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Emotional Intelligence (EI) Quotient-based Psychological Contract Impact on Employee's Satisfaction

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Abstract— *Research relates to investigating association of emotional intelligence with employee's satisfaction, whether it safeguard the relationship between employee and employer, whether it effects on employee's satisfaction, fairness perception, promotion and privileges. In hypothesis 1, emotional intelligence effects on employee's satisfaction based psychological contract. In hypothesis 2, emotional intelligence effects on fairness perception based psychological contract. In hypothesis 3, emotional intelligence effects on promotion and privileges based psychological contract. Quantitative method applied in this study and distributed questionnaires for data collecting in four different mobile companies, 100 from private sector and 100 from public sector.*

Keywords—*Emotional intelligence, Psychological contract, Employees satisfaction, Fairness, Promotion and privileges.*

I. BACKGROUND

- **Psychological Contract**

It refers to relationship between an employer and its workers, and specially worry mutual potential of inputs and outputs. It presents the understandings, Viewpoint and promises. It's about sentiment, behavior and body language. Chahar, B. (2019). Chris Argris (1960) [1] was the first to concern the PC to the place of work. He believed in a point that the company and employees had made Psychological Contract that permissible the show and fulfillment of each other needs The employer-employee relationship is at the core of any place of work. A PC includes informal harmony, mutual thinking common opinion and awareness between the employer and employee.

Hui, C., Lee, C., & Rousseau, D. M. (2004). Rousseau, 2004 [2] stated that we can normally defined it as the opinion of the employee of the barter relationship with organization. Argyris (1960) stated that, these psychological contracts are represented in an informal relationship between boss and employees. Moreover, additional study also holds two points of views, wide or slight. Where, the slight point of view intends to put attention on the biased perceptions of employee on bilateral obligation between employees and bosses. The wide perspective characterizes a mental contract as a comprehended arrangement of potential working consistently between each individual from an association and the various supervisors and others in that

association (Rousseau, 1989). (Schein, 1965), for its affordable legitimacy, the thin point of view has been extensively embraced in experiential investigations, including the present one. past writing has built up an assortment of mental contract models, for example, Shore and Barksdale (1998), they ordered mental relation in four different classifications: common high commitment mental contract (both the representatives and the business give high commitments to one another), semi spot mental contract (couple of commitments from the two gatherings), boss over-commitment mental contract (couple of commitments from the worker while numerous commitments from the business), and boss under-commitment mental contract (numerous commitments from the representative while couple of commitments from the business).Jacqueline A-M. Coyle-Shapiro (2005) [3] researchers have embraced social change as the basis for a theater to understand the relationships between people and their organizations.

A mental contract is defined as a person's belief in the terms and conditions of an exchange relationship with another person (Rousseau, 1989). The perceived organizational support captures one's perspective on the extent to which the organization values their contributions and the issue and their well-being (Eisenberger, Huntington, Hutchison, & Sowa, 1986). Research into these two frameworks has remained independent, although Aselage and Eisenberger

(2003) have attempted to integrate POS with psychological contract theory.

- **Emotional Intelligence**

It is stated by the Human Race Fiscal Medium that after two years; most compulsory skills will be emotional intelligence. This is about getting intelligence about one's emotions. Emotional Intelligence purely perceives our emotions and stay aware of these emotions. This skill can be learnt. In corporate world employees are considered the most important and greatest assets for the them. This tune agrees that expertise or apparatus would not be taking any company from set up to spiritual guide, on the contrary, workers evaluate several duties which complete a different function can make a huge influence Butler, C. J., & Chinowsky, P. S. (2006) [4]. Moreover, it has become important to consider the findings of research on factors which are contributing the individual success. In the recent times, we have seen dimensions in the definition of intelligence which is measured with a term named the (IQ) intelligence quotient.

According to researchers, components to intelligence are more significant than IQ Score.Salovey and Mayer (1990) brought another wording "passionate insight" (EI) in view of their investigations of the interface among feeling and thought. Another examination was finished by Gardner (1996), presented two sorts of Emotional Intelligence in his hypothesis of seven (various) insights. Pahuja, A., & Sahi, A. (2012). What's more, in 1995, Daniel Goleman's EI more went about as a channel for dealings including why EI, estimated by the enthusiastic remainder (EQ), may call attention to individual triumph in life attempts (Goldman 1995). EI is characterized as scope of no Intelligence capabilities, Capacities, and also the aptitudes which inundations ability of a person to overcome with regards to adapting to normal requirements and needs (Bar-On 1997). Clinicians have been concentrating these no subjective insights and had the option to gather it in knowledge classifications as pursues (Johnson and Indvik 1999) Kotsou (2018) [5].

- **Employee's Satisfaction**

Laborer's solace with their occupations concerning Employee fulfillment is a deliberate, despite of whether they feel comfort with their work or objectives of a person or description of job, for work supervision, characteristics of work or regulation.

We can gauge comfort with work, psychological, and conduct parts. Representatives fulfillment can be utilized to depict whether utilizes are gratifying and fulfilling their desires and requirements at job numerous estimates guarantee that worker motivation is in utilized the fulfillment, goals of an employee, achievement and optimistic employee drive in the work area.

Markiz, Y., Margono, S., Wirawan, I. D., & Ainur, R. (2017). Ducker (2000) [6] communicated that using relative examinations for unrivaled treatment of individual capital and improvement of social relations. Another examination by Delaney and Hustled (1997) studied at least 1400 relationship in USA. Completion of their examination was about delegate the employee motivation, employee's satisfaction, and trust return include positive centrality assessment of association execution. Kaplan and Norton (2008) executed the association between execution of affiliation and laborer satisfaction with the assist of BSC procedure. Relationship among specialist motivation and employee satisfaction is noticed for quite a while (Bernard, 1948; Porter, 1993; Becker, 1997; and Vebr, 2009). Nenadál (2001), Rosa (2000) and some various experts focused on the centrality of laborer satisfaction and alert that estimation of delegate satisfaction isn't straightforward.

Utilization of human asset influences the fulfillment of specialists and it impacts the improvement and extent of tasks completed (Kaplan and Norton, 2001; Copeland, Koller and Murrin, 1991, Lamming and Bessant, 1995, Belcourt and Wright, 1998). Styblo (2001) states that there is and impact of representative fulfillment on client devotion. Donelly, Gibson an Ivancevich (1997) looks at an identical issue. Here is the centrality of the worker fulfillment can be kept up by an assertion of a Nobel prize champ G. S. Becker (1997) about the sound direct of people, who said: "People escalate usefulness resolute manner and into fundamental activity strategy and think about impact from their exercises on utility; current and future.

Fulfillment of representatives is connected with better utilization of the workforce. What's more, this use puts positive effect on attributes and volume of tasks completed by representatives (Kaplan and Norton, 2001; Copeland, Koller and Murrin, 1991, Lamming and Myskova, R. (2011). Myskova, R. (2011). Bessant, 1995, Belcourt and Wright, 1998) [7]. Styblo (2001) additionally clarified the effect of worker fulfillment taking place the fulfillment of client. Donelly, Gibson an Ivancevich (1997) analyzes a comparable issue. The significance of representative fulfillment can be bolstered by an announcement of a Nobel Prize champ G. S. Becker (1997) about the sane conduct of people, this also says: "People amplify utility in a predictable manner and in basic leadership process they think about effect of themselves exercises on effectiveness, present and outlook."

Worker fulfillment d0es exclude great utilization of workforce just, but on the other hand is puts accentuation on protecting the privileged insights of association. Worker

fulfillment lessens representative turnover, decidedly impacts efficiency pointers, and along these lines generally speaking organization yield. This pointer was tested in certain organizations 2003 and 2009. End showed that worker fulfillment has positive predicative capacity. In any case, it is important to refresh incomplete pointers and their loads after some time to mirror the current financial circumstance. Hence, it supports soundness and aggressiveness for a long period. Assessing and decision making is the problem of collection in sequence is to it very well may be significantly affected via abstract assessment procedure. A system for assessing worker fulfillment is created in this research paper. The purpose is to measure representative fulfillment by method that demonstrates worker fulfillment.

- **Fairness Perception**

Jihad Mohammad and Farzana Quoquab (2019) [8] explain that a large proportion of previous studies have focused on different types of justice, such as distribution justice (DJ) (effects on results), process justice (PJ) (justice about the process used to distribute results), and interpersonal justice (IJ) (justice about individual governance) and its effect on the workplace in behavior and attitude. on the other hand, little notice is given to evaluate your view of all righteousness (which is seen in organizational righteousness as a whole) and its effect on individual action (Ambrose et al., 2015; Ambrose and Schminke, 2009; Bobocel, 2013; Patel et al., 2012)

According to Rabia Imran, Mehwish Majeed, and Abida Ayub (2015) [9] Humanitarian aid, if not managed properly, can hamper organizational productivity; therefore, it is necessary for the day to examine all the factors that can assist organizations in achieving employee satisfaction. There is a strong belief that if an organization does not treat its employees equally and exhibits unfair and unethical behavior, employees feel angry, frustrated, and resentful, which can significantly reduce their performance. The past 25 years have been devoted to organizational research for the purpose of examining the nature, outcomes and determining the relationship between organizational integrity and the various outcomes of an organization. In the same way, emphasis is placed on organizational justice and its relationship to organizational productivity as an employee assesses the integrity of their organization in organizational justice. Employee security is also an important change that directly affects the organization's satisfaction and level of commitment. If an employee is confident that he or she will not be removed from the organization soon, he or she will no doubt work hard. In fact, she will try to reciprocate by giving more ideas to the organization and it will increase her level of satisfaction.

Employees can only function effectively if they are committed, honest and loyal to the organization and this can only happen if they are satisfied with the organization, its decisions, their salaries and other similar factors.

- **Promotion and Privileges**

According to CȘ Rotea, CG Bocean, Cristina 2019 [10], the efficiency and effectiveness of organizations depends not only on non-human factors (technical and non-technical) but also on efficiency. Employees are responsible and involved in all the activities of the organization, so their effective use and management should be the main purpose of the organization. Noah et al. (2016) found that the reward system has important implications for individual performance and organizational efficiency. Therefore, in a competitive business environment, many organizations are trying to identify new rewarding strategies directly related to increasing productivity and improving organizational performance (Barbu et al., 2010). According to Nebeker et al. (2001), organizational performance is a result of employee satisfaction. Performance-based remuneration is a reward system that is better aligned with remuneration policies in the productivity and performance of employees (Collins and Clark, 2003). While work-based remuneration can motivate employees, employees sometimes see it as a way to control individual and collective behavior. In such a situation, employees become less loyal and participatory, so rewarding programs have the opposite effect than expected (Mathis et al., 2016). Employee profitability can significantly reduce income growth, especially in information-based industries (Dessler, 2016). The overall purpose of our paper was to assess the impact of reward on job productivity and individual performance from the perspective of County Emergency Hospital Slatina hospital staff.

Problem Statement

Satisfaction of Employee is basically a standard to measure the contentedness of worker with their jobs, whether they like the job or not. It also measures the individual aspects of job, such as nature of work or supervision. Cognitive, sentimental and behavioral components can be measured by job satisfaction. Whether employs are satisfied and fulfilling their needs and desires at job can be measured by employee's satisfaction. A large number of studies measures that employed satisfaction is an aspect in employee positive morale, employee goal, motivation, achievement in the organizations.

Objectives

Research focuses is to investigate

1. Whether emotional intelligence associated with employees' satisfaction.
2. Whether emotional intelligence buffer the relationship between employee and employer.
3. Whether emotional intelligence effects employee's satisfaction, fairness perception, Promotion and Privileges.

Research Questions

1. How the EQ effects on employee's satisfaction based psychological contract.

2. How the EQ effects on fairness perception based psychological contract.

3. How the EQ effects on promotion and privileges based psychological contract.

Study Significance

The major intention of this study is to satisfy the employees and to know how to satisfy them, because the satisfaction will provide an atmosphere and culture of work for all employees in company or firm to complete their duties with zeal and joy. The performance is also based on this method as the satisfaction of employee is the base for better output.

II.   LITERATURE REVIEW

Yucho Zhang (2018) [11] examined the connection of utilization under the structure of psychological contract. The researcher also discussed the types of employment (permanent and temporary). The impact of firm ownership (state owned firm and private firm) under the psychological contract. The researcher used a questionnaire to analyze the impact. The findings show that private firms employees reported more promises and state-owned employees tended less promises. Permanent employees had less promises and much fulfillment on the other hand temporary had many promises and less fulfillment. Psychological contract fulfillment is positively related to employee's job satisfaction and fairness perception and negatively related to quit. Dr. A. Savarimuthu (2017) [12] paper was about the investigation of the psychological contract and its dimensions. The researcher discussed the difference between psychological contract and employment contract. Psychological contract is the mental model of both parties employee and employer. It refers the beliefs, expectations, promises, and obligations. On the other hand employment contract is written contract. Its legal contract and sometimes ineffective as an enforcement mechanism because of not clear in relationship complexity or ambiguity between worker and organization. Not fulfillment is breach of contract. Breach leads to violation and violation leads to negative emotions like anger, disappointment, bad performance, withdrawal or leaving the organization.

Sulaiman Ibrahim Kassim (2016) [13] researcher investigate the two important factors in modern environment one is emotional intelligence and the other one is job satisfaction. In educational sector lecturer have great advantage to know the emotions of employees and regulate their own emotions. The purpose of this study is to analyze the relationship of professor's emotional intelligence and job satisfaction. The researcher used Wong and Law scale to measure the emotional intelligence and for job satisfaction Macdonald and Maclantyre scale in this study. They used multiple linear regressions for findings and results. They tested it on different mobile companies. They recommended that emotional intelligence should be the part of mobile company's program. It would create a strong relationship on workplaces.

Ade l. Anggraeni (2017) [14] the researchers discussed in this paper the impact of psychological contract on employee's commitment and organizational citizenship behavior (OCB). They investigate the young entrepreneurs' management on small and medium level companies. The purpose of this study to describe the strong and deep relation between psychological contract, employee's commitment and organizational citizenship behavior. Psychological contract consisted of transactional contract and relational contract. Transactional contract refers to short term plans and liabilities and relational contract refers to long term plans and liabilities those effects the emotional engagement of employees. So PC influences the organizational citizenship behavior. Psychological contact refers trust of both party's employee and organization, It's an implicit contract and about the expectations of both parties so PC influences the commitment of employees and organization.

Colleen J. Butler (2006) [15] described the relationship between the emotional intelligence and leadership behavior of executives of construction companies. They tested it on top level managers and middle level managers of construction companies. They are all presidents and vice presidents of companies. Emotional intelligence plays an important role in the transforming of leadership behavior. There are different attributes of emotional intelligence but empathy is from interpersonal skills that influences the leadership behavior.

Chun Hui, Simon S.K. Lam (2000) [16] study is about the relationship between employee's promotion and perceived OCB for promotion, OCB before promotion and after promotion. They selected employees for instrumental OCB for 3 months before promotion and OCB after 3 months' promotion. The researchers found that employees who perceived instrumental OCB for promotion who likely decline in OCB after promotion.

Nona Momeni (2009) [17] research discussed about the importance of manager's emotional intelligence its impact on organizational climate. They used 360-degree approach for results. They tested it on 30 managers randomly got positive results. Regression and correlation analysis showed that 70% managers with emotional intelligence more effected on organizational climate.

Dr. K. Ravichandran, Dr. R. Arasu (2011) [18] researched that Emotional intelligence is about the perceived behavior, attitude, and act of employees. It's an ability to understand employee's problems and situations. Some researchers say that emotional intelligence is a skill we can learn it as technical skills, but some says its inborn characteristics. It is the era of competition in business environment and organizations need initiatives and proactive employees for their organizations. It is very effective and productive for managers and drivers of organizations. Organizations can gain their objectives and goals to enhance emotional intelligence skills of their employees. Employees work engagement and emotional intelligence is interlinking and plays important role in productivity of organization because with emotional intelligence skills employees will be engaged and committed to their work.

According to KURT MATZLER & BIRGIT RENZL 2006 [19], it is due to several studies that employees are more contented, have good spirits at work, and work more successfully and professionally (e.g. Eskildsen & Dahlgaard, 2000). According to Assan A.S., Yunus Mah. (2009) [20] when employees are satisfied they more devoted and industrious (Hunter & Tietyen, 1997), and these satisfied employees affect the customer fulfillment and output (Potterfield, 1999). the combination of affective reactions to the differential perceptions of what he/she wants to receive compared with what he/she actually receives is called employ satisfaction (Cranny, Smith, & Stone, 1992). One the other hand, as stated by Organ and Ryan (1995), the employee satisfaction is one of the basics of organizational citizenship behavior (Ozdevecioglu, 2003). That is, the well-effectiveness of their organizations.

As per Xiaoxia Zhang and Bing Li(2013) [21], the psychological state of the individuals working in an organization is reflected by employees satisfaction. Although it is unspoken, it will apparently impact the employee's performance. Organizational customs can have a power on employee satisfaction. The relationship between them should be clarified in order to provide administrative practitioners with more meaningful leadership to their practices Linjuan Rita Men1(2014) [22]. Therefore, satisfying employee– organization relationships could not only boost employee productivity but also help create a critical and cost efficient workforce that cultivates quality

external relations and protects the organization's invisible assets such as reputation

According to Eunmin Hwang, Seyhmus Baloglu, Sarah Tanford (2019) [23], it is crucial for businesses to manage marketing strategies effectively to construct a positive relationship with customers as a means to satisfy customer needs and build customer reliability. While customer retention is a basic element to improve the firms' productivity, loyalty is highlighted with the plan of establishing a lifetime relationship between the firms and their customers. One of the primary methods for educating reliability is the prize program. Reward programs are particularly important for organizations, Rafikul Islam and Ahmad Zaki Hj. Ismailt(2015) [24].

Latin word "mover" means to move and the word motivation is resultant from this Latin word. What moves us from dullness to concern is motivation. Our activities are directed like the routing wheel of a means of transportation. Steers and Porter (1983, p. 32) write: To create a proper climate in which employees can develop to their fullest potential is the responsibility of managers in any organization. Theoretically increase employee annoyance and could result in inferior performance, lowers job satisfaction, and increased leaving from the organization is failure to provide such a climate Kiruja EK, Elegwa Mukuru (2013) [25] for achieving the planned objectives of an organization is its overall achievement and it depends on the level of employee's performance. Motivation and ability is the function of employee's performance. Where ability is comprised of the skills, for performing a task resources and training is required and as inner force motivation is described that drives individual to act towards something. Flippo said that a more motivated work force is employee's performance in organizations that has the drive for higher output, excellence, measure, assurance and force.

Masood Asim (2013) (Asghar Ali & Muhammad Naseem Akram e'al) [26], the author says that the real assets of the organization is employees in any sector. They become full loyal with their organization if they are motivated they perform their duties with full respect and devotion. They actively perform their duties if they consider a human capital of the organization. It's more motivated if their salary and job position are according to your qualification. The reward and motivational factors Plays an important role in employee performance.

According to Rudzi Munap (2013) [27], in the field of human resource management, organizational behavior and psychology the employee's satisfaction has always popular area of discussion in the field of management. It is extremely necessary for the management to look into the

welfare and well-being of their employees such as looking into the monetary and non-monetary rewards.

In an organization employees' satisfaction and reward system is seen as a solid component. For employee's satisfaction reward system boosts up employee's motivation in an organization. Danish and Usman (2010) acknowledged that keeping employee's self –esteem high and passionate rewards system provides as the most reliant feature. Accordingly, Bowen and Ostroff (2004) believed joyful employees can form pleased clients. Therefore, to control the level of employee's satisfaction in maintaining the performance an organization must acutely look at the involvement of rewards itself. To satisfy the employees the implementation of incentives system as the effort done by organization is also very impressive. Employee need to be promoted to a higher position as promotion it is equally important. In exchange for work performed salary is given to employees; usually include a range of values, rather than an individual contribution focuses on the position and the duties performed (Milcovich and Newman, 2002).

Rewards are influences the employee's satisfaction and dissatisfaction influences in term of salary. Iqbal, Imran and Zahid (2011) adds' motivation and satisfaction have significant impact to promotion on employee's job satisfaction. Rao (2005) acknowledged that when a person is motivated to work satisfaction at the workplace is achievable. Therefore, for employees to stay loyal to the organization is keeping employee's motivated serves as a requirement.

Adibah Abdul Kadir1, (2019) [28] said, citizen welfare and improvement by taking care of the employee welfare to increase their act, Malaysian should aspire to be in the top country in the term of economy. The welfare for employee cannot be disregarded. By providing compensation and benefits in term of remuneration, allowance, promotion, and also incentive providing some company to their employees well-being and welfare. Based on employee performance compensation and benefits are given by company. Employee and arising from their employment is going to form of pay and reward is employee compensation. Although, employees receive the benefits indirectly by taking financial and nonfinancial payment for continuing their employment with the company.

Generally, the reward and payback on the basis of employee act and performance- to increase employee efficiency through greater answerability, to increase employee productivity enhancing compensation practices are designed as highlighting performance differentials across employees. To direct and hold the whole operation process human beings plays an important role because an organization cannot be working if there is no human being

so employees are one of the organization valued assets. On the other hand, the employee that was hired be required to have a good excellence in order to make them as a important source or the company assets. Different organization especially those in the service-sector have in step to the idea that there is not much point in employing people at all if you are not going to take steps to make them want to give their best for you

Taghrid S. Suifan1 (2019) [29] as earlier studies have firmly concluded that employees' perceptions of fairness in the place of work much influence their attitudes and behaviors towards their organization (Colquitt, Conlon, Wesson, Porter, & Ng, 2001; Latham & Pinder, 2005), current years have witnessed rekindled interest in the important concept of organizational fairness and its major consequence on different employee attitudes, such as job satisfaction, return purpose, and organizational assurance (Choi, Moon, Ko, & Kim, 2014).

WUBYE KEBEDE (2019) [30] pointed out that human resources plays an important role in the success of any organization. This is especially true in the service oriented to meet the rising expectation of the customer's improvements in the service have to be made in ethio telecom. The company has to retain the good performer and efficient workforce for trying to fulfill the expectations of customer. Reward management system is the one important element in retention system. A well-made reward system along with the firms' strategies and human resource management has a great contract of relationship on attracting, acquiring, maintaining and motivated and satisfied employees to complete their duty successfully and competently. (Markova and Ford (2011))

Hamzah Elrehail (2019); Locke (1969) [31] defines employee satisfaction as "a happy state of affairs resulting from the evaluation of human activity as an achievement or facilitation of the achievement of human labor standards. Many studies forget the ability of workers to gain competitive advantage (Pfeffer, 1994; Rose et al., 2010; Campbell et al., 2012; Pan, 2015). Staff dedication and satisfaction present a good opportunity for any organization (Go, 2012). Cao and Chen (2016) pointed out that employee satisfaction can change from one organization to another from time to time. In addition, the more satisfied employees are, the greater the economic benefits of an organization will increase (Chi and Gursoy, 2009).

Drs. Ashfaq Ahmad (2018) [32] explained that the main purpose of this study was to increase and evaluate the impact of the evaluation and reward system on employee satisfaction. This work is related to the fact that the greater the satisfaction of work among employees, the higher their performance in the workplace. It associates workers' self-

confidence with their actions and the actions of the organization as a whole, in today's emerging economy, characterized by rapid development and change, one thing that is thought to be a constant in modern change. Güngör (2011) studied the relationship between the wage management system and employee performance and linked it to their level of motivation and employee performance in international banks and emphasized that organizations needed to transform and review their pay system to live in the modern environment. This research also shows that the effectiveness of any organization is found in human behavior.

Hanan Hasan Nazzal2 (2018) [33] stated that in an organization or in any institution inspiration plays an important role in improving employee productivity. In addition, when developing a company strategic plan, effective management of an organization is one which looks after people's needs. Therefore, in order to motivate employees, employee knowledge requires human resources to implement a major reward system. motivation, then, refers to the core values that are reflected in the aspirations and the desire that the underlying motivation works for personal happiness, anxiety, or job satisfaction and is therefore essential for successful companies. (Guay et al, 2010).
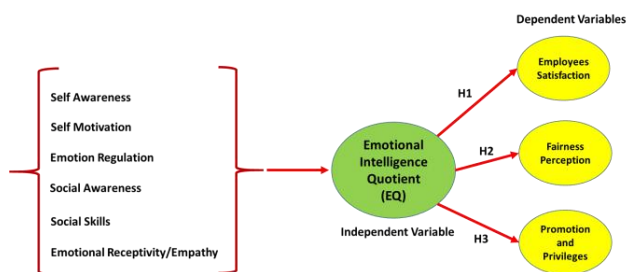

Fig.2.1 Design of Theoretical Framework

Model Justification

Constructing a model to investigate the impact of Emotional Intelligence (EI) Quotient on employees' satisfaction, fairness perception, and promotion and privileges involves establishing a conceptual framework and justifying the selection of variables. Here's a detailed justification:

1. Independent Variable: Emotional Intelligence Quotient (EI)

Justification:

Theoretical Foundation: Emotional Intelligence (EI) is a crucial factor in interpersonal relationships and effective communication within organizations. Individuals with high EI are expected to navigate social complexities, understand and manage emotions, and establish positive relationships.

Relevance to the Workplace: EI is increasingly recognized as a key competency in the workplace. Employees with higher EI are likely to handle workplace challenges, stress, and conflicts more effectively, contributing to a positive work environment.

Previous Research: Numerous studies have linked higher EI with improved job performance, leadership effectiveness, and overall job satisfaction. This body of research provides a foundation for examining the impact of EI on various organizational outcomes.

2. Dependent Variables:

a. Employee Satisfaction:

Justification:

Central to Organizational Success: Employee satisfaction is a critical indicator of organizational health. Satisfied employees are more likely to be productive, engaged, and committed to their work.

Impact on Retention: Higher job satisfaction is associated with lower turnover rates. Investigating the role of EI in influencing employee satisfaction can provide insights into strategies for retaining valuable talent.

b. Fairness Perception:

Justification:

Organizational Justice: Perceived fairness is a fundamental aspect of organizational justice. Employees who perceive fairness in decision-making processes, resource distribution, and interpersonal treatment are more likely to be motivated and committed.

Employee Morale: Unfair treatment can lead to demotivation and decreased morale. Examining how EI affects perceptions of fairness can shed light on the emotional intelligence skills required for fair and just leadership.

c. Promotion and Privileges:

Justification:

Career Progression: Promotion and privileges are indicators of career advancement and recognition. Understanding how EI influences these aspects can inform talent management strategies and leadership development programs.

Employee Development: EI is expected to play a role in effective leadership, which, in turn, impacts career progression. Analyzing the relationship between EI and promotion can highlight the importance of emotional intelligence in leadership roles.

3. Interrelationships:

Mediation Analysis: Investigating whether the impact of EI on employee satisfaction, fairness perception, and promotion and privileges is direct or mediated by other factors (e.g., leadership styles, organizational culture) can provide a more nuanced understanding of the relationships.

Moderation Analysis: Exploring potential moderating factors (e.g., organizational size, industry type) can enhance the model's applicability and identify contextual influences on the relationships under investigation.

4. Practical Implications:

Employee Development Programs: If the study establishes a positive relationship between EI and the dependent variables, organizations can design targeted training and development programs to enhance employees' emotional intelligence.

Leadership Training: Insights from the study can inform leadership development initiatives, emphasizing the importance of emotional intelligence in fostering positive workplace outcomes.

The model aims to explore the impact of Emotional Intelligence Quotient on employee satisfaction, fairness perception, and promotion and privileges. The selection of these variables is theoretically grounded, aligns with previous research, and has practical implications for enhancing organizational effectiveness and employee well-being.

III.   RESEARCH METHODOLOGY

It examines the variables of the current study. It includes research design, selection of sample, sampling technique, and tool for data collection. The research is quantitative in nature. The research is designed for the purpose of examining the impact of emotional intelligence quotient based psychological contract on employee's satisfaction in the education sector of Pakistan. The independent variable is emotional intelligence quotient and dependent variables are employee's satisfaction, fairness perception and promotion and privileges. This is a cross-sectional study and the area of study is the education sector of Pakistan.

3.1 Research Framework

Based on these factors, researcher has come up with a research framework which is based on independent and dependent variables, based on these factors which can make sure helpful implementation of emotional intelligence in employee's satisfaction, fairness perception, promotion and privileges based psychological contract. Yuchao Zhang, Ting Ren, Xuanye Li, (2018) has projected a conceptual model "Psychological contract and employee attitude-The impact of firm ownership and employment type". The result

shows that government employees as a whole have reported fewer promises (the employer promises a mental contract under a lesser obligation), while private employees tend to have more promises (greater co-operation, over-commitment to the employer and a one-time mental contract.). Full-time employees reported higher satisfaction (greater responsibility than employer, greater joint responsibility and less responsibility of employer who fulfilled a mental contract). In contrast, the temporary staff presented a number of commitments (a major co-operation promised by the psychiatric contract) and a lower fulfilment (a mental contract fulfilled in a quasi-spot area). In general, company ownership has had a detrimental effect on employees' long-term and short-term mental-based contracts, but there is no significant impact on the realization of intellectual property.

In conceived model emotional intelligence as independent variable and employee's satisfaction as dependent variable has been adapted.

One independent variable is

- Emotional intelligence quotient

Three dependent variables are

- Employees satisfaction
- Fairness perception
- Promotion and privileges

The research will assess level of awareness of emotional intelligence quotient and its impact on employee's satisfaction. The result of the research work will direct towards coming up with a framework which if applied in any academic system will lead to the helpful delivery of the employee's satisfaction and its deep impact on educational learning environment.

3.2 Model of Research

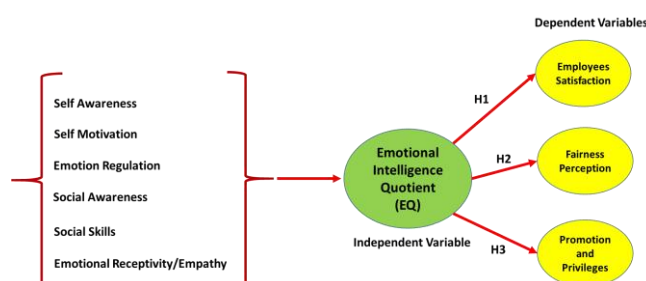Based on the research framework, following research model is proposed.

Fig.3.1 Research Model

It needs to be looked into the relationship between the independent and dependent variable. For data analysis there are many approaches. In research data collection the

important instrument is validity and reliability. When one repeatedly measures the same unchanged objects or the events, reliable measuring instrument gives the same measurement. The measure of internal consistency Cronbach alpha is used i.e. as a group, how closely related a set of items. It is a measure of the scale reliability. It is the number of times the observation occurs in the data, if we look at the frequency of a particular observation. In statistic to measures linear correlation between 2 variables used Pearson correlation coefficient. Regression analysis is also used for finding relationship between the variables. For modeling and analyzing variables it comprises many techniques. By projecting the predicted variables, it finds a linear regression model to find maximum variance between response and independent variable, in the partial least squares regression.

3.3 Research Hypotheses

We mean a guess or justification (theory) that is conditionally accepted in order to understand by certain measures or phenomena and to give direction for further study by hypothesis. A hypothesis may be proven correct or wrong, and must be capable of refusal.

- **H1:** The EQ effects on employee's satisfaction based psychological contract.
- **H2:** The EQ effects on fairness perception based psychological contract.
- **H3:** The EQ effects on promotion and privileges based psychological contract.

This research work is directed towards positivistic research philosophy. Entire population was studied to generalize obtained findings.

3.4 Research Methodology and Design

The following tests will be performed in this research.

1. Validity Test
2. Cronbach's Alpha
3. Frequency Distribution (data)
4. Descriptive Statistics
5. Pearson Correlation
6. Regression Analysis
7. Diagnostic Analysis

The researcher will use the package of SPSS for the analysis of this study. For the collected data (questionnaire's) SPSS is used to find Cronbachs alpha Coefficient to find how much it is reliable instrument. It should be ensured that all independent variables, measuring the dependent variables are in the same direction; i.e., there exists no negatively items in the developed questionnaire before the application of Cronbach Alpha Reliability. Employ survey questionnaires will be the core data collection phase.

Through testing questionnaire's using the data collected from the pilot study the validity of instrument is measured. To refine the questionnaires pilot test is conducted. The clarity of questions is established and there exists no problem regarding the accurate recording of the data so the respondent feels no issue to answering the question. The assessment of the validity of data which will be collected in this result (Mark Saunders, 2007). To test the reliability Cronbach Alpha is calculated. Alpha can take any value from zero (no internal consistency) to one (complete internal consistency) whereas 0.7 is defined as an acceptable limit. As per (George, 2003), the following rules apply (as shown in the table);

Table 3.1: Values Ranges for Cronbach Alpha

Alpha Cronbach Value	Interpretation
0.91-1.00	Excellent
0.81-0.90	Good
0.71-0.80	Good and Acceptable
0.61-0.70	Acceptable
0.01-0.60	Non acceptable

3.5 Population and Sample

The sample size of this survey was 200. Fifty (50) questionnaire/samples taken from each of the four selected Organizations / Firms. Following are the organizations selected.

No. of Organizations / Firms: 4

Type of Organizations / Firms: Telecom (Mobile) Sector

1. Telenor (50 questionnaires)

2. Ufone (50 questionnaires)

3. Zong (50 questionnaires)

4. Mobilink (50 questionnaires)

3.6 Sampling Technique

For the collection of data convenient sampling technique is used. The reason for selecting convenient sampling technique is because it eases the volunteers or selecting units due to their convenience and availability. The benefit of this sampling is to get the data quickly and to receive correct contents of the data which can be gathered and it is quite unbiased.

3.7 Tool for Data Collection

The instrument is devised after the thorough study of the previously conducted researches relating to the research topic. A survey will be conducted to help gain reliable data from the respondents. Survey questionnaire will have Liker Scale Ratings.

3.8 Statistical Technique

The Likert scale was utilized to translate things in the survey. These responses were based on the respondents' asses' emotional intelligence treatment in the mobile sector of Pakistan. There were occurrences that the respondents were gotten some information about their treatment ethically. The range and interpretation of the five-point scale are:

Table 3.2: Likert Scale

Strongly Disagree	Disagree	Undecided	Agree	Strongly Agree

IV.   STATISTICAL ANALYSIS

The study is a quantitative survey research and data has been gathered from public and private sector employees. This chapter explains the statistical analyses including descriptive statistics, reliability testing, correlations matrix, and regression analysis. The 300 questionnaires were distribution in two public and two private mobile companies

of Islamabad, whereas 257 valid responses were collected and used for data analysis.

4.1 Reliability Testing

Reliability relates to the consistency of research instrument such as the questionnaire used in the research study. It is important to test the reliability of scale items that have been adapted for research study context. The earlier results of data collection through the questionnaire have been used to calculate the Cronbach's Alpha in IBM SPSS. The following tables are extracted from SPSS. The following reliability table shows the 6 items used to measure the constructs involved in the research that measure emotional intelligence and employee satisfaction have a Cronbach's Alpha of 0.869. The measure would be considered appropriate for measurement scale to be used because any value above 0.7 for Cronbach's Alpha shows that the scale is highly reliable to use for data collection. The scale has such high Cronbach's Alpha mainly because it is adapted from peer-reviewed research literature.

Reliability Statistics

Cronbach's Alpha	N of Items
.937	8

The following table shows the descriptive statistics of the items measured in the questionnaire and N=150, the number of responses that were involved in calculation of the Cronbach's Alpha. It can be seen from the initial data collection that the inclination of averages in variable constructs is towards higher satisfaction side that can further observed through the final results of overall data collection and statistical analysis. The standard deviations can also be noted here almost to the half point measurement level in each construct.

Item Statistics

	Mean	Std. Deviation	N
Self-Awareness	2.23	.583	150
Self-Emotion Regulation	2.19	.585	150
Self-Self-Motivation	2.01	.616	150
Emotional Receptivity/Empathy	2.18	.619	150
Social Skills	2.08	.593	150
Fairness Perception	2.15	.451	150
Promotion and Privileges	2.17	.489	150
Employee Satisfaction	2.10	.497	150

The following table shows the consistency within the questionnaire items and how they are estimated to measure the same construct as tested in the research. There is no item that reduces the reliability to a non-reliable level so the scale is reliable to be used for data collection.

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Social Awareness	14.88	11.694	.446	.952
Self-Emotion Regulation	14.91	10.635	.745	.931
Self-Motivation	15.10	10.338	.782	.929
Emotional Receptivity/Empathy	14.92	10.212	.814	.926
Social Skills	15.02	10.728	.704	.934
Fairness Perception	14.96	10.780	.956	.919
Promotion and Privileges	14.94	10.537	.957	.918
Employee Satisfaction	15.01	10.460	.967	.917

4.2 Descriptive Statistics

The descriptive statistics helps us to estimate the population parameters through the sample values that can be observed in the collected data. The most important values related to Descriptive of various items in research questionnaire are the average that is measured with mean of the observed values, variation for which the standard deviation is the fundamental measure, and minimum and maximum values.

The following table shows the descriptive statistics related to each item of the study.

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Self-Perception	257	1	4	2.21	.641
Understand Personal Strengths	257	1	4	2.17	.649
Self-Aware & Happiness	257	1	4	2.11	1.048
Fairness with Positive Perception	257	1	4	2.18	.778
Understand other People	257	1	4	2.19	.766
Emotional Effect on People	257	1	4	2.09	.820
Professional Development & Personal Growth	257	1	4	2.21	.792
Meaningful Goals & Focus	257	1	4	2.24	.736
Accurately Judge Own Performance	257	1	4	2.20	.676
Self-Emotion Regulation and Job Satisfaction	257	1	4	2.15	.691
Helps in Overcoming Stress	257	1	4	2.49	.830
Helps function Better and Enjoy Work	257	1	4	2.17	.905
Rarely Attack Others	257	1	4	2.19	.865
Personal Accountability Leads to Fairness	257	1	4	2.10	.826
Leads to Positive Coping Behavior	257	1	4	2.13	.689
Results in Career Progression	257	1	4	2.43	.732
Helps in Rapid Promotion and Privileges	257	1	4	2.50	.876
Improves Organizational Commitment	257	1	4	1.84	.717

Enhances Employee Satisfaction	257	1	4	2.05	.632
Helps Employee feel Valuable	257	1	4	1.89	.916
Motivating Factors help Employee	257	1	4	1.82	.693
Increases Chances of Positive Workforce	257	1	11	2.06	.791
Creates Incentives for Employee & Organization	257	1	4	2.40	.775
Helps Employers to Motivate Subordinates	257	1	4	1.89	.866
Helps Get Work Done and Growth	257	1	4	2.02	.559
Unexpected Rewards Motivate Employees	257	1	4	2.12	.673
Results in Promotions and Privileges	257	1	4	2.07	.907
Helps Create a Vision	257	1	4	2.13	1.098
Helps Achieving Employee Satisfaction	257	1	4	2.14	.687
Improves Understanding & Helps to Connect	257	1	4	2.02	.800
Helps Manager to Be Employee's Shoes	257	1	4	2.12	.639
Helps Manager Earn Respect & Loyalty	257	1	4	2.30	.913
Creates Fairness Perception	257	1	4	2.18	.616
Helps Mentoring and Inspire Employees	257	1	4	2.51	.867
Promotes Employee Engagement and Career	257	1	4	1.96	.741
Helps Future Growth	257	1	4	2.49	.844
Helps Resolve Conflicts and Promote Comfort	257	1	4	2.14	.702
Helps Setting Examples	257	1	4	2.23	.854
Reflect Effective Communication & Personal Interaction	257	1	4	1.92	.787
Create Fairness Perception	257	1	3	2.08	.635
Enable Managers to Communicate Effectively	257	1	4	2.05	.591
Create Culture of Openness and Fairness	257	1	4	2.18	.641
Lead to Perks and Benefits	257	1	3	2.08	.616
Distinguish Excellent Performers	257	1	4	2.01	1.006
Key to Rewards in Comparison with Technical Skills	257	1	3	2.00	.508
I have a feeling of Job Security	257	1	4	2.22	.817
Ample Fringe Benefits	257	1	4	2.00	.531
Sense of Satisfaction around Colleagues	257	1	4	2.49	.650
People are Trustful and Grateful	257	1	3	2.09	.592
People have Fairness Perception	257	1	4	1.97	.544
I feel a sense of Accomplishment	257	1	3	2.14	.534
Job contributes to my Growth	257	1	4	2.08	.614
Receive adequate amount of Support and Guidance	257	1	4	2.14	.822
Have Independence in Thought and Actions	257	1	3	2.04	.621
Valid N (list wise)	257				

4.3 Graphs

The research study included both genders as both male and female employees are employed in the selected organizations of Pakistan in the mobile sector. The following graph explains that the ratio of female employees was found to be less than male proportion.
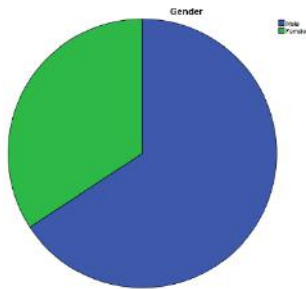

Fig.4.1: Gender Distribution

It has been seen that most of the employees are educated to a Masters level. However, bachelor, and PhD are also prevalent in the mobile company employees whereas very few people were found in the intermediate level. Usually, clerical staff or junior staff had an intermediate qualification.
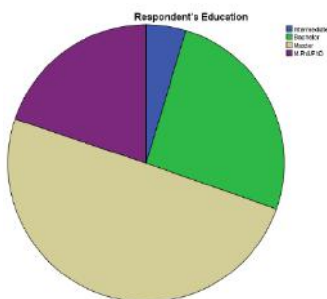
Fig.4.2: Respondents Educational Qualifications

Most of the employees agree that self-perception is an important component to have satisfaction at job. The following pie-chart shows that most of them strongly agreed whereas only a few disagreed.
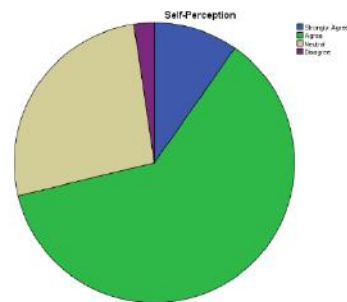

Fig.4.3: Self Perception

The respondents also agreed with the statement that knowing and acknowledging personal strengths and weaknesses help in comparing efforts with results and eventually relating them with job satisfaction.
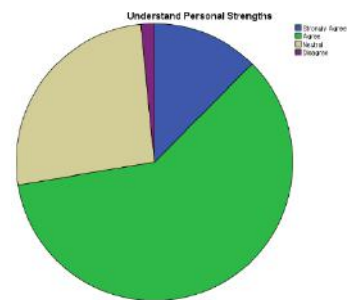

Fig.4.4: Understanding Personal Strengths

The statement that self-awareness is a pathway to happiness was also agreed upon by most of the respondents but a higher number of disagreements were also observed as compared to the previous questionnaire items.
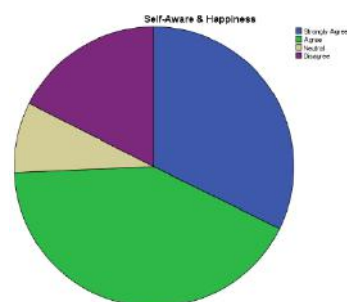

Fig.4.5: Self Awareness and Happiness

Most of the respondents agreed with the statement that people who are self-aware and understand themselves understand other people also. But, a strong agreement was also diluted and distributed into other categorize reflecting

that it is not necessary that understanding oneself leads to understanding other people.
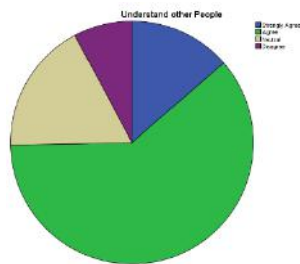

Fig.4.6: Understand Other People

It is important in human interactions to know the consequences of one's actions and most of the respondent agreed that this understanding helps in creating fairness on work and leading to satisfaction.
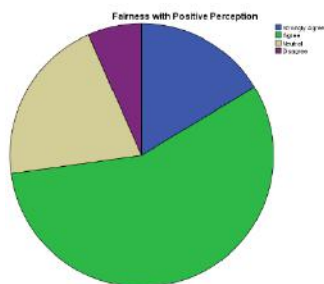

Fig.4.7: Fairness with Positive Perception

Being self-aware helps people to focus on their personal development achieve their goals. It received a mix feedback from respondents as most of them agreed with the statement whereas other people either tend to stay neutral in this regard or lean towards the disagreement to the statement that people who understand themselves more focus on their growth and development.
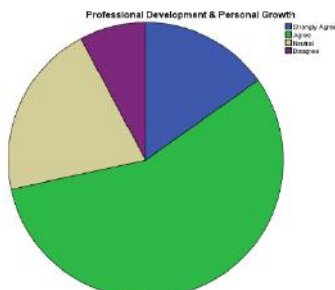

Fig.4.8: Professional Development and Personal Growth

Employees who have developed self-awareness tend to set meaningful goals and focus on the steps required to achieve

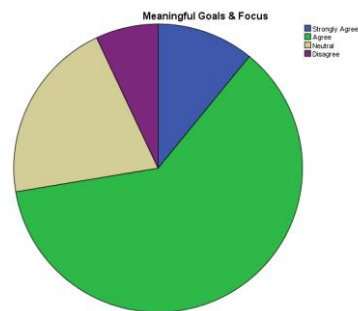success. Most of the respondents agreed with the statement and a few disagreed.

Fig.4.9: Meaningful Goals and Focus

Self-awareness focuses on ability to accurately judge own performance and gain privileges and achieve career enhancement. This statement means that people who can critically evaluated themselves can gradually improve their performance and have better chances of getting perks on job. The following pie chart shows the responses collected in the study.
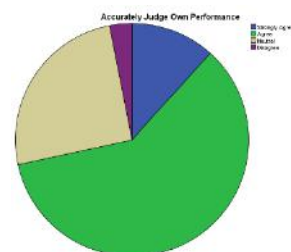

Fig.4.10: Accurately Judge Own Performance

The self-Emotion Regulation is a skill that helps employee in overcoming the stress related to work. It helps them understand the context and variables that are causing the stress and eventually regulate the environment to calm themselves down. The item has been agreed upon by most of the respondents.
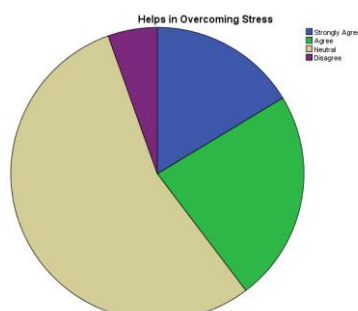

Fig.4.11: Helps in Overcoming Stress

The self-Emotion Regulation helps employee to enjoy their work better as it helps them to regulate their emotional state. A major number of responses were found in agreement with the statement.
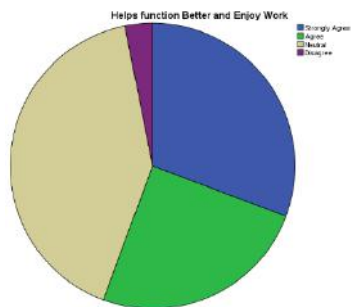

Fig.4.12: Helps Function Better and Enjoy Work

The next statement proposed that self-Emotion Regulation helps managers to stay calm and by regulating themselves they rarely verbally attack others on the workplace. The fundamental assumption in this statement is that since a critical observant of self and the environment knows when to say what, they rarely go beyond the line when talking to others.
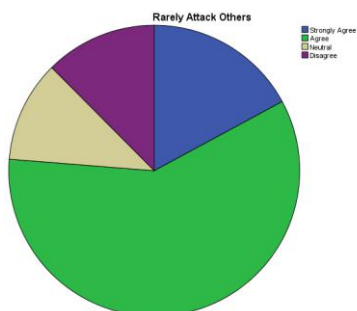

Fig.4.13: Rarely Attack Others

Managers flexibility and commitment to personal accountability leads to fairness on the workplace. The statement propose that the self-Emotion Regulation helps individuals to evaluate and regulate themselves according to the environment. Most to the responses were found in agreement with the statement.
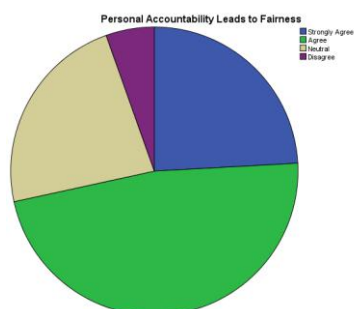

Fig.4.14: Personal Accountability Leads to Fairness

When working in a diverse environment, especially in mobile/telecom environment where a lot of observant are nearby it becomes difficult to keep a coping attitude all the time. The next item in the questionnaire posed a question to the respondents that self-Emotion Regulation leads to positive coping behavior. Most of the respondents agreed with the item but the second major category is of the people who stayed neutral and did not agree with the statement.
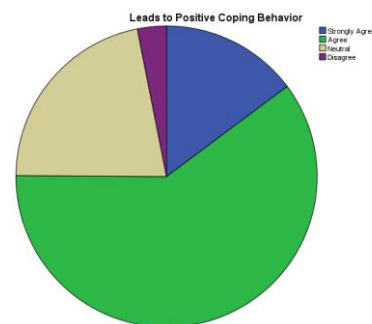
Fig.4.15: Leads to Positive Coping Behavior

A person can examine their behavior and control their goals resulting in career progression and promotion on the workplace. When presented this item in the questionnaire, most of the respondents either strongly agreed or agreed with the statement, a fractional number of respondents disagreed.

Fig.4.16: Results in Career Progression

Self-Emotion Regulation instills the ability to start up and knock of activity according to exigencies of the situation thus establishing grounds for rapid promotion and gaining privileges. Most of the respondents agreed with the statement.

Helps in Rapid Promotion and Privileges

Fig.4.17: Helps in Rapid Promotion and Privileges

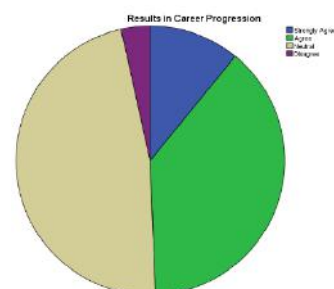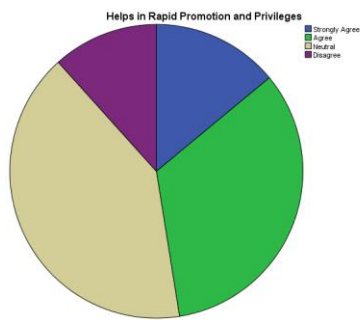The self-Emotion Regulation impacts organizational commitment and improves employee's future growth perspectives. The responses collected for this questionnaire item show that most of the responded agreed with the statement and almost equal number of respondents showed a neutral response the statement.

Improves Organizational Commitment
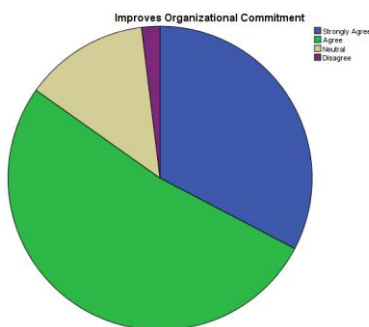
Fig.4.18: Improves Organizational Commitment

The next item related to employee's Self-Motivation. Employee satisfaction is enhanced when an employee feels motivated at his job. Most number of respondents showed an agreement or strong agreement with the statement. Only four respondents showed a disagreement with this statement.

Enhances Employee Satisfaction
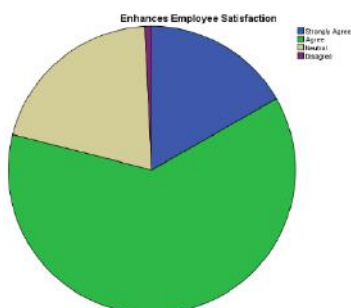
Fig.4.19: Enhance Employee Satisfaction

Considering Self-Motivation, it is important to an employee's mental outlook to believe they are valuable to the organization. Most responses showed an agreement. Most of the respondents showed agreement or stayed neutral. A few disagreed and a few strongly agreed with the statement.

Helps Employee feel Valuable
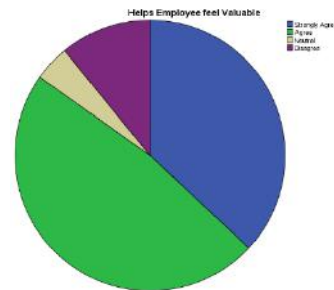
Fig.4.20: Helps Employee Feel Valuable

There are certain factors that can be considered in order to understand and improve employee Self-Motivation. The next item in the questionnaire asked from the respondent that whether or not, motivating factors like authority, responsibility, freedom to act, courage to use, and develop own skills increase employee satisfaction. Most of the respondents answered in agreement or strong agreement. A major number of respondents were found in a neutral position also.

Motivating Factors help Employee
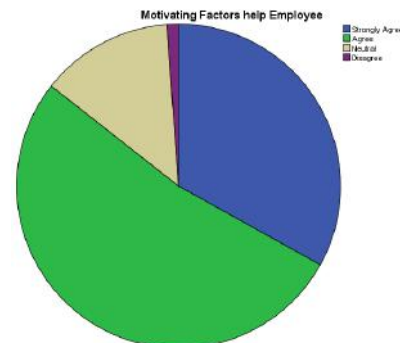
Fig.4.21: Motivating Factors help Employees

The statement that by promoting a sense of fairness, employers can increase their chances of having a positively motivated workforce, was agreed by most of the respondents. The responses collected for this questionnaire item show that most of the responded agreed with the statement and almost equal number of respondents showed a neutral response the statement.

Fig.4.22: Increases Chances of Positive Workforce

given most responses in agreement. The responses collected for this questionnaire item show that most of the responded agreed with the statement and almost equal number of respondents showed a neutral response the statement.

Fig.4.25: Helps Get Work Done and Growth

Kind and fair treatment can help employers to motivate their employees. Most of the respondents of the study strongly agreed with the statement. Most number of respondents showed an agreement or strong agreement with the statement. Only four respondents showed a disagreement with this statement.

Self-Motivation leads to employees performing better thus in turn getting promotions and privileges in return. Most of the responses the statement was observed in agreement. Most number of respondents showed an agreement or strong agreement with the statement. Only four respondents showed a disagreement with this statement.


Fig.4.23: Create Incentives for Employees & Organization

Fig.4.26: Unexpected Rewards Motivate Employees

Self-Motivation is one of the key factors which help in extracting the best out of the employees and enhancing their growth potentials. The major number of responses to this statement can be distributed among strongly agreed, agreed, and neutral.

Self-Motivation leads to employees performing better thus in turn getting promotions and privileges in return. The item in the questionnaires was answered mostly with strongly agree and agree.

Fig.4.24: Helps Employers to Motivate Subordinates
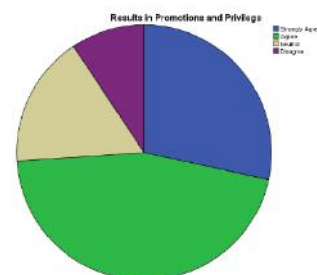
Fig.4.27: Results in Promotions and Privileges

Self-Motivation through unexpected, small or big rewards offered frequently are more effective. This statement was

Emotional Receptivity/Empathy drives the creation of a vision that resonates with everyone and leads to individual satisfaction in a workplace. The responses collected for this questionnaire item show that most of the responded agreed

with the statement and almost equal number of respondents showed a neutral response the statement.
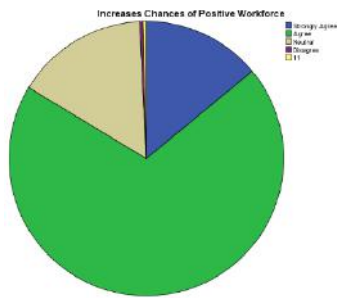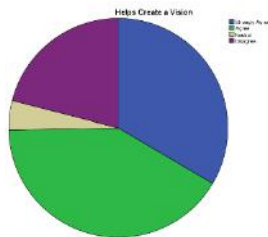

Fig.4.28: Helps Create a Vision

Empathetic individuals and environment in an organization helps in achieving workplace employee satisfaction. Most number of respondents showed an agreement or strong agreement with the statement. Only four respondents showed a disagreement with this statement.
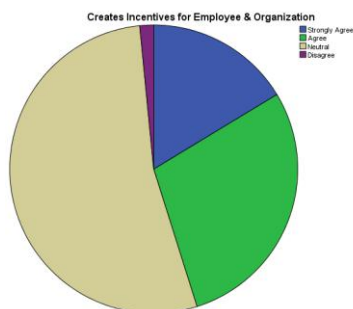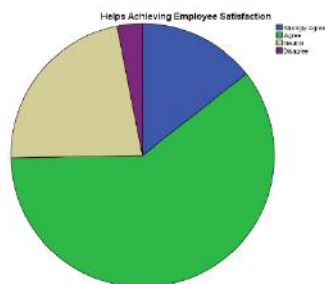

Fig.4.29: Helps Achieving Employee Satisfaction

It allows employees to understand and relate to each other help for creating healthy workplace culture of satisfaction. Most number of respondents showed an agreement or strong agreement with the statement. Only four respondents showed a disagreement with this statement.
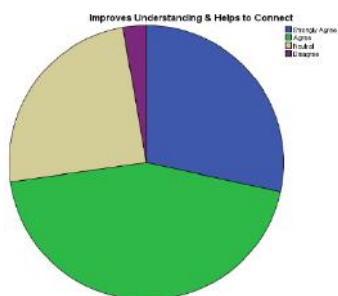
Fig.4.30: Improves Understanding & Helps to Connect

Leaders with Emotional Receptivity/Empathy have the ability to put themselves in someone else's situation to make fair decisions. The responses collected for this questionnaire item show that most of the responded agreed with the statement and almost equal number of respondents showed a neutral response the statement.
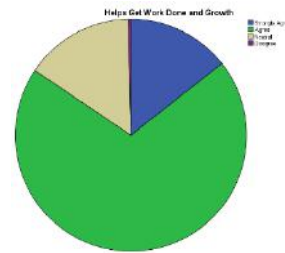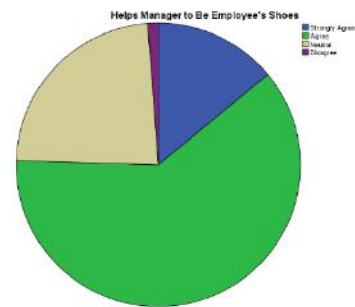

Fig.4.31: Helps Manager to be in Employees Shoes

If manager wants to earn respect and loyalty of his/her team, then showing them that he/she cares helps in developing a culture of transparency and fairness. The responses collected for this questionnaire item show that most of the responded agreed with the statement and almost equal number of respondents showed a neutral response the statement.

Fig.4.32: Helps Manager Earn respect & Loyalty

Most number of respondents showed an agreement or strong agreement with the statement. Only four respondents showed a disagreement with this statement.
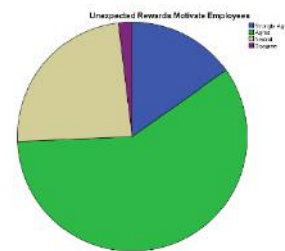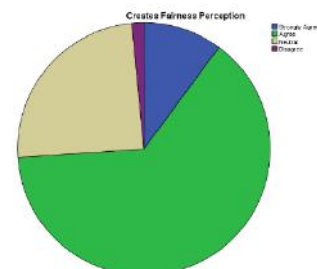

Fig.4.33: Creates Fairness Perception

Managers who understand and display Emotional Receptivity/Empathy are better mentors and inspire better results thus helping their employees to progress professionally. Most number of respondents showed an

agreement or strong agreement with the statement. Only four respondents showed a disagreement with this statement.
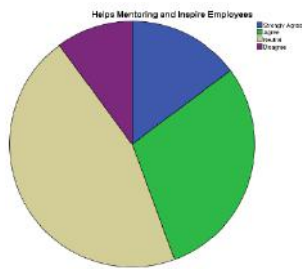
Fig.4.34: Helps Mentoring and Inspire Employees

Emotional Receptivity/Empathy is a critical piece to creating a workplace environment that promotes employee engagement and career enhancement. The responses collected for this questionnaire item show that most of the responded agreed with the statement and almost equal number of respondents showed a neutral response the statement.
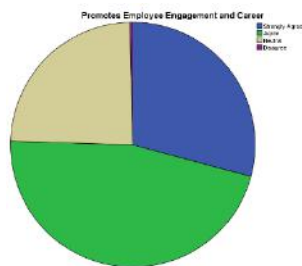

Fig.4.35: Promote Employee Engagement and Career

Having Emotional Receptivity/Empathy is critical to managing a successful team or organization and benefiting the employees in terms of their future growth in the organization. Most number of respondents showed an agreement or strong agreement with the statement. Only four respondents showed a disagreement with this statement.
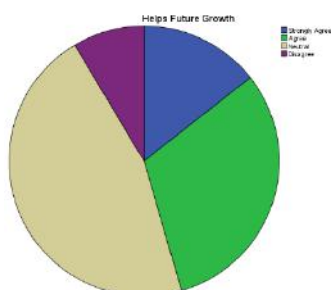

Fig.4.36: Helps Future Growth

Managers having good social skills are good at managing resolving the conflicts and providing employee with comfort. The responses collected for this questionnaire item show that most of the responded agreed with the statement and almost equal number of respondents showed a neutral response the statement.
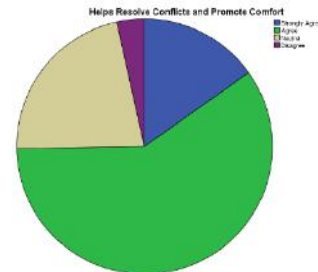
Fig.4.37: Helps Resolve Conflicts and Promote Comfort

Managers having social skills set an example with their own behavior. Most number of respondents showed an agreement or strong agreement with the statement. Only four respondents showed a disagreement with this statement.
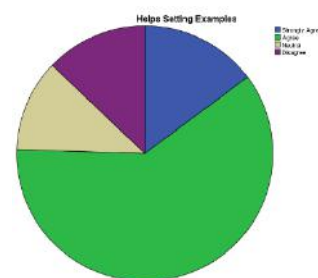
Fig.4.38: Helps Setting Examples

Most number of respondents showed an agreement or strong agreement with the statement. Only four respondents showed a disagreement with this statement.
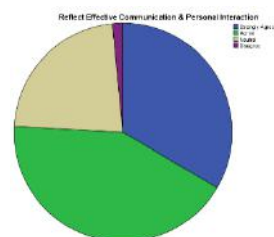
Fig.4.39: Reflect Effective Communication & Personal Interaction

Social skills reduce the need of coordinating with others and instead depend on process and procedures that create fairness perception among employees. The responses collected for this questionnaire item show that most of the responded agreed with the statement and almost equal

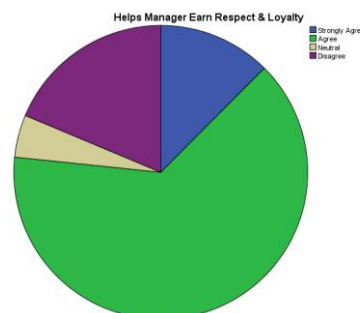number of respondents showed a neutral response the statement.
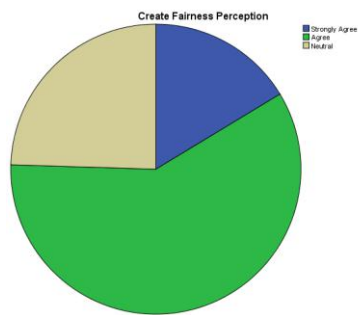
Fig.4.40: Create Fairness Perception

Good social skills enable managers to communicate with employees effectively thus creating an atmosphere of fairness. Most number of respondents showed an agreement or strong agreement with the statement. Only four respondents showed a disagreement with this statement.
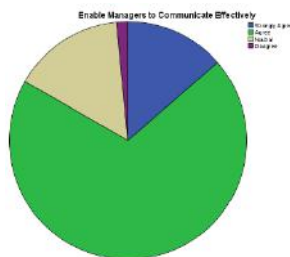

Fig.4.41: Enable Managers to Communicate Effectively

Implementation of good social skills creates a culture of openness and fairness among the employees. Most number of respondents showed an agreement or strong agreement with the statement. Only four respondents showed a disagreement with this statement.
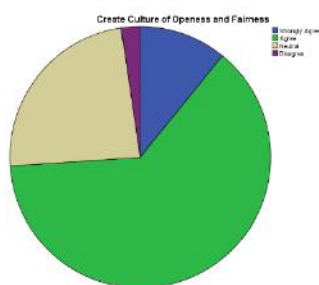

Fig.4.42: Create Culture of Openness and Fairness

Better social skills of managers/leaders lead to the business success resulting in perks and benefits for the employees. The responses collected for this questionnaire item show that most of the responded agreed with the statement and

almost equal number of respondents showed a neutral response the statement.
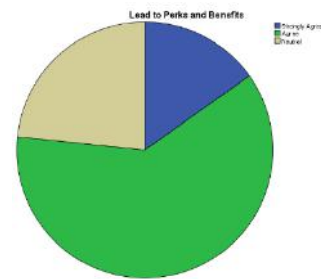
Fig.4.43: Leads to Perks and Benefits

Most number of respondents showed an agreement or strong agreement with the statement. Only four respondents showed a disagreement with this statement.
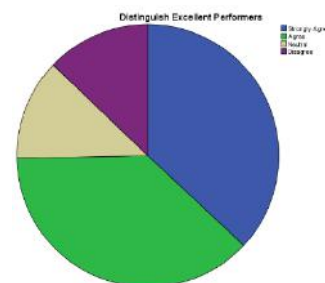
Fig.4.44: Distinguish Excellent Performers

Employers increasingly reward workers who have social and technical skills rather than technical skills alone. The responses collected for this questionnaire item show that most of the responded agreed with the statement and almost equal number of respondents showed a neutral response the statement.
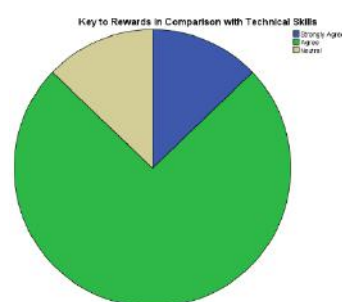

*Fig.4.45: Key to Rewards with Technical Skills*

4.4 Correlation Matrix

The following correlation matrix expresses the results of Pearson Product Movement Coefficient generated from SPSS as observed from the data collected from the respondents.

Correlations

	SA	SR	SM	EM	SS	FP	P&P	ES
SA	1	.526**	.426**	.571**	.597**	.776**	.712**	.696**
		.000	.000	.000	.000	.000	.000	.000
SR		1	.700**	.631**	.552**	.767**	.818**	.807**
			.000	.000	.000	.000	.000	.000
SM			1	.817**	.646**	.804**	.866**	.866**
				.000	.000	.000	.000	.000
EM				1	.762**	.888**	.886**	.900**
					.000	.000	.000	.000
SS					1	.848**	.815**	.840**
						.000	.000	.000
FP						1	.934**	.942**
							.000	.000
P&P							1	.949**
								.000
ES								1

Note: **. Correlation is significant at the level 0.01 (1-tailed)

Since, all hypotheses assume positive correlation among variables, one-tailed testing has been used to calculate the bivariate correlation among the variables in the study. The above table shows the correlation coefficient values between variables and the respective significance level to identify whether the correlation is statistically significant or not. As it can be observed from the above table that none of the correlations is statistically non-significant.

Self-awareness and self-Emotion Regulation are positively correlated ($r = 0.526$, $p < 0.01$) and the correlation is statistically significant. Although, the magnitude or not very high but it reaches above moderate level to show that both constructs have a relationship. However, the correlation between self-awareness and Self Motivation is positive and near to moderate ($r = 0.426$, $p < 0.01$). Self-awareness also has above moderate level correlation with Emotional Receptivity/Empathy ($r = 0.571$, $p < 0.01$), social skills ($r = 0.597$, $p < 0.01$), and employee satisfaction ($r < 0.533$, $p < 0.01$).

The self-Emotion Regulation has a high magnitude of positive correlation with self-Motivation ($r = 0.7$, $p < 0.01$) Emotional Receptivity/Empathy ($r = 0.631$, $p < 0.01$), and employee satisfaction ($r = 0.617$, $p < 0.01$). However, the correlation among self-Emotion Regulation and social skills is moderate ($r = 0.552$, $p < 0.01$).

The self-Motivation construct has a high correlation with Emotional Receptivity/Empathy ($r = 0.817$, $p < 0.01$) and employee satisfaction ($r = 0.716$, $p < 0.01$), as well as, social skills ($r = 0.646$, $p < 0.01$). This means that there is a strong relationship between constructs of self-Motivation and employee satisfaction. Employees who tend to have better self- Motivation skills should be the employee that are more satisfied in an organization under the context of research study.

Emotional Receptivity/Empathy has a strong correlation with social skills ($r = 0.762$, $p < 0.01$) and employee satisfaction ($r = 0.773$, $p < 0.01$). Which means that Emotional Receptivity/Empathy is also one of the most important component of employee satisfaction in an organization. Finally, there is strong correlation between social skills and employee satisfaction ($r = 0.836$, $p < 0.01$). These correlations indicate that these constructs are correlated and regression analysis can be conduct for further insights.

4.5 Regression Analyses

The correlation matrix indicate that all constructs involved in the study are correlated positive to each other so they can be considered for regression analysis. The following linear regression analyses help us in hypothesis testing of the research hypotheses.

H1: Emotional Intelligence and Employee Satisfaction

The following table shows the variables included in the regression model.

Variables Entered/Removed^a

Model	Variables Entered	Variables Removed	Method
1	Social Skills, Self-Emotion Regulation, Self-Awareness, Self Motivation, Emotional Receptivity/Empathy^b	.	Enter

a. Dependent Variable: Employee Satisfaction

b. All requested variables entered.

The following table shows the model summary of regression. The R square and adjusted R square values show that there is a high impact of emotional intelligence on employee satisfaction. The Durbin Watson coefficient also fall between the range of 1 and 4.

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.985^a	.971	.970	.095	1.970

a. Predictors: (Constant), Social Skills, Self-Emotion Regulation, Social Awareness, Self-Motivation, Emotional Receptivity/Empathy

b. Dependent Variable: Employee Satisfaction

The ANOVA table shows a significant F-ratio which means that the regression results can be considered statistically significant.

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	75.509	5	15.102	1665.816	.000^b
	Residual	2.276	251	.009		
	Total	77.785	256			

a. Dependent Variable: Employee Satisfaction

b. Predictors: (Constant), Social Skills, Self Emotion Regulation, Social Awareness, Self
Self Motivation, Emotional Receptivity/Empathy

H2: Emotional Intelligence and Fairness Perception

The following table explains the variables included in the regression model where the constructs of emotional intelligence are independent variables and the dependent variable is the fairness perception. The model tries to predict the variation in fairness perception through the variation in emotional intelligence.

Variables Entered/Removed[a]

Model	Variables Entered	Variables Removed	Method
1	Social Skills, Self-Emotion Regulation, Self-Awareness, Self Motivation, Emotional Receptivity/Empathy[b]	.	Enter

a. Dependent Variable: Fairness Perception

b. All requested variables entered.

The model summary table shows that the emotional intelligence has a strong impact on fairness perception of an employee in the public and private mobile companies of Islamabad. The standard error is very low and the Durbin-Watson coefficient also fall between the range of 1 and 4. The adjusted R square shows that the variation in emotional intelligence explains more than 96% variation in Fairness Perception variable.

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.981[a]	.963	.962	.096	2.063

a. Predictors: (Constant), Social Skills, Self-Emotion Regulation, Social Awareness, Self-Motivation, Emotional Receptivity/Empathy

b. Dependent Variable: Fairness Perception

The ANOVA table shows a highly significant F-ration calculated using the mean square errors of the regression analysis between emotional intelligence and fairness perception. This explains that the adjusted R square value can be taken as statistically significant.

ANOVA[a]

	Model	Sum of Squares	df	Mean Square	F	Sig.
	Regression	60.692	5	12.138	1309.427	.000[b]
1	Residual	2.327	251	.009		
	Total	63.019	256			

a. Dependent Variable: Fairness Perception

b. Predictors: (Constant), Social Skills, Self-Emotion Regulation, Social Awareness, Self-Motivation, Emotional Receptivity/Empathy

H2: Emotional Intelligence and Promotion and Privileges

The following table shows the variables included in the regression model where constructs of emotional intelligence are independent variables and the variable by the name of 'promotion and privileges' is the dependent variable.

Variables Entered/Removed^a

Model	Variables Entered	Variables Removed	Method
1	Social Skills, Self-Emotion Regulation, Self-Awareness, Self-Motivation, Emotional Receptivity/Empathy^b	.	Enter

a. Dependent Variable: Promotion and Privileges

b. All requested variables entered.

The model summary table shows a strong impact of emotional intelligence constructs on promotion and privileges of employee. This means that the employee having a higher emotional quotient score are presumably having more chances of promotions and privileges as compare their colleagues.

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.982^a	.964	.964	.100	1.964

a. Predictors: (Constant), Social Skills, Self-Emotion Regulation, Social Awareness, Self-Motivation, Emotional Receptivity/Empathy

b. Dependent Variable: Promotion and Privileges

By examining the ANOVA table, it can be seen that the F-ratio is statistically significant and it can be said that the variation in constructs of emotional intelligence do explain the variation in the variable called promotion and privileges.

ANOVA^a

	Model	Sum of Squares	df	Mean Square	F	Sig.
	Regression	68.021	5	13.604	1359.680	.000^b
1	Residual	2.511	251	.010		
	Total	70.533	256			

a. Dependent Variable: Promotion and Privileges

b. Predictors: (Constant), Social Skills, Self Emotion Regulation, Social Awareness, Self Self Motivation, Emotional Receptivity/Empathy

V. CONCLUSIONS

Following are the research findings summarized for clarity.

- The research study was quantitative in nature and data was gathered from public and private sector employees. Three (300) questionnaires were distribution in four mobile sector companies of Pakistan, whereas 257 valid responses were collected and used for data analysis.
- Results of data collection through the questionnaire were used to calculate Cronbach's Alpha in IBM SPSS. It was seen from the initial data collection that the inclination of averages in variable constructs was towards higher satisfaction side.
- Descriptive statistics were used to estimate the population parameters through the sample values that could be observed in the collected data.
- The research study included both genders as both male and female employees are employed in mobile sector companies of Pakistan.
- It was observed that most of the employees are educated to a Masters level. However, bachelor, and PhD are also prevalent among the mobile company employees whereas very few people

were found in the intermediate level. Usually, clerical staff or junior staff had an intermediate qualification.

- Most of the employees agreed that self-perception is an important component to have satisfaction at job. Respondents also agreed with the statement that knowing and acknowledging personal strengths and weaknesses help in comparing efforts with results and eventually relating them with job satisfaction.

- Self-awareness is a pathway to happiness was also agreed upon by most of the respondents but a higher number of disagreements were also observed. Most of the respondents agreed with the statement that people who are self-aware and understand themselves understand other people also. But, a strong agreement was also diluted and distributed into other categorize reflecting that it is not necessary that understanding oneself leads to understanding other people.

- It is important in human interactions to know the consequences of one's actions and most of the respondent agreed that this understanding helps in creating fairness on work and leading to satisfaction.

- Being self-aware helps people to focus on their personal development in order to achieve their goals. It received a mix feedback from respondents as most of them agreed with the statement whereas other people either tend to stay neutral in this regard or lean towards the disagreement to the statement that people who understand themselves more focus on their growth and development. People who have developed self-awareness tend to set meaningful goals and focus on the steps required to achieve success. Most of the respondents agreed with the statement and a few disagreed.

- Self-Emotion Regulation is a skill that helps employee in overcoming the stress related to work. It helps them understand the context and variables that are causing the stress and eventually regulate the environment to calm themselves down. The item has been agreed upon by most of the respondents. Similarly, self-Emotion Regulation helps employee to enjoy their work better as it helps them to regulate their emotional state. A major number of responses were found in agreement with the statement. Self-Emotion Regulation helps managers to stay calm and by regulating themselves they rarely verbally attack others on the workplace. Self-Emotion Regulation

instills the ability to start up and knock of activity according to exigencies of the situation thus establishing grounds for rapid promotion and gaining privileges. Most of the respondents agreed with the statement. Similarly, self-Emotion Regulation impacts organizational commitment and improves employee's future growth perspectives. The responses collected for this questionnaire item show that most of the responded agreed with the statement and almost equal number of respondents showed a neutral response the statement.

- Managers flexibility and commitment to personal accountability leads to fairness on the workplace. Most to the responses were found in agreement with the statement.

- When working in a diverse environment, especially in mobile company environment where a lot of observant are nearby it becomes difficult to keep a coping attitude all the time. Self-Emotion Regulation leads to positive coping behavior and most of the respondents agreed with the item but the second major category is of the people who stayed neutral and did not agree with the statement.

- A person can examine their behavior and control their goals resulting in career progression and promotion on the workplace. When presented this item in the questionnaire, most of the respondents either strongly agreed with the statement, a fractional number of respondents disagreed.

- Employee satisfaction is enhanced when an employee feels motivated at his job. Most number of respondents showed an agreement or strong agreement with the statement.

- Self-Motivation is important to an employee's mental outlook to believe they are valuable to the organization. Most responses showed an agreement.

- Motivating factors like authority, responsibility, freedom to act, courage to use, and develop own skills increase employee satisfaction are crucial and most of the respondents answered in agreement or strong agreement. A major number of respondents were found in a neutral position also.

- By promoting a sense of fairness, employers can increase their chances of having a positively motivated workforce, was agreed by most of the respondents. The responses collected for this questionnaire item show that most of the responded agreed with the statement and almost

equal number of respondents showed a neutral response the statement.

- Kind and fair treatment can help employers to motivate their employees. Most of the respondents of the study strongly agreed with the statement.
- Self-Motivation is one of the key factors which help in extracting the best out of the employees and enhancing their growth potentials. Self-Motivation through unexpected, small or big rewards offered frequently are more effective. Similarly, Self-Motivation leads to employees performing better thus in turn getting promotions and privileges in return. Self-Motivation leads to employees performing better thus in turn getting promotions and privileges in return. The item in the questionnaires was answered mostly with strongly agree and agree.
- Emotional Receptivity/Empathy drives the creation of a vision that resonates with everyone and leads to individual satisfaction in a workplace. The responses collected for this questionnaire item show that most of the responded agreed with the statement and almost equal number of respondents showed a neutral response the statement. Empathetic individuals and environment in an organization helps in achieving workplace employee satisfaction. Most of respondents showed an agreement or strong agreement with the statement. Leaders with Emotional Receptivity/Empathy have the ability to put themselves in someone else's situation to make fair decisions. The responses collected for this questionnaire item show that most of the responded agreed with the statement and almost equal number of respondents showed a neutral response the statement. Managers who understand and display Emotional Receptivity/Empathy are better mentors and inspire better results thus helping their employees to progress professionally. Most number of respondents showed an agreement or strong agreement with the statement. Only four respondents showed a disagreement with this statement. Emotional Receptivity/Empathy is a critical piece to creating a workplace environment that promotes employee engagement and career enhancement. The responses collected for this questionnaire item show that most of the responded agreed with the statement and almost equal number of respondents showed a neutral response the statement. Having Emotional Receptivity/Empathy is critical to managing a successful team or organization and

benefiting the employees in terms of their future growth in the organization. Most number of respondents showed an agreement or strong agreement with the statement. Only four respondents showed a disagreement with this statement.

- Becoming familiar with one's own feeling allows employees to better understand and relate to each other helps in creating healthy workplace culture of satisfaction. Most number of respondents showed an agreement or strong agreement with the statement. Only four respondents showed a disagreement with this statement.
- If a manager wants to earn respect and loyalty of his/her team, then showing them that he/she cares helps in developing a culture of transparency and fairness. The responses collected for this questionnaire item show that most of the responded agreed with the statement and almost equal number of respondents showed a neutral response the statement. The ability to identify, understand, and relate to emotions that other people are expressing creates fairness perception in the organization. Most number of respondents showed an agreement or strong agreement with the statement. Only four respondents showed a disagreement with this statement.
- Managers having good social skills are good at managing resolving the conflicts and providing employee with comfort. The responses collected for this questionnaire item show that most of the responded agreed with the statement and almost equal number of respondents showed a neutral response the statement. Managers having social skills set an example with their own behavior. Most number of respondents showed an agreement or strong agreement with the statement. Only four respondents showed a disagreement with this statement. Strong social skills are the key to effective communication and interpersonal interactions which leads to efficient job outcomes and in turn job satisfaction for the employees. Most number of respondents showed an agreement or strong agreement with the statement. Only four respondents showed a disagreement with this statement. Social skills reduce the need of coordinating with others and instead depend on process and procedures that create fairness perception among employees. The responses collected for this questionnaire item show that most of the responded agreed with the statement and almost equal number of respondents showed a

neutral response the statement. Good social skills enable managers to communicate with employees effectively thus creating an atmosphere of fairness. Most number of respondents showed an agreement or strong agreement with the statement. Only four respondents showed a disagreement with this statement. Implementation of good social skills creates a culture of openness and fairness among the employees. Most number of respondents showed an agreement or strong agreement with the statement. Only four respondents showed a disagreement with this statement. Better social skills of managers/leaders lead to the business success resulting in perks and benefits for the employees. The responses collected for this questionnaire item show that most of the responded agreed with the statement and almost equal number of respondents showed a neutral response the statement.

- Among the managers, what distinguishes an excellent performer from other average or poor performers is competence in social skills. Most number of respondents showed an agreement or strong agreement with the statement. Only four respondents showed a disagreement with this statement. Employers increasingly reward workers who have social and technical skills rather than technical skills alone. The responses collected for this questionnaire item show that most of the responded agreed with the statement and almost equal number of respondents showed a neutral response the statement.

- Self-awareness and self-Emotion Regulation were found to be positively correlated. The correlation between self-awareness and Self-Motivation was positive and near to moderate. Self-Emotion Regulation has a high magnitude of positive correlation with Self-Motivation Emotional Receptivity/Empathy and employee satisfaction. However, the correlation among self-Emotion Regulation and social skills was moderate. Self-Motivation construct has a high correlation with Emotional Receptivity/Empathy and employee satisfaction, as well as, social skills. This means that there is a strong relationship between constructs of Self-Motivation and employee satisfaction. Employees who tend to have better Self-Motivation skills should be the employee that are more satisfied in an organization under the context of research study. Emotional Receptivity/Empathy has a strong correlation with social skills and employee satisfaction. Which

means that Emotional Receptivity/Empathy is also one of the most important component of employee satisfaction in an organization. Finally, there is strong correlation between social skills and employee satisfaction. These correlations indicate that these constructs are correlated and regression analysis could be conducted for further insights.

- The correlation matrix indicated that all constructs involved in the study are correlated positive to each other so they can be considered for regression analysis.

- Emotional intelligence has a strong impact on fairness perception of an employee in the public and private mobile companies of Islamabad.

- There is a strong impact of emotional intelligence constructs on promotion and privileges of employee. This means that the employee having a higher emotional quotient score are presumably having more chances of promotions and privileges as compare their colleagues.

CONTRIBUTION TO KNOWLEDGE

The study contributed to the understanding of the impact of emotional intelligence quotient based psychological contract on employee's satisfaction. It has further come up with a framework model which can be adopted by any entity wishing to establish an echo system. Developing this new validated innovative framework model based on the research findings is innovative and can be adopted or tailor made thus providing a basic benchmark standard.

LIMITATIONS OF THE STUDY

The samples will be collected from three mobile companies having their headquarters located in Islamabad. The study did not take into account their offices situated out of Islamabad. As educational standards vary in different regions, hence the results might show a drift where technology adaptation and accepting the changing echo system is an issue. Despite the above limitations, the quality of the study was not compromised. The study has made an immense contribution to the existing body of knowledge which has not been fully exploited previously.

FUTURE RECOMMENDATIONS

The framework model should be extended to other regions of the country to come up with a diversified framework model which can help in designing and coming up with a future policy pertaining to the impact of emotional intelligence quotient based psychological contract on employee's satisfaction.

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