha of all variables are given below in the table 4.10. The value of Cronbach alpha of Emotional Intelligence is 0.89, Employee Performance is 0.70, Work Environment is 0.89 and Perceived organization support is 0.93. Such results show good-excellent degree of reliability of latent variable of current study.

Table 4.10: Descriptive statistics.

Main Constructs	No. of items	CronBach's Alpha	CR	AVE
EI	16	0.891	0.890	0.504
EP	7	0.702	0.710	0.683
WE	16	0.898	0.898	0.542
POS	8	0.936	0.937	0.686

Note CR=Composite Reliability, AVE=Average Variance Extracted Score

4.9 Construct Validity

Construct validity is used to measure that the item selected for the variables are suitable or not. In other words, it calculates the degree of accuracy of variable items. To measure the construct validity of existing variables the Average Variance Extracted was calculated, and the value of average variance extracted should be greater than 0.5 (Fornell & Larcker, 1981).

Validity is further divided into two subcategories

- Discriminant Validity
- Convergent Validity

4.9.1 Discriminant Validity

Discriminant or divergent validity test is performed to clear that the measure of study should not be highly correlated or they should be distinct with each other. It is calculated as if the square root of average variance extracted is greater than the correlation of concerned variable and it valid for all variable items of research than the discriminant validity is present. In the current study the square root of AVE is greater than the construct correlation then it proved that the current study in discriminately valid. The current study satisfying that the square root of average variance construct is greater than the correlation coefficient of variables the result is shown in table 4.11.

Table 4.11: Correlation Analysis (Fornell-Larcker Criterion Method)

	EI	EP	WE	POS
EI	(0.504)			
EP	0.424**	(0.683)		
WE	0.419**	0.301**	(0.542)	
POS	0.472**	0.221**	0.438**	(0.686)

p>0.05*, p>0.01**, p>0.001***

4.9.2 Convergent Validity

If the average variance extracted is greater than 0.5, this means that the average variance of reflected variables is more than 50% of latent variables. The analyzing of reflecting indicators, it is preferred to have higher loading of variables in narrow range, and all items that exist in the variables are describing and explaining directly to latent variables

(Chin, 2010). The previous statement clearly addressed that if the value of average variance extracted is greater than 0.5 than it clearly describing that the all item of latent variable is describing the latent variable. By running the validity test on SPSS, it was clear the returned values show that the all items of the concerned variables favor the convergent validity. The current study shows the Average Variance Extracted value for Emotional intelligence is 0.504, Employees performance 0.683, Work environment 0.542 and Perceived organization support is 0.686 which show good range of construct validity.

Table 4.12: Descriptive statistics.

	AVE
Emotional Intelligence	0.504
Employees Performance	0.683
Work environment	0.542
Perceived Organization Support	0.686

4.10 Regression Analysis

To analyses whether the relationship between the variables exist or not the current study performed correlation analysis, although correlation analysis is not sufficient because it tells about the existence of relation between variables but it doesn't address the characteristics between the variables. To check out the characteristics and dependencies among variables it is necessary to execute regression analysis. Basically, regression analysis address whether a variable depend on other or not, and by applying regression analysis, it's easier to verify the dependency of dependent variable.

The current study used Hayes and Preacher method to perform regression analysis both for the moderation and mediation analysis. The mediation regression analysis was used to address the mediating role of Work Environment on the relation of Emotional Intelligence and Employee's Performance. Same as the moderation regression analysis was used to address the interaction impact of Perceived Organization Support on Employee's Performance.

4.10.1 The relation between Emotional Intelligence and Employee's Performance

For purpose of hypothesis testing Preacher and Hayes Model 5 was used in SPSS. H1 is accepted in a sense that the Emotional Intelligence has direct and positive relation with Employee's Performance. The regression states indicate that (B= 0.50, t= 3.64 and P=.00), the result show strong evidence to accept the hypothesis H1. Hence it was approved that the Emotional Intelligence has significant positive relation with Employees Performance in Project base public sector organizations in Pakistan. Results shows that the effective use of emotions and a good control over one emotion lead an ultimate performance.

Table 4.13: Emotional Intelligence and Employee's Performance.

Variables	B	S.E	B	T	Sig.
(Constant)	2.950	0.199		14.821	0.000
EI	0.195	0.051	0.224	3.825	0.000

a. Dependent Variable: EP

4.10.2 The relation between Emotional Intelligence and Work Environment

For purpose of hypothesis testing Preacher and Hayes Model 5 was used in SPSS. H2 is accepted in a sense that the Emotional Intelligence has positive relation with Work Environment. The regression states indicate that (B= 0.50, t= 0.65 and P=.00), the result show strong evidence to accept the hypothesis H2. Hence it was approved that the Emotional Intelligence has significant positive relation with Work Environment in Project base public sector organizations in Pakistan. Results shows that the effective use of emotions and a good control over one emotion make a suitable working environment.

Table 4.14: Emotional Intelligence and Work Environment.

Variables	B	S.E	B	T	Sig.
(Constant)	1.411	0.252		5.589	0.000
EI	0.498	0.065	0.419	7.698	0.000

a. Dependent Variable: WE

4.10.3 The relation between Work Environment and Employee's Performance

For purpose of hypothesis testing Preacher and Hayes Model 5 was used in SPSS. H3 is accepted in a sense that the Work Environment has direct and positive relation with Employee's Performance. The regression states indicate that (B= 0.30, t= 4.5 and P=.00), the result show strong evidence to accept the hypothesis H3. Hence it was approved that the Work Environment has significant positive relation with Employees Performance in Project base public sector organizations in Pakistan. Results shows that the good presence of working environment lead an organization ultimate performance.

Table 4.15: Work Environment and Employee's Performance.

Variables	B	S.E	B	T	Sig.
(Constant)	3.454	0.150		23.040	0.000
WE	0.074	0.044	0.101	1.691	0.002

a. Dependent Variable: EP

4.11 Mediating role of Work Environment between Emotional Intelligence and Employee's Performance

The mediation analysis of the current study is performed by using PROCESS Macro by Andrew F.Hayes(2013). This is most common and latest procedure which is use to analyze the mediation and moderation relation of research study. PROCESS Macro is used to test the direct impact of mediator and moderator variables used in the current study. Mediation regression analysis was conducted to analyze the mediating impact of work environment in the relation of Emotional Intelligence and Employee Performance.

4.11.1 Mediation role of Work Environment between the relation of Emotional Intelligence and Employee's Performance.

Table 4.16: Hierarchical Regression Analysis (Mediation) Model Summary

R	R^2	F	df1	df2	p
.419	.175	59.26	1.00	278	.000

4.11.2 Path Analysis.

Table 4.17: shows that the overall model is significant with p value of (p<0.05)

Paths	Coefficients	SE	T	Sig
Impact of Emotional Intelligence on Work Environment	.4981	.0647	7.6984	.000
Effect of Work Environment on Employee's Performance	.3132	.0791	3.9613	.000
Total effect of Emotional Intelligence on Employees Performance	.2193	.0510	3.8249	.000
Direct effect of Emotional Intelligence on Employee's Performance	.1216	.0563	3.4098	.000

Table 4.17 prescribed that Work Environment mediate the relationship between Emotional Intelligence and Employee Performance. The table values described that all the mediating path satisfy the partial mediation criteria. The results show that the Emotional Intelligence is significantly associated with work environment with the values (B= 0.50, t= 3.64 and P=.00), Furthermore the work environment also significantly associated with employee's performance with the values of (B= 0.31, t= 3.96 and P=.00).

Furthermore, the table values show that the path c and d also significant by direct and total effect. Analysis states shows that emotional intelligence significantly associated with employee's performance with the values of (B= 0.21, t= 3.82 and P=.00). Same as states shows that emotional intelligence significantly associated with employee's performance with the values of (B= 0.12, t= 3.40 and P=.00).

4.12 Moderating Effect of Perceived Organizational Support between Emotional Intelligence and Employee's Performance

4.12.1 Moderated Hierarchical Regression Analysis:

To analyze the moderation, impact the current study is uses PROCESS Macro by Andrew F.Hayes technique. It is most common technique that is used by majority researchers. To check the moderation effect of Perceived organizational support the current study adopted PROCESS Macro Method. There are three steps to check moderation effect which are

1. To measure the effect of independent variable
2. To measure the effect of moderating variable
3. to measure the product of both independent and moderating variable

To describe the moderating effect the current study uses PROCESS Macro, in which required data was provided first of all the independent variable is entered into X and dependent variable value is entered into Y. Further the mediator and moderator values are also assigned and by selecting Hayes model No. 5 the process is executed. The whole process explores the moderating effect of Perceived organizational support between the relation of Emotional Intelligence and Employee's Performance.

4.12.2 Moderating Effect of Perceived organizational support between Emotional Intelligence and Employees' Performance

Current study performed the moderating hierarchical regression to analyze the moderation effect of Perceived organizational support between Emotional Intelligence and Employees' Performance.

Table 4.18: Moderated Hierarchical Regression Analysis Model Summary

Model	R	R^2	F	Df1	Df2	P
1	.4192	.1757	59.26	1	278	000

By executing the PROCESS Macro, the results show the overall values of constructs. Table 4.18 shows the overall 17% of variance and signifies the Effect of Perceived organizational support between Emotional Intelligence and Employees' Performance at F-value of 59 and significant value of $p<0.05$.

Table 4.19: Emotional Intelligence and Perceived organization support

	B	Std. Error	t	Sig.
(Constant)	2.045	.454	4.502	0.000
EI	.407	.111	3.649	0.000
POS	.352	.169	2.085	0.037
EI*POS	-.094	.040	-2.300	0.022

a. Dependent Variable: Employee's Performance

Table 4.19 results shows that H5 of the current study also accepted as the perceived organizational support moderate the relation between Emotional Intelligence and Employees Performance with the values of (β= -.094, T= -2.3, P<0.05). The results revealed that the Perceived organizational support positively affect the relation between Emotional Intelligence and Employees' Performance because the results show that the p-value <0.05.

4.13 Summary of Hypothesis
Table 4.20: Summary of Hypothesis

Hypothesis	Statement	Results
H1:	Emotional Intelligence positively relates to Employee's performance.	Accepted
H2:	Emotional Intelligence relates positively to work environment.	Accepted
H3:	There is a positive relationship between work environment and employee's performance	Accepted
H4:	Work environment mediates the relationship between emotional intelligence on employee's performance.	Accepted
H5:	Perceived organizational supports moderates the relationship between Emotional intelligence and employee performance.	Accepted

4.14 Chapter Summary
This chapter includes the necessary test of collected data and testing of hypothesis by applying various rules. Various test applied by using SPSS and AMOS like Model fit, correlation test, Skewness, Hayes model testing etc. All in all, the data was analyzed in the light of various analyzing techniques and final results and conclusions have been

made on the basses of results. Research variables are testing in the sense that how they are related with each other.

Chapter 5

Discussions, Implications, Limitations, Recommendations and Conclusion

Discussions, Implications, Limitations, Recommendations and Conclusion

5.1 Discussions

In this chapter the current study aims to describe its finding in the light of existing literature. The current study also aims to describe its future directions and limitations with appropriate conclusion. The current study analysis the reliability analysis by using Cronbach's alpha coefficient, and results shows that all values of the latent variables satisfied the minimum acceptable range of the alpha value, which were above 0.70 for all latent variables. To describe the discriminant validity the current study described that square root of AVE was greater than correlation coefficient of all variables. Further the current study calculated the Convergent validity by using Fornell and Larcker's (1981) method and the results shows that the all values were above 0.5.

After the validity and reliability test, the regression analysis was conducted to test the hypothesis designed on the behalf of latent variables. First of all, the current study checks the impact of independent variable on dependent variables, means the impact of Emotional intelligence on Employees performance. The process is completed by using simple linear regression method, and the result shows the clear acceptance of first hypothesis means the Emotional Intelligence is positively associated with Employee's performance, this hypothesis was clarify by other former researcher (Deshwal, 2016) (MacCann, 2019) (Ivan Vratskikh, 2016) (Rexhepi G, 2017). They all prescribed that effective use of Emotional Intelligence enhance ultimate performance. The current study accepted the second hypothesis which the emotional intelligence has significant positive relation with work environment. A research study clarify that Emotional intelligence is directly associated with work environment (Wahyudi, 2018). Further the current study hypotheses that there is positive and significant relation of work environment on employee's performance. 3rd hypothesis of current study is accepted by analysis results as P-values of all variables are les then 0.05. This relation also supported by previous researches that were made on various year and geographic areas, they all clearly support this relation (Ajala, 2012) (Badrianto & Ekhsan, 2020) (Dr Ruchi Jain, 2014).

Mediation and moderation analysis are performed by using PROCESS Macro by Hayes in SPSS tool. The mediations relation of work environment was accepted as a partial mediation between emotional intelligence and work environment. All the individual

paths a, b, c and d are significant and shows mediation. The overall relation of mediation can be explained as the relation between emotional intelligence and employee's performance is mediated by work environment. Total and direct effect of emotional intelligence is positively associated with employee's performance and the past studies also supports the relations (Bhoir & Suri, 2019, Dr.B.Radha, 2018, Ajala, 2012, Kahtani, 2013).

The 3rd objective of current study is to investigate the moderating effect of perceived organization support on the relation of emotional intelligence and employee's performance. The current study uses hierarchical regression to analyses the moderation effect of perceived organizational support between the relation of emotional intelligence and employee's performance. The results show that the perceived organizational support positively impact on the relation between EI and EP with P-value<0.05. The previous few studies support the finding of current study regarding moderations relation perceived organizational support (Kim & Eisenberger, 2016).

5.2 Theoretical Implications

The current study has contributed towards literature by exploring variables such as Emotional Intelligence and Employee's Performance. This study specifically contributed in the area of Project Management and project-based organizations which is the domain of Management Science. The current study proves major contribution as very less researches conducted before, outlining the same variables in Pakistan. The current study addressed the significant aspects of project-based learning towards the previous researches by addressing the mediator and moderator roles between Emotional Intelligence and Employee's Performance. The current study explores the unexplored theoretical model in project-based organizations in Pakistan context. The study also provides future directions to the researchers and scholars to explore different variables.

5.3 Practical Implications

The findings of this research are practically significant as every organization has aim to achieve maximum outcomes by improving employee's performance. Further the current study provides enough information that may help top management in order to increase the organizations productivity by enhancing employee's performance. The study addressed, the maximum utilization of emotions and providing the efficient work

environment can enhance the employee's performance. Further, in order to brief about the practical significance of the study, it is addressed that this study provide direct support to the managerial and top management of project-based organizations that the emotional stability is an important factor in sense of performance and the relation between Emotional Intelligence and Employee's Performance is significantly mediated by Work Environment. In a vise versa condition, poor control on emotions and by insufficient resources of work environment decreases the employee's performance. Moreover, another component of the current study is perceived organization support significantly moderates the relation between Emotional Intelligence and Employee's Performance. Research approves by its findings that if the organization values the employee's attributes then the employee return in the form of maximum output.

5.4 Limitations and Future Recommendations

The current study well addressed its subject although the study has some limitations in due to the time constraints and limited resources. This study has few limitations that would be addressed by future researcher. First of all, this study targets the population of project based public sector organizations. These are two separate aspects of the current study, that's why the results may not be suitable for private and established organizations. Due to time constraints the study targets only employees of Punjab Safe Cities Authority, which is the one of top priority project of Punjab Government and avail all resources on priority basis either they are related to human resources, technical support or financial assistant. So, the targets audience may vary in different aspects of other public sector organizations in Pakistan. Further it was practically not possible to address all other aspects like leadership style, Job performance and project success. It determines after analysis that few results were not as per expectations of previous researches that because of various impact that faced by selected population. Due to a limited resources and time constraints, a cross-sectional survey is adopted to test the hypothesis of current study. The effectiveness of the current theoretical framework at various stages cannot be determined by study. As a result, longitudinal data procedures can be used in the future to investigate impact of variables with each other. The study is also done on an individual basis, but it might also be tested on a team or organizational level, or it could compare both aspects.

The current study suggests few more directions for future researchers, most important is that this study targets project based public sector organization in Pakistan, So the

future researches may carry the study to the private sectors and non-project based public sector organization in Pakistan.

Further the future researchers may focus on other mediating and moderating factors like leadership style, personal dispositions, culture conflicts and communication gap to address the impact of Emotional intelligence on employee's performance.

5.5 Conclusions

The current study has tried to address the impact of Emotional Intelligence on Employee's Performance in public sector project-based organization. The data was collected specifically from a public sector project-based organization, Punjab Safe Cities Authority through well-structured self-administered questionnaire, through which the study investigates the impact of Emotional Intelligence on Employee's Performance with mediating role of work environment and moderating role of Perceived organization support.

There were 300 questionnaires distributed among the employees with reference number to fill out the dyadic form by the immediate supervisor, among 300 questionnaires only 280 responses were received that included complete information. Statistical tests addressed that normality, reliability and validity or the all variable were suitable. The theoretical model of the current study is supported by the Affective events theory and Social exchange theory. As explained in affective events theory the current study also addressed that employees have various level of emotional stability and that directly impact on overall performance of employee and organization as well. Same as the current study align with social exchange theory which works on idea of give and take, it provides support to moderator relationship of current study mean if organization provide full support to organization then employee return full support towards the organization.

The current study well addressed the impact of Emotional Intelligence on Employee's Performance with in the premises of mediated and moderated framework in project based public sector organization in Pakistan.

Chapter 6

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Appendix-A

Research Survey (For Employee)

Dear Respondents,

I am a MS/MPhil scholar at COMSATS University Islamabad, Lahore Campus. As part of my MS (Project Management), research thesis the survey aimed to elicit your response on the factor that may influences employee's performance. The purpose of this survey is solely academic and has nothing to do with your current job performance. **Any identifiable information obtained in this study will remain strictly confidential**.

Section A: Demographic Information

Gender
- Male ☐
- Female ☐

Qualification
- Matric ☐
- Intermediate ☐
- Bachelors ☐
- Bachelors/Master ☐
- MPhil and above ☐

Monthly Income (Rs)
- 21k-30k ☐
- 31k-40k ☐
- 50k-60k ☐
- 61k-70k ☐
- 71k and above ☐

Age (Years)
- 21-30 ☐
- 31-40 ☐
- 41-50 ☐
- Above 50 ☐

Marital Status
- Single ☐
- Married ☐
- Widow ☐
- Divorced ☐

Job Experience
- Less than 1 year ☐
- 1-5 years ☐
- 6-10 years ☐
- 11 years and above ☐

Section B: Questionnaire Items

Please circle the appropriate option. Please note that there is no right or wrong answer.

As you go from choice 1 to 5, your level of agreement with the statement increases.

1: Strongly Disagree2: Disagree 3: Neutral 4: Agree 5: Strongly Agree

		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1.	I have a good sense of why I have certain feelings most of the time.	1	2	3	4	5
2.	I have good understanding of my own emotions.	1	2	3	4	5
3.	I really understand what I feel.	1	2	3	4	5
4.	I always know whether or not I am happy.	1	2	3	4	5
5.	I always know my friends' emotions from their behavior.	1	2	3	4	5
6.	I am a good observer of others emotions.	1	2	3	4	5
7.	I am sensitive to the feelings and emotions of others.	1	2	3	4	5
8.	I have good understanding of the emotions of people around me.	1	2	3	4	5
9.	I always set goals for myself and then try my best to achieve them.	1	2	3	4	5
10.	I always tell myself I am a competent person.	1	2	3	4	5
11.	I am a self-motivated person.	1	2	3	4	5
12.	I would always encourage myself to try my best.	1	2	3	4	5
13.	I am able to control my temper and handle difficulties rationally.	1	2	3	4	5
14.	I am quite capable of controlling my own emotions.	1	2	3	4	5
15.	I can always calm down quickly when I am very angry.	1	2	3	4	5

16.	I have good control of my own emotions.	1	2	3	4	5
17.	The supervisor gave me enough information related to work	1	2	3	4	5
18.	Supervisors provide reasonable expectations for my work	1	2	3	4	5
19.	I believe in direct superiors with fellow colleagues	1	2	3	4	5
20.	My direct supervisor has responsibilities towards his staff	1	2	3	4	5
21.	The head of the department at my work place is trusted by top management	1	2	3	4	5
22.	Top management in my workplace has been responsible for the overall organization	1	2	3	4	5
23.	I received training for career advancement	1	2	3	4	5
24.	I received training to improve work efficiency	1	2	3	4	5
25.	I have managed my work time well	1	2	3	4	5
26.	The work environment where I work is in line with my expectations	1	2	3	4	5
27.	Fellow co-workers have trusted each other at work	1	2	3	4	5
28.	My immediate supervisor is able to resolve conflicts or problems encountered at work	1	2	3	4	5
29.	I have the opportunity to improve your career and competence in general	1	2	3	4	5
30.	My immediate supervisor has good management skills and expertise in his profession	1	2	3	4	5
31.	Communication between me and my immediate supervisor was well established	1	2	3	4	5
32.	I am satisfied with the existing human resource management and communication between the employees where I work	1	2	3	4	5

33.	The organization values my contribution to its well-being.	1	2	3	4	5
34.	The organization appreciate any extra effort from me.	1	2	3	4	5
35.	The organization would not ignore any complaint from me.	1	2	3	4	5
36.	The organization really cares about my well-being.	1	2	3	4	5
37.	Even if I did the best job possible, the organization would notice.	1	2	3	4	5
38.	The organization cares about my general satisfaction at work.	1	2	3	4	5
39.	The organization shows concern for me.	1	2	3	4	5
40.	The organization takes pride in my accomplishments at work.	1	2	3	4	5

Thank you very much for your valuable time!

Research Survey (For Supervisor)

Dear Respondents,

I am a MS/MPhil scholar at COMSATS University Islamabad, Lahore Campus. As part of my MS (Project Management), research thesis the survey aimed to elicit your response on the factor that may influences employee's performance. The purpose of this survey is solely academic and has nothing to do with your current job performance. **Any identifiable information obtained in this study will remain strictly confidential**.

Please circle the appropriate option. Please note that there is no right or wrong answer. **As you go from choice 1 to 5, your level of agreement with the statement increases.**

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

		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1.	Adequately completes assigned duties.	1	2	3	4	5
2.	Fulfills responsibilities specified in job description.	1	2	3	4	5
3.	Perform tasks that are expected of him/her.	1	2	3	4	5
4.	Meets formal performance requirements of the job.	1	2	3	4	5
5.	Engages in activities that will directly affect his/her performance evaluation.	1	2	3	4	5
6.	Neglects aspects of the job he/she is obligated to perform.	1	2	3	4	5
7.	Fails to perform essential duties.	1	2	3	4	5

Thank you very much for your valuable time!