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ÖRGÜTSEL DAVRANIŞ ÇALIŞMALARI DERGİSİ

**ÖRGÜTSEL DAVRANIŞ ÇALIŞMALARI
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**JOURNAL OF ORGANIZATIONAL
BEHAVIOR STUDIES
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Örgütsel Davranış Çalışmaları Dergisi (OBSTUDIES) yılda iki kez yayımlanan hakemli, bilimsel ve uluslararası bir dergidir. Örgütsel davranış alanına ilişkin teorik ve görgül makalelere, yer verilen dergimizin temel amacı, bu alanlarda akademik bilginin üretimi ve paylaşımına katkı sağlamaktır. Dergimizde “Türkçe” ve “İngilizce” olmak üzere iki dilde makale yayımlanmaktadır. Dergiye yayımlanmak üzere gönderilen yazılar, belirtilen yazım kurallarına uygun olarak hazırlanmalıdır. Dergiye yayımlanmak üzere gönderilen yazılar, daha önce yayımlanmamış ve yayımlanmak üzere gönderilmemiş olmalıdır. Dergide yayımlanan yazılarda belirtilen görüşler, yazarlara ait olup **Örgütsel Davranış Çalışmaları Dergisi**’nin görüşlerini yansıtmaz. **Örgütsel Davranış Çalışmaları Dergisinde** yayımlanmış yazıların tüm yayın hakları saklı olup, dergimizin adı belirtilmeden hiçbir alıntı yapılamaz.

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**THE ROLE OF EMOTIONAL INTELLIGENCE IN JOB
PERFORMANCE OF AIRLINE INDUSTRY EMPLOYEES OF
PAKISTAN**

**PAKİSTAN HAVAYOLU SEKTÖRÜ ÇALIŞANLARININ İŞ PERFORMANSINDA
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ABSTRACT

The idea of emotional intelligence in the geographical context of the west has been extensively explored in Asian countries like Pakistan, very little attention has been provided, especially to the airline industry of Pakistan. This study aimed to examine the impact of emotional intelligence on job performance among airline industry employees. In this regard, the study utilized a quantitative research method intricately adapted multifactor survey instrument to gather data. One hundred employees of Pakistan International Airlines (PIA) and Air Blue were recruited in this study. Emotional intelligence was examined via Wong & Law's EI Scale (WLEIS), while job performance was examined by Williams & Anderson constructs (WJPC). The findings of this study reported that the overall dimensions of emotional intelligence, namely other's emotional appraisal, self-emotional appraisal, regulation of emotion, and use of emotion, were positively correlated with job performance. Overall, this study has provided several implications to the existing literature of EI, and several future research directions were also provided.

Keywords: Emotional intelligence, self-emotional appraisal, other's emotion appraisal, use of emotion, regulation of emotion, airline industry, job performance

ÖZET

Batının coğrafi bağlamında duygusal zeka fikri Pakistan gibi Asya ülkelerinde kapsamlı bir şekilde araştırılmış, özellikle Pakistan'ın havayolu endüstrisine çok az ilgi gösterilmiştir. Bu çalışma, duygusal zekanın havayolu sektörü çalışanları arasında iş performansı üzerindeki etkisini incelemeyi amaçlamıştır. Bu bağlamda, çalışmada veri toplamak için nicel bir araştırma yöntemi olan karmaşık uyarlanmış çok faktörlü anket aracı kullanılmıştır. Pakistan Uluslararası Hava Yolları (PIA) ve Air Blue'nun yüz çalışanı bu çalışmaya dahil edildi. Duygusal zeka, Wong & Law'ın EI Ölçeği (WLEIS) ile incelenirken, iş performansı Williams & Anderson yapıları (WJPC) ile incelendi. Bu çalışmanın bulguları, duygusal zekanın genel boyutları olan diğerlerinin duygusal değerlendirmesi, kendini duygusal değerlendirmesi, duygu düzenlemesi ve duygu kullanımı ile iş performansı arasında pozitif bir ilişki olduğunu göstermiştir. Genel olarak, bu çalışma mevcut duygusal zeka literatürüne çeşitli katkılar sağlamıştır ve ayrıca gelecekteki birkaç araştırma yönü de sağlamıştır.

Anahtar Kelimeler: Duygusal zeka, öz-duygusal değerlendirme, başkalarının duygularını değerlendirme, duygu kullanımı, duyguların düzenlenmesi, havayolu endüstrisi, iş performansı

1. Introduction

In the recent, convincing customers in the global market where almost every retailer and shopper offer substitutes has become more challenging than ever before due to evolving competition and dynamism of market. The reason for dynamic competition is because of technological advancement and adaptation which resulted in lower differentiation among the products. In this context, performance and quality of services has become basic drivers in creating continued magnificence in the recent global market. Millennial customers consider service quality, key personnel and performance involved in rendering services as basic driver to purchase any commodity. Customer psychology is a crucial element in making success for remarkably model driven corporations; hence, rendering exceptional performance and service quality has become vital, which look like difficult in the absence of talented human capital (Canhenha, 2017; Nxel & Villiers, 2004).

Businesses need to develop a customer-focused technique such as the processes that enhance a business's performance and productivity, for instance, human capital, to attain equilibrium and survive in the market. Businesses need to focus on experts and professionals to make a potential relationship with customers to optimize services performance; professionals and experts are vitally significant as their expertise radically influences the competitiveness of the organizations. Experts contribute to the profitability of a business via assuring the performance using their expertise and knowledge, intelligence, emotional abilities, motivated pursuance and cognitive intelligence. The viable benefit earned through experts is long persisting, unchallengeable and un-replicable since individuals vary in emotional states, attitudinal tendencies and personality characteristics, making it difficult to create aptitudes like the competitors likewise. In this context, the emphasis in service-oriented businesses is to examine the attributes that ensure the performance of human capital to render the exceptional quality of services (Frese & Giardini, 2006; Nel & Villiers, 2004).

Several studies reported factors like knowledge (skills, job motivation, benefits and compensation, skills (Khan, & Shaikh, 2021; Grobelny, Radke & Paniotova-Maczka, 2021), human resources strategies (Miao, Humphrey & Qian, 2021), effective work, job attitude (Goswami & Mahanta, 2021), personality characteristics (Alheet & Hamdan, 2021; Zaman, Memon; Febrina, Astuti & Triatmanto, 2021), and work environment as improving drivers of performance (Guest, 2011; Goleman, 1995; Ehnert et al., 2013). Although, several studies reported elements which unswervingly towards increasing performance of the employees although this study focused on the nerviest concept which has evolved from the recent discussions of management related to the employee's performance, i.e., novel method of communication-related to emotions contributing towards performance (Cote & Miners, 2006; Caruso & Solovey, 2004). Recent studies suggested that employees may do well if they have emotional intelligence (Said Muhammad, 2021; Miao et al., 2021; Goswami & Mahanta, 2021; Alheet & Hamdan, 2021; Zaman et al., 2021; Grobelny et al., 2021; Febrina et al., 2021). Meanwhile, it is worth mentioning here that prior studies have reported that emotional intelligence (EI) is sturdily linked with finest social-linkages in the service industry; hence EI can perform a vital role in influencing employees performance tangled in delivering services in the service industry (Lopes et al., 2006). In addition, several studies reported the relationship between emotional intelligence and relative employee performance, mainly in education sectors and call centers (Miao et al., 2021; Alheet & Hamdan, 2021). Accordingly, another scholar reported the importance of emotional intelligence in



influencing the performance of employees performance in the airline industry, especially the flight attendants. The study of Matthews et al. (2006) provided weak empirical evidence about the relationship between EI and job performance (JP). In addition, the majority of the prior studies utilized conventional models of emotional intelligence that included a long and lengthy statement which often led to unclear and biased conclusions (Lopes et al., 2006). Thus, examining the present idea of emotion in the airline industry and its impact on job performance is needed in an innovative and systematic format like utilizing supervisor's feedback and self-reporting measures.

2. Research Questions

Initially, the study aimed to investigate the relationship between emotional intelligence and job performance; hence the following research questions have been developed:

RQ1: What are the drivers of emotional intelligence and job performance?

RQ2: Is there any significant impact of emotional intelligence on job performance?

3. Objectives of the Study

The study aimed to assess the correlation between EI and JP in the airline industry of Pakistan. In this context, the following objectives have been developed:

- To explore the drivers of emotional intelligence in the airline industry.
- To examine the effect of emotional intelligence and job performance.

3.1. EI Models

EI also known as emotional quotient, is the capability of individuals to use, manage and understand thy emotions in a positive manner to empathize, communicate effectively, relieve stress, defuse conflict and overcome challenges (Britton, 2021). Since EI is a conventional idea though the concept has least been explored in the context of novelty and innovation, it is important to discuss the related conventional studies prior to and after reviewing the contributions of recent studies. Thorndike (1920) was the first-ever scholar to explore emotional intelligence. The author categorized the concept of emotional intelligence into three major types, namely social/practical intelligence, abstract/academic intelligence and visual/mechanical intelligence. Thorndike (1920) defined abstract intelligence as managing and understanding concepts to resolve literary issues, visual intelligence as understanding and management issues related to tangible objects, and social/practical intelligence as managing, utilizing and understanding emotions logically to interact with individuals proficiently. The author had not used the term of EI while defining EI except for the description of social-intelligence, which is fairly alike to modern-day description of EI. Moss & Hunt (1927) started describing social-intelligence and emerged distinct models to measure emotional intelligence (Doll, 1935; Moss et al., 1927; Chapin, 1942). After that, the idea of EI expanded recognition, and it evolved as an immensely substantial idea in managing attitudes & preserving social-interactions (Doll, 1935; Baron, 2006).

Furthermore, Gardner (1983) was the beneficiary to Thorndike to develop the EI theory. Gardner (1983) categorized EI into two major categories: intrapersonal and interpersonal intelligence. Interpersonal intelligence is an individual's potential to understand, influence,



judge and manage the emotions of other individuals, while an individual's capability to understand and evaluate thyself is intrapersonal intelligence. Both Gardner (1983) and Thorndike (1920) were the prime scholars empirically providing theoretical grounds for emotional intelligence.

Modern studies widely utilize existing concepts to describe and elaborate the emotional intelligence theory. Mayer & Salovey (1990) defined EI as the ability to recognize emotions in one and others and afterward utilize such emotions to thru one's behaviors to the demand of a provided condition. Logical thinkers and goal-oriented individuals can use their capabilities in a good manner to handle their feelings to increase the rationality of their decision-making. Emotional intelligence has further been categorized into three categories:

- appraisal/expression
- guiding an individual's emotion as per the condition
- effectively employing the resulting evidence associated with feelings to direct action

Goleman (1995) reported that a mixed model of EI achieved more recognition due to its integration in personality traits and ability model. Scholars reported that EI is a non-intellectual idea comprised of several personality traits, namely motivation, adaptability, flexibility, and optimism, alongside having five dimensions: social skills, self-management, motivation, empathy, and self-awareness. Wong & Law's (2002) model has been selected for this study due to its proven validity in a business setting covering the majority of the incremental, construct validity, discriminant, and compactness. The next portion will support the study's objectives with literary findings and will discuss the performance, its substantiality and how EI impacts job performance.



3.2. Employee Performance (EP)

EP has been a significant issue since the beginning of the global market and business. According to scholars, EP is defined as the level to which human capital help a business in meeting its objectives via a commitment to the work, ensuring less absenteeism, following the regulations set by the organization, high engagement of employee and sharing and coordinating accurate information timely (Sy et al., 2006; Daniels, 2004; Wong & Law, 2004; Williams & Anderson, 1991).

Professionals and experts assure the maximum performance for an organization. These individuals effectively reduce the costs and boost the sales of an organization. Similarly, experts stimulate potential customers, retain the present customers, reduce cost overrun, ensure improved productivity, and outperform to accomplish the concerns related to quality. In the absence of experts, it is difficult and impossible to accomplish innovative goals. Likewise, top management is also an important pillar of an organization that cannot be ignored. Perhaps their efforts to ensure productivity is more realistic when they actively engage the lower-level management for the actual deliveries. Hence, businesses are required to gauge their acts. Another author alienated drivers into two broad categories, namely technical and cognitive factors (Daniels, 2004). Technical factors are the knowledge, expertise in the subject of matter and skills, while cognitive factors are the analytical capabilities, general intelligence, mental power and reasoning skills. The scholar explained that all these drivers contribute to an employee's performance. Scholars figured out the factors that improve the performance, such as emotional wellbeing, competitiveness, quality

of work and productivity (Goleman, 2001; Carmeli, 2003; George, 2000). Therefore, every business needs to address these determinants since these are the major contributors to worker engagement, work quality, commitment and dedication (Robbins & Judge, 2008; Daniels, 2004; Carmeli, 2003). Several scholars highlighted emotional intelligence and emotional wellbeing as the fundamental drivers of good performance, which in other words means that when an individual is emotionally intelligent and know how to control and where to use the emotions, he/she outperforms in the workplace (Sy et al., 2006; Wong and Law, 2004; Carmeli, 2003). Prior studies reported compact elements of measuring performance. These elements included competition of the designated jobs, fulfilling the job responsibilities, performance based on the tasks, active engagements at work, considering every job aspect, performing entire duties assigned, cooperatively helping the subordinates, assisting the supervisor at the subordinate level, showing personal interests in the work, sharing information timely and accurately, avoiding unnecessary work breaks, adherence to the rules and regulations and protecting and safeguarding the organizational property. This study utilized the model of Williams & Anderson (1991) to measure job performance and the model of Wong & Law (2002) to measure the emotional intelligence of human capital in the airline industry.

3.3. Emotional Intelligence and Job Performance

Several prior studies have endorsed the linkage between employee performance and emotional intelligence (Grobelyny et al., 2021; Zaman et al., 2021; Alheet & Hamdan, 2021; Goswami & Mahanta, 2021; Miao et al., 2021). These studies examined to what extent the EI of top-level managers in different organizations helps create positive work outcomes, behaviors and attitudes. These studies reported that EI plays a vital role in creating positive work outcomes, philanthropic behaviors and work attitudes that directly influence the employee's performance. EI is the most important skill required by top-level management for viable performance. It enhances the performance as emotionally intelligent individuals try to develop an emotional affiliation with the organization they are working for and are generally career-oriented. The EI scope is restricted to performance in the business-sector. Rather, it is also an essential driver of the individual's performance other than business, such as a student's academic performance. Efficient management of feelings eases the process of decision-making of an individual. Shipley et al. (2010) examined the linkage between EI and group citizenship behavior, individual and group performance via an ability-based model. The author revealed that EI was substantially related to job performance. In addition, the study also reported that some experience and gender differences in the EI scale for individual citizenship behavior and personality.

A review of the prior studies supports the stance that EI and JP are positively correlated. Thus, the study investigated the relationship between the variables in the airline industry of Pakistan, namely Pakistan International Airlines.

3.4. Framework

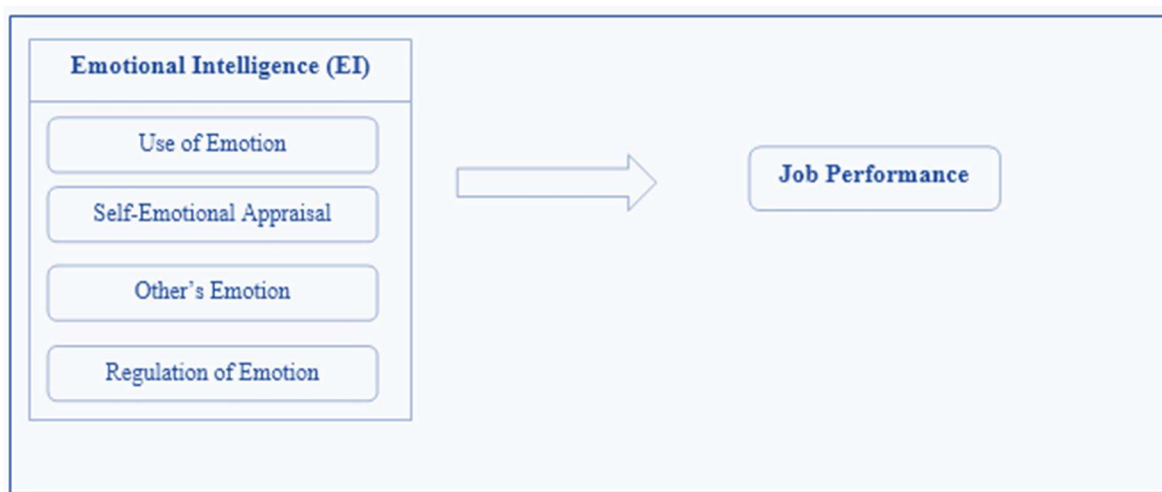
Initially, the study focused on investigating the effect of EI on the job performance of the employees of PIA. Several studies suggested distinct models measure EI, although those models were criticized in academics. Thus, the study utilized Wong & Law (2002) to measure emotional intelligence while Williams & Anderson's (1991) model to measure job



performance. The Wong & Law (2002) model has been utilized in this study for the following reasons.

- The technique covers the capability base model and is recognized as widely known as the model of emotional intelligence, which includes Mayer & Salovey's (1997) constructs of emotional intelligence.
- The model has been used because it has been verified by several tests and satisfies the validation criteria.
- The model of EI covers a major significant construct of EI; hence it is easy for the participants to respond to the items at their ease.

Additionally, the model of Williams & Anderson (1991) has been utilized in the study because scholars have widely used it while measuring job performance. It includes all the constructs related to job performance as shown in Figure 1 below:



Source: Wong & Law (2002) and Williams & Anderson (1991)

Figure 1. Theoretical Framework

4. Research Methodology

4.1. Research Methods

Research methods are common among scholars because every study is quantitative, qualitative, or both. This study utilized a quantitative method using an adapted multifactor survey instrument. Emotional intelligence was measured via the Wong & Law (2002) model in the multifactor survey instrument, while job performance was measured through the Williams & Anderson (1991) model. The survey instrument included three sections, namely demographic information of the respondents, emotional intelligence and job performance. To address the study's objective, initially, correlation analysis was performed to assess the correlation between the variables, followed by regression analysis.

4.2. Population and Sample Size

The overall population of the study was the overall employees of the airline industry in Pakistan. Investigating the overall respondents was impossible due to resource and time limitations. Hence, using the convenience sampling technique, 100 employees from the airline industry, namely PIA and Air Blue. Fifty participants from PIA and fifty respondents

from Air Blue has been investigated using the quota sampling technique to categorize the participant's number uniformly in both categories. A quota sample has been utilized to ensure an equal number of respondents from each organization. As shown in Table 1 below:

Table 1

Quota Sampling Using Sekaran and Bougie

Designation	Subjects Division	Sub Division
Cabin Crew	50%	PIA
		Air-Blue
Supervisors	50%	PIA
		Air-Blue

Source: Sekaran and Bougie (2016).

4.3.Variable Measurement

The study utilized an adapted multifactor questionnaire in which closed-ended statements were placed. The constructs for emotional intelligence have been adopted from Wong & Law's (2002) model, while the constructs from job performance have been adopted from Williams & Anderson (1991). The survey instrument comprises three different sections, namely demographic information, emotional intelligence and job performance.

4.3.1. Data Analysis

Correlation and regression-analysis has been performed to investigate the influence of EI on employees' job performance in the airline industry (Ciarrochi et al., 2000; Wong & Law, 2002). Using the SPSS V20 has been used to perform the analysis.

4.3.2. Research Hypothesis

The following hypotheses for the study have been developed:

H1: There is a significant impact of emotional intelligence on job performance

H1a: There is a significant positive impact of self-emotion appraisal on job performance

H1b: There is a significant positive impact of other's emotional appraisal on job performance

H1c: There is a significant positive impact of use of emotion on job performance

H1d: There is a significant positive impact of regulation of emotion on job performance

4.3.3. Findings & Discussion

Initially, correlation analysis was performed to assess the linkage between the variables, followed by regression analysis. As shown below:

4.3.3.1. Correlation Analysis

From the findings of Table 2, it can be observed that there is a strong correlation between the factors of emotional intelligence and job performance. As shown below:



Table 2
Correlation Analysis

Variables	Self-Emotion Appraisal	Other's Emotion Appraisal	Use of Emotion	Regulation of Emotion	Job Performance
Self-Emotion Appraisal (SEA)	1				
Other's Emotion Appraisal (OEA)	0.413**	1			
Use of Emotion (UOE)	0.531**	0.411**	1		
Regulation of Emotion (ROE)	0.512**	0.362**	0.631**	1	
Job Performance (JP)	0.671**	0.602**	0.312**	0.213**	1

Source: Author's Analysis Using Data Collected from Respondents

From the findings, it can be observed that there is a strong correlation between self-emotion appraisal, other's emotion appraisal and job performance, while there is a moderate positive relationship between use of emotion, regulation of emotion and job performance.

4.3.3.2. Regression Analysis

Regression analysis was performed to examine the impact of emotional intelligence on job performance. A total of four separate regression models has been performed to measure the impact of every factor of emotional intelligence, namely self-emotion appraisal, other's emotion appraisal, use of emotion, and regulation of emotion on job performance. Regression estimates include model summary and table of coefficients. As shown below:

4.3.3.3. Model Summary

Table 3 of the model summary illustrates the intensity of association between the overall model and the dependent variable. The value of "R," also known as correlation coefficient, is a linear correlation between the observed and predicted values of the dependent factor. A large value of "R" shows a strong relationship. The value of "R" for the model is 0.529, which indicates a strong relationship. In addition, the value of R-Squared shows the percent of variation explained by predictors for the dependent variable. From the findings of the model summary, it can be observed that the value of R-squared for the model is 0.519, which shows that predictor variables explain 51.9% of the variation in the dependent variable.

Table 3
Model Summary of Regression Analysis

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.529a	0.519	0.499	0.4191

a. Predictors: (Constant), SEA, OEA, UOE, ROE

From the value of R-Squared, it can be observed that the factors of emotional intelligence (self-emotion appraisal, other's emotion appraisal, use of emotion and regulation of emotion) bring positive variation in job performance.



4.3.3.4. Analysis of Variance (ANOVA)

Table 4 below reports the analysis of variance. The table of ANOVA indicates the overall model significance. The value of F statistics of 85.631 at sig value of 0.000 reports the significance of results.

Table 4

Analysis of Variance (ANOVA)

	Model	Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	199.56	2	99.78	85.631	.000b
	Residual	56.712	96	0.59075		
	Total	272.928	98			

a. DV: JP

b. Predictors: (Const), SEA, OEA, UOE, ROE

Table 5 shows the table of coefficients. From the findings, it can be observed that all the factors of emotional intelligence have a significant positive impact on job performance.

Table 5.

Table of Coefficients

Variables	Beta	t-value	P- value
(Constant)	2.92	8.946	0.000
SEA	0.101	3.089	0.003
OEA	0.37	2.665	0.005
UOE	0.27	2.675	0.019
ROE	0.082	2.517	0.013

a. DV: JP

Self-emotion appraisal has a significant positive (beta = 0.101) impact on job performance. It means that a 1% increase in self-emotion appraisal would result in a 10% increase in job performance. Other's emotion appraisal has a significant positive impact on job performance. In other words, a 1% increase in others' emotional appraisal would result in a 37% increase in job performance. In addition, the use of emotion and regulation of emotion has a significant positive impact on job performance. It means that a 1% increase in emotion and regulation of emotion would result in a 27% and 8% increase in job performance, respectively. From the findings, it can be stated that among all the drivers of emotional intelligence, others' emotion appraisal has a strong positive impact on job performance. Thus, it is now empirically observed that emotional intelligence has a significant positive impact on job performance in the airline industry of Pakistan.

Table 1

Hypotheses Testing

Hypotheses	Direction	Expected Signs	Testing
H1	EI --> JP	+ive	Supported
H1a	SEA --> JP	+ive	Supported
H1b	OEA --> JP	+ive	Supported
H1c	UOE --> JP	+ive	Supported
H1d	ROE --> JP	+ive	Supported



5. Conclusion and Discussion

From the study's findings, a strong significant relationship between EI and job performance has been observed. EI and JP are directly linked, which means there is a direct association amid the factors. All the data for the study has been collected from the employees working in Pakistan International Airlines (PIA) and Air Blue, particularly from the supervisors and cabin crew members. Several prior studies reported a significant correlation between emotional intelligence and job performance (Goleman, 1995; Promduang, 2013; Carmeli, 2003). The findings of this study are in line with the results of Sy et al. (2004), who reported that EI to be substantially correlated to job performance.

The study hypothesized the significant impact of self-emotion appraisal. From the findings of the study, the hypothesis was supported. These results closely match Shamsuddin & Rahman (2014), who reported that emotionally intelligent individuals could adapt to indefinite settings and work in an environment involving emotions (Yoke & Panatik, 2015; Zeidner & Robert, 2002). Supervisors and cabin crews are commonly known as working in a demanding and unhealthy environment, leading to negative emotions and stress. The misbehavior of flight attendants misbehavior and pressure from the captain and flight attendants are available to stress stimulators for cabin crews and supervisors. Although, supervisors and cabin crews as the services providers are predicted to exhibit apt emotions at work to preserve their job performance. Hence, a self-emotion appraisal is potentially obliging to improve teacher efficiency and reduce stress (Dolan & Cerdin, 2005; Yoke & Panatik, 2015).

Additionally, others' emotions and use of emotion were found to be significantly affecting JP. The findings of this study are line with Sy et al. (2006), who reported that the capability uses emotions and know other's emotion assists the cabin crews and supervisors in affecting job performance. Consequently, the supervisors and cabin crews will take apt actions to adapt factors that affect their feelings enabling them to outperform their tasks and work. Whereas understanding others' emotions helps manage their association with others hence contributing to work better. Supervisors and cabin crews are well aware of how feeling affect their work-related results, and they are more skilled at utilizing their feelings to enable job performance. The capability of supervisors in managing their feelings can nurture internal emotional states that might help them emphasize their work (Austin, 2004; Day & Carroll, 2004; Pathdes et al., 2004; Petrides et al., 2004; Sosik & Megerian, 1999; Janovics & Chistiansen, 2001).

The study's main objective was to examine the impact of EI on the JP of airline industry employees. In this regard, a quantitative method was utilized to investigate the relationship between the variables using an adapted multifactor survey instrument. A total of one hundred employees of the airline industry, particularly supervisors and cabin crews with fifty from PIA and fifty from Air Blue, has been employed to participate in this study. To examine the relationship, initially, correlation analysis was performed, followed by regression analysis. From the findings of this study, it was observed that employees in the airline industry with high EI are highly likely to outperform in their job. All the emotional intelligence factors, namely self-emotion appraisal, other's emotion appraisal, use of emotion and regulation of emotion, were observed to be positively correlated with the job performance.



In addition to the findings, the study has some substantial implications from both practical and academic perspectives.

Theoretically, EI ought to be a universal factor across societies and cultures. Although most of the studies have been conducted on this topic in the West, less attention has been provided to Asian Countries, specifically Pakistan. This research has substantiated that the EI role in improving the work outcomes can be generalized to several other societies and cultures where expectations and social norms are quite distinct from the West.

Practically, the study illustrated that employees in the airline industry need a certain extent of EI. In this context, devising proper training sessions to enhance airline industry employees' EI is valuable.

This research also has some limitations. Initially, EI was measured by Wong & Law's (2002) model of emotional intelligence though there are several other models of EI, namely Mixed Model of EI (Goleman, 1998), Trait EI Model (Petrides & Furnham, 2001); Ability EI Model (Salovey & Grewal, 2005) widely used by studies. Secondly, this study used cross-sectional data. Future studies to assess the causal association using longitudinal data may be offered. This study has not utilized any potential mediating or moderating factors, which future studies may consider while examining the causal relationship between EI and job performance.

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