

Mediating Influence of Emotional Intelligence in Between Psychological Capital and Employee Performance: A Study on Medical Institutes of Khyber Pakhtunkhwa

Dr. Sheikh Raheel Manzoor

Associate Professor, IQRA National University, Peshawar, Swat Campus.

Email: dr.raheelmanzoor@inu.edu.pk

Ahmad Adnan

Lecturer, IQRA National University, Peshawar, Swat Campus. Email:

ahmadadnanim@gmail.com

Zonaira Akbar

Lecturer/PhD Scholar, Department of Management Sciences, Abbottabad University of Science and Technology. Email: zonairaakbar2014@gmail.com

Shumaila Hassan*

Lecturer/PhD Scholar, Department of Management Sciences, Abbottabad University of Science and Technology. Corresponding Author Email:

shumailahassan3@gmail.com

Abstract

In modern workplace psychology, it is critical to comprehend the complex processes influencing worker performance. The relationship between Psychological Capital (PsyCap), Emotional Intelligence (EI), and employee performance within the healthcare organizations of Khyber Pakhtunkhwa, Pakistan, is examined in the present investigation. Although PsyCap and EI have been shown to affect work-related consequences, little research has been done on how they mediate in the context of hospitals, especially in Pakistan. Utilizing a positivist empirical methodology, information was obtained from 298 doctors and paramedics working in healthcare institutions. The analysis used in the paper included structural equation modeling (SEM) via a parallel mediation framework. The results show a strong positive link between employee performance, EI, and PsyCap. Furthermore, the EI mediates the link between PsyCap and performance. In addition, the study highlights the significance of specialized HR methods that are in line with the organizational and cultural quirks of the area to improve worker performance and general well-being within healthcare institutions of Pakistan.

Keywords: Psychological Capital, Employee Performance, SEM

Introduction

In contemporary behavioral science, practitioners and academics are committed to understanding the intricate mechanisms that define employee success (Rodrigues & Junça Silva, 2024) Around the core of the subject matter two concepts that have drawn a lot of attention due to their importance in affecting work-related outcomes: psychological capital (PsyCap) and

emotional intelligence (EI) (Maillet & Read, 2024; George, Okon & Akaighe, 2023). Within the spectrum of the framework defining organization objectives as well as challenges, the interplay between psychological capital (PsyCap), emotional intelligence (EI) as well as employee performance is a salient research area (Olaleye and Lekunze, 2024). The empirical evidence reproduced herein clarifies strategies for improving the level of productivity, and for the design of optimal work environments. Boelhouwer and Van Vuuren (2024) have readily identified hope, efficacy, resilience, and optimism as the four foundational pillars supporting the construct of PsyCap. These elements represent the positive psychological states of the employees in the non-unional environment, which are pivotal indicators of the workforce performance (Ghazalsaflo, Rostami, & Bay, 2024). Elevated PsyCap scores are linked to higher levels of motivation, adaptability and persistence, which in turn, prepares people to overcome challenges and meet organizational goals (Boelhouwer & Van Vuuren, 2024). In a similar tone, EI refers to the ability to recognize, understand, and manage one's affective states (Saikia et al., 2024). Emotional intelligence has been linked to various positive professional outcomes, such as improved job performance, greater leadership effectiveness and communicative competence (Olaleye & Lekunze, 2024). Employees with high levels of EI have more efficacy in conflict resolution, good interpersonal communication, and rapid adaptation to changing work environments (Gukssa, 2023). However, there are still large gaps in understanding the unique impact of PsyCap and EI in influencing employee performance variables in different organizational contexts, especially in regions with heterogeneous administrative and interpersonal dynamics (Braha & Karabulut, 2023; Olaleye & Lekunze, 2024). This lacuna is particularly acute in the hospital setting in provinces like Khyber Pakhtunkhwa Pakistan, where organizational structures, leadership modalities and sociocultural norms might be vastly different from the ones that prevail in the Western world. Further, there is little empirical research on the mediating effect of EI on PsyCap and worker performance (Olaleye & Lekunz, 2024). Formulating effective strategies and interventions that focus on improving organizational performance and employee satisfaction requires a thorough understanding of the role that PsyCap and EI play in influencing the worker's efficiency (Chen et al., 2024). In addition, the existing scholarly literature is mainly based on the studies, which were done in the Western organizations (Boelhouwer & Van Vuuren, 2024; Olaleye & Lekunze, 2024) which may limit the applicability of the findings in nuanced work setting such as medical institutions in Khyber Pakhtunkhwa, Pakistan. As a result, to offer insights pertinent to the particular medical institutes, a contextually embedded and societally sensitive

research study is desperately needed. In the light of the above, the objective of this study is: (a) to determine the effect of psychological capital (Psycap) on emotional intelligence (EI) and employee performance; and (b) to examine the mediating effect of EI on employee performance between Psycap and the performance of employees in medical institutions from Khyber Pakhtunkhwa, Pakistan. By pursuing these objectives the research aims to contribute towards improving theoretical knowledge and practical strategies for the improvement of individual performance as well as organizational efficiency in the region. The importance of the work can be summarized as it opens possible contribution to evidence-based human resource strategies and interventions, which are tailored to the institutional and cultural context of the healthcare sector of Khyber Pakhtunkhwa. This study aims to provide practical information that can help promote the creation of positive workplaces and foster the career growth and work-life balance of medical workers in the vicinity by clarifying the processes through which PsyCap and EI impact employee performance.

Literature Review

The PsyCap is gaining prominence in workplace psychology as a critical component in predicting employee success (Daswati et al., 2022). PsyCap, is composed of optimism, resilience, hope, and efficacy, reflects the positive psychological state of people in organizations (Liu, Chen, & Han, 2023). Investigations have shown a correlation between higher PsyCap levels and improved working efficiency, increased job satisfaction, and improved overall well-being at work (Sarwar et al., 2023). Efficacy, a core component of PsyCap, measures an individual's confidence in their ability to complete specific tasks or achieve desired outcomes (Peng & Chen, 2023). Workers with a high degree of self-confidence are more likely to establish challenging goals, keep going in the face of failures, and exhibit greater levels of inventiveness and productivity (Yezer, Rattanawiboonsom, & Rurkwararuk, 2024). Conversely, hope, which is a separate element of psychological capital (PsyCap), requires the setting of goals, knowing the means of achieving them, and the use of will power to not give up in the face of challenges or setbacks (Chaffin, Luthans, & Luthans, 2023). Empirical research indicates that optimistic persons tend to be proactive, actively searching for chances for personal growth, and to engage in their work more effectively (Patnaik, Mishra, & Mishra, 2023). Within the framework of PsyCap, optimism refers to the notion of keeping a positive outlook on life and believing in the plausibility of good outcomes, especially when faced with adversity (Zhao & Gantalao, 2024). Employees that demonstrate optimism approach their tasks with enthusiasm, resilience, and determination, which is linked to higher levels of productivity and well-being

(Sarwar et al., 2023). The last component of PsyCap is called resilience and can be understood as the ability to overcome adversity, adapt to change, and to thrive in adverse circumstances (Daswati et al., 2022). Studies further show that resilient people are able to cope more effectively with pressure at work, maintain high performance and preserve their mental health over time (Peng & Chen, 2023). There is a direct correlation between PsyCap and employees performance, however in that, mediation effects come from contextual properties of the workplace. Yezer and colleagues (2024) highlight that encouragement at work is a key element in developing PsyCap among employees. When employees feel that they are supported by organisations, they are more likely to feel confident in their abilities, have positive expectations for their futures, and are more resilient when they encounter obstacles, and this can improve performance (Zhao & Gantalao, 2024). Moreover, the relationship between PsyCap and worker efficiency is influenced by environmental and individual characteristics (Sarwar et al., 2023). For example, a study suggests that personality traits including extroverted meticulousness and openness to novel experiences may modulate the relationship between PsyCap and performance (Daswati et al., 2022). In contrast, PsyCap's ability to translate into quantifiable performance outcomes can be influenced by managerial characteristics such as job structure, business culture, and leadership style (Patnaik, Mishra, & Mishra, 2023). In conclusion, studies show that PsyCap is a strong indicator of employee productivity. PsyCap cultivates good thoughts, sentiments, and behaviors in employees, which increases productivity at work, inspires creativity, and increases teamwork.

H₁: PsyCap constructively predicts employee performance

Significant emotional resources that promote work performance, organizational effectiveness, and individual wellness incorporate PsyCap and EI (Maillet & Read, 2024). Emotional intelligence (EI) is the ability to identify, understand, and control one's own and other people's feelings. It is essential to good management, interpersonal interactions, and overall job performance (Rodrigues & Junça Silva, 2024). Studies reveal a close relationship between PsyCap and EI, having each aspect boosting and assisting the other (George, Okon, & Akaighe, 2023). High efficacy, for example, is far more inclined to possess the mental resilience needed to deal with challenges and setbacks in the workplace (Bozdoğan, 2023). Likewise, there is a positive correlation between optimism and EI as optimistic people generally exhibit greater levels of mental awareness and regulation (Shahid et al., 2023). Additionally, Xu and Choi (2023) found that PsyCap and EI have a reciprocal interaction in which both concepts are constantly influenced by each other. For instance,

research suggests that those with higher cognitive flexibility are more inclined to experience and maintain positive feelings, such as optimism and hope, regardless of adversity (George, Okon, & Akaighe, 2023). Higher PsyCap scores may indicate a greater ability to recognize and regulate one's emotions, which may ultimately lead to higher EI (Da Costa et al., 2021). Furthermore, job structure, teamwork within the business, and managerial culture might all have a significant impact on employees' perceptions of their emotions and capabilities. This perception may directly impact on the magnitude of PsyCap and EI (Maillet & Read, 2024). Moreover, the interaction between PsyCap and EI has a strong impact on the well-being of employees and organizational productivity (Shahid et al., 2023). Elevated levels of PsyCap and EI are associated with a decrease in stress, a better affective climate at work and (ultimately) an increase in individual health (Bozdoğan, 2023; Xu & Choi, 2023). Furthermore, organizations that foster a positive psychological climate and allocate resources to improving the emotional intelligence of their employees are likely to see an increase in engagement, productivity, and retention (George, Okon, & Akaighe, 2023). This conclusion highlights the relationship between PsyCap and EI highlighting the importance of PsyCap over employee performance in organizational setting. Organizations may create a work environment with favorable support to achieve the performance of employees by; supporting employees in improving their emotional and psychological health.

H₂: PsyCap constructively predicts employees' EI

Emotional intelligence is linked with improving strategic thinking and negotiating abilities (Sabie et al., 2020). Productive job performance needs the following abilities (Rahmawaty et al., 2021). Workers who have higher EI have the ability to cope better with stress, recover from setbacks, ensure that they can maintain concentration and productivity in stressful circumstances (Kamassi et al., 2020). According to Pratikto and Soetjipto (2024) companies that focus on the emotional intelligence (EI) development of their workforce consequently tend to note greater level of productivity, inventiveness and adaptability in adverse circumstances. Furthermore, there is a direct correlation between EI and the employee productivity, although there is a mediation effect that is evident due to a number of factors associated with the workplace situation (Rahmawaty et al., 2021). In order to persuade people to develop and utilize their emotional intelligence (EI), support is required by organizations (Sabie et al., 2020). Workers tend to be more willing to feel encouraged to communicate their feelings honestly, seek feedback, and engage in continuous growth and education if they feel a sense of loyalty toward their company and leadership (Kamassi et al., 2020). Furthermore, the contextual

and personal factors affect EI and performance interconnection. According to Pratikto and Soetjipto (2024) personality qualities such as diligence, extravagance, and receptivity to new experiences, for example, may influence the association of EI and job performances. Comparably, managerial factors such as collaboration, job structure and workplace culture can influence the extent to which EI is converted into observable achievements (Sabie et al., 2020). If employees feel devotion towards their organization and administration, they are more likely to feel motivated, feel free to express their emotions, and participate in the ongoing learning and development (Kamassi et al., 2020). Context and Individual factors also influence the relation of Emotional Intelligence and performance. Personality traits such as extravagance, sensitivity to new events, and meticulousness, for example may have an impact on the relationship between the EI and job success (Pratikto and Soetjipto, 2024). On the other hand, the extent to which EI can be transformed into quantifiable success then depends on manager variables, such as teamwork, job design and atmosphere at work (Sabie et al., 2020).

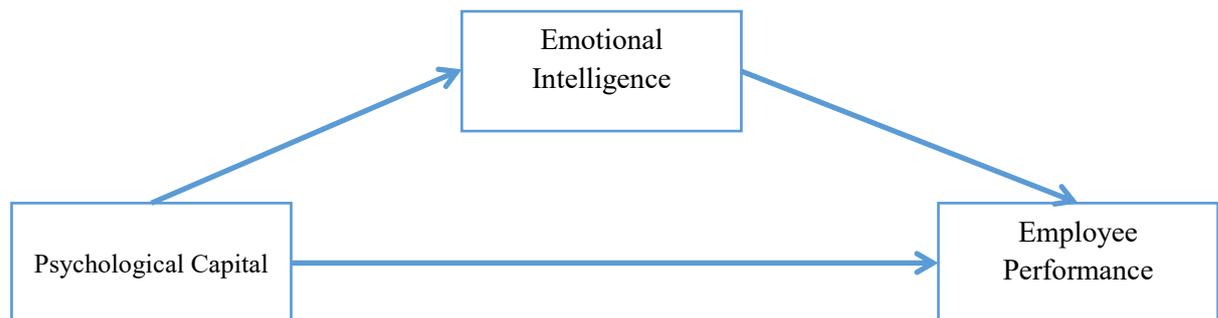
H₃: Employees' EI constructively predicts employee performance

This inquiry has used a focus on the mediating effects of emotional intelligence (EI) in the relationships of psychological capital (PsyCap) and worker performance. The current position provides important information on the impacts that constructive cognitive asset seems to have on work productivity (Deb et al., 2023). Empirical research has shown that there is a positive relationship between worker efficiency and PsyCap (Baharin et al., 2023). According to Alinejad et al. (2023), high rates of PsyCap are especially signs of high job satisfaction, participation, and efficiency. Conversely, different aspects of workplace effectiveness, such as the ability to work in teams, managerial effectiveness, and overall job performance, are associated with EI defined as "the capacity to recognize, understand, and manage one's emotions and the emotions of others" (Baharin et al., 2022). Employees with higher EI are generally more adaptive and have better social skills, and they can effectively handle conflicts between coworkers and work well in a variety of work settings. Furthermore, an increasing number of studies also indicate that EI could act as a mediator of the PsyCap-Workers output nexus (Zhang et al., 2023). Enhanced Psychological Strength can make someone more emotionally strong and able to handle work-related pressures and defeats (Deb et al., 2023). This increased stress resilience can manifest as an increase in cognitive function and greater control over emotions, interpersonal relationships and overall job performance (Alinejad et al., 2023). In addition, organizational characteristics play an important role in the interaction between PsyCap, EI and worker efficacy. Positive psychological assets and

emotional competencies are more likely to develop among employees of organizations that offer to employees a supportive work environment, motivation for constant growth and learning, and opportunities for evaluation and growth (Baharin et al., 2023).

H₄: Employees EI significantly mediates between PsyCap and employee performance

Conceptual Framework



Methodology & Population

The empirical philosophy used in this work is positivism (Saunders et al., 2016). It seeks to determine the linkages that are causative and mediating underlying emotional intelligence, psychological capital, and worker performance. Using a deductive method of inquiry, this research tests a conceptual framework that has been predetermined and speculates correlations across the factors being studied (Saunders et al., 2016). The targeted population of the study was comprised of 1454 medical doctors and paramedics working in the healthcare institutes namely, Khyber Teaching Hospital, Peshawar, Khyber Medical University, Peshawar, and Khyber College of Dentistry, Peshawar, Khyber Pakhtunkhwa, Pakistan. Participants' answers to a survey used in the research to gather data. The study used a parallel mediation model to test the proposed correlations between the factors; the model estimation, i.e., SEM was performed using the JASP program.

Sampling Frame

The procedure of Yamane (1967) was utilized to establish the sample size. The final sample was comprised of 314 doctors and paramedics employed in the above-mentioned hospitals of Peshawar, Khyber Pakhtunkhwa, Pakistan.

$$n = N \div 1 + N \times (e)^2 \quad \Rightarrow \quad n = 1454 \div 1 + 1454 \times (.05)^2 \quad n = 314$$

Where

n= Sample

N=Population

e=Chance of error (5%)

Using a proportional distribution strategy in conjunction with stratified random sampling, we employed a probability sampling approach.

$$n_i = \frac{n}{N} \times N_i$$

Where,

n = Sample

N = Population

N_i = Staff in each institute

n_i = Selected personnel.

Table 1: Proportional Distribution Method

Medical Institutes	Population	Proportion
KMU, Peshawar	578	125
KTH, Peshawar	478	103
KCD, Peshawar	398	86
Sum	1454	314

Measurements & Data Collection

The survey (questionnaire) was comprised of two parts. The first part was made of up getting the demographic information from the respondents, whereas, the second part contains the questions about PsyCap, emotional intelligence, and employee performance using a Likert scale with five points. The 12-item emotional intelligence magnitude was created by Schutte et al. (1998). A 12-item assessment created by Luthans et al. (2007) was used to evaluate the PsyCap, and a 3-item questionnaire created by Williams & Anderson (1991) was used to evaluate employee performance. A total of 314 surveys (questionnaires) were given out in person to the doctors and paramedics and about 298 survey questionnaires were returned, representing, 95% response (Sekaran, 2007).

Data Analysis

Demographics

Table 2 displays the working experience, academic achievement, and demographics of a representative group. Gender, Age, Education, and Experience are the four primary categories into which the information is divided. When it comes to gender dispersion, men make up the majority (79.8%), with women making up 20.1%. In terms of age breakdown, the bulk of the respondents (37.5%) were within the 29–39 age bracket, promptly followed by the 18–28 category (32.8%) and the 40+ age group (29.5%). When it comes to education, the majority have an advanced degree (45.3%), next to those with an MBBS/BDS (41.6%) and FCPS (13.0%). Lastly, the breakdown of work experience is quite even, with roughly one-third of the respondents belonging to either of the following categories: 0–5 years (32.8%),

6–10 years (34.2%), and 11 years plus (32.8%). This thorough analysis offers insightful information about the sample group's makeup in terms of a variety of work-related and demographic characteristics.

Table 2: Demographic Information

Gender	Frequency	Percent
Male	238	79.8
Female	60	20.1
Age	Frequency	Percent
18-28	98	32.8
29-39	112	37.5
40 & Above	88	29.5
Education	Frequency	Percent
Graduate	135	45.3
MBBS/BDS	124	41.6
FCPS	39	13.0
Experience	Frequency	Percent
0-5 years	98	32.8
6-10 years	102	34.2
11 & Above years	98	32.8
Sum	298	100.0

Reliability

According to Sekaran (2003), empirical studies demonstrated that the three elements' reliability Psycap, EI, and worker performance were adequate, with an acceptable range of above 0.70.

Table 3: Reliability

Factors	Items	Reliability
Psychological Capital	12	.791
Emotional Intelligence	12	.806
Employee Performance	3	.783

Regression Analysis

Direct Effect

Based on Chin (2010), the structure-based model's capacity for prediction was assessed using the natural factor's coefficients of determination (R squared). The path factors were also shown to be significant, using the methods outlined by Hair et al. (2014). Significant results are shown by the R-squared, which indicates that the exogenous influences may be responsible for 69.8% of all variation within the endogenous component. The results of the structural assessment are shown in Table 4. The Premise H1 reported that the psycap constructively predicts employee performance. Hence H1 acknowledged ($\beta=0.228, t=5.87, p<.01$). Hypothesis H2 stated, that psycap constructively

predicts employees' EI. Thus, H2 is accepted ($\beta=0.741, t=21.4, p < .01$). Hypothesis H3, confirmed that employees' EI constructively predicts employee performance. Hence, H3 is established ($\beta=0.666, t=17.96, p < .01$).

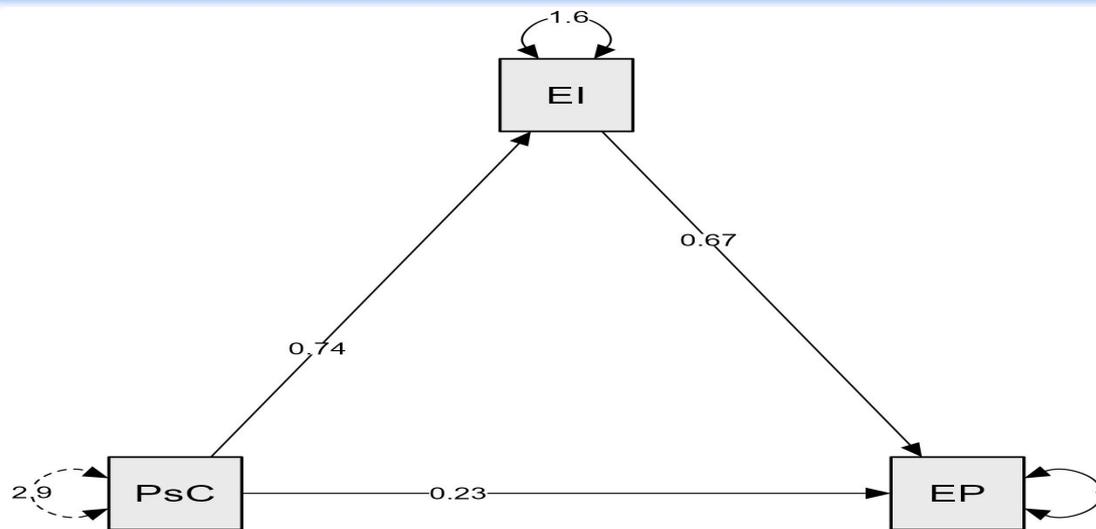
Indirect Effect

A 5000 bootstrapped impact magnitude was obtained by evaluating paths a and b via bootstrap. Additionally, the mediation effects were evaluated using Bootstrap. Furthermore, the estimation of related standard errors (SE) and indirect impacts was done. The findings at p 0.05 demonstrated the significant indirect effects of the mediating hypothesis. A 95% bootstrapped range of confidence was utilized to corroborate the mediating impact after the intervention was evaluated according to Hayes (2009). The findings of the bootstrap confidence interval (CI) calculation are likewise included in Table 3. The significance of the mediating factors within the SEM path model was further evaluated through the utilization of bootstrapping, following the methodology proposed by Henseler et al. (2009). The outcome discovered that employees' emotional intelligence significantly mediates between PsyCap and employee performance. According to Preacher & Hayes (2008), Table 4, the indirect outcome of the 95% Boot CI [LL = 0.423, UL = 0.0563] didn't transect a 0 in the middle, indicating mediation.

Table 4: Path Analysis

Direct Effect	Estimates	Std Error	t-value	Sig	95%CI	
					UL	LL
EI→EP	0.666	0.037	17.96	<.001	0.593	0.739
PsyCap→EP	0.228	0.039	5.874	<.001	0.152	0.304
PsyCap→EI	0.741	0.034	21.49	<.001	0.673	0.808
Indirect Effect	Estimates	Std Error	t-value	Sig	95%CI	
					UL	LL
PsyCap→EI→EP	0.493	0.036	13.782	<.001	0.423	0.563
Total Effect	Estimates	Std Error	t-value	Sig	95%CI	
					UL	LL
PsyCap→EP	0.721	0.034	20.174	<.001	0.651	0.791

Note. EI: Emotional Intelligence, EP: Employee Performance, PsyCap: Psychological Capital



Discussion & Conclusion

Recognition of all four presumptions highlights how important Emotional Intelligence (EI) and Psychological Capital (PsyCap) are in predicting worker efficiency and performance. The empirical findings highlight the importance of these psychological factors on job performance, which is consistent with other research. The present study lends credence to Hypothesis 1 that postulates that psychological capital (PsyCap) is the positive predictor of worker performance (Daswati et al., 2022; Sarwar et al., 2023). Consistent with the extant literature, higher levels of PsyCap have been repeatedly associated with better job performance and with overall well-being. These findings indicate that it is possible to introduce quantifiable benefits to individuals and organizations by cultivating the positive psychological capacities in workers. Similarly, antecedent work (Maillet & Read, 2024; George, Okon & Akaighe, 2023) supports hypothesis 2 suggesting that PsyCap has a positive relationship with the emotional intelligence (EI) of workers. Higher values for PsyCap are related to higher EI capacity. This reciprocal benefit underlies the need to develop both PsyCap and EI to create a more PsyCap workforce that is marked by emotional stability and flexibility. Hypothesis 3 states that the level of EI of employees highly predicts work performance while corresponding with Baharin et al. (2023) and Zhang et al. (2023). Augmenting EI instrumental to improving diverse dimensions of efficiency in work in collaboration with others, effectiveness of leadership and overall success in a job. The mediating role of EI in the PsyCap-performance relation attests to the mediating role of emotional competencies in the translation of positive psychological resources into concrete manifestations. Finally, Hypothesis 4 generalizes the theoretical framework, a statement that was supported by additional empirical studies which suggest that the PsyCap-

performance nexus is significantly moderated by the EI of employees (Deb et al., 2023; Alinejad et al., 2023). The nature of this mediational influence suggests that EI could also mediate the impact of PsyCap on performance. Individuals with high levels of PsyCap are more likely to have emotional equilibrium and psychological strength, leading to increased work output. Overall, the present study provides empirical evidence for the positive relations found between PsyCap, EI and worker efficiency. Moreover, the mediating prominence of EI in the PsyCap performance relationship strengthens the crucial role of EI to improve employment outcomes.

Theoretical Contribution & Practical Implications

This study complements the field of scholarly work by explaining the impact of psychological capital (PsyCap) to their employees' performance. The demonstration of emotional intelligence (EI) as a mediating construct increases conceptual understanding of the relationship between cognitive capabilities and job performance at the individual level. The results highlight the importance of positive psychological constructs in the work environment and shed light on their interdependence. Practitioners are generally advised to take into account the outcomes of these studies, which suggest that performance by employees may be improved through interventions designed to strengthen PsyCap and EI. Organizations may carry out training efforts that encourage the personal and professional development of employees, enhance EI, and foster a positive work climate. Administrators can include EI development strategies and PsyCap in leadership frameworks to build resilient and high-performing organizational culture.

Limitations & Future Area

Although the study has some interesting results, it has a number of methodological limitations. Primarily, this potential for systematic bias is a result of the use of self-reported data in the evaluation. Additionally, it was more challenging to determine the causality as the researchers only used cross-sectional evidence. Future researches should use longitudinal approaches to further research causal relationships of psychological capital (PsyCap) with emotional intelligence (EI) and worker performance. Furthermore, the external validity of the results may be limited by the particularities of the sample of participants and the design of the study. Subsequent research could investigate potential moderating variables such as personality traits and managerial styles and work-based culture as these may affect the correlations found in this piece. Longitudinal studies are also warranted to examine the long-term impact of interventions that try to improve PsyCap and EI on worker performance. Finally, an analysis of a wider range of organization contexts may facilitate the identification of the

organizational contexts to which PsyCap and EI are best related as a predictor of performance. In sum, this study adds to a better understanding of the complex relationships between PsyCap, EI and worker performance, highlighting the mediating role of EI and employees' need to develop constructive psychological competencies in work settings to foster individual and organizational success.

References

- Ahmad, S. Y., & Naveed, M. F. J. (2023). Effect of exploitative leadership on green innovative behavior among hospitality employees in Pakistan. *International Journal of Contemporary Issues in Social Sciences*, 3(2), 45-60.
- Akram, H., Raza, M., Jan, M. F., Aslam, S., & Nivin-Vargas, L. (2024). Identified leadership practices and teachers' professional development in Karachi, Pakistan: the moderation effect of training. *Education 3-13*, 52(8), 1309-1326.
- Alinejad, V., Parizad, N., Almasi, L., Cheraghi, R., & Piran, M. (2023). Evaluation of occupational stress and job performance in Iranian nurses: the mediating effect of moral and emotional intelligence. *BMC psychiatry*, 23(1), 769.
- Baharin, N. L., Kelana, B. W. Y., Sanny, L., Teo, P. C., Ho, T. C., & Ramliy, M. K. (2023). The mediating effect of emotional intelligence on the relationship between talent management practices and leadership skills in Malaysian GLCs. *Sustainability*, 15(13), 10727.
- Bilal, A., Ahmad, W., Jan, M. F., Huseynov, R., & Nagy, H. (2025). How women's transformational leadership induces employees' innovative behaviour through trust and connectivity: A sequential mediation model. *Global Business Review*, 26(1), 240-255.
- Boelhouwer, I. G., & Van Vuuren, T. (2024). Psychological capital and work functioning of workers with recurrent or metastatic cancer beyond return to work. *Palliative & Supportive Care*, 1-7.
- Bozdoğan, S. C. (2023). The mediating role of psychological capital in the effect of emotional intelligence on resistance to change. *İstanbul Gelişim Üniversitesi Sosyal Bilimler Dergisi*, 10(2), 817-832.
- Braha, M., & Karabulut, A. T. (2023). Energizing workplace dynamics: exploring the nexus of relational energy, humor, and pycap for enhanced engagement and performance. *Behavioral Sciences*, 14(1), 23.
- Chaffin, T. D., Luthans, B. C., & Luthans, K. W. (2023). Integrity, positive psychological capital and academic performance. *Journal of Management Development*, 42(2), 93-105.

- Chaoudhary, H. S., Azam, K., & Jan, M. F. (2025). ROLE OF AI BASED MEDIA AWARENESS IN HAZARD VULNERABILITY AND RISK ANALYSIS. *Policy Journal of Social Science Review*, 3(9), 390-406.
- Chen, H., Kewou, N. Y. N., Atingabili, S., Sogbo, A. D. Z., & Tcheudjeu, A. T. (2024). The impact of psychological capital on nurses' job performance: a chain mediation analysis of problem-focused coping and job engagement. *BMC nursing*, 23(1), 149.
- Da Costa, M. G., Pinto, L. H., Martins, H., & Vieira, D. A. (2021). Developing psychological capital and emotional intelligence in higher education: A field experiment with economics and management students. *The International Journal of Management Education*, 19(3), 100516.
- Daswati, D., Wirawan, H., Hattab, S., Salam, R., & Iskandar, A. S. (2022). The effect of psychological capital on performance through the role of career engagement: Evidence from Indonesian public organizations. *Cogent Social Sciences*, 8(1), 2012971.
- Deb, S. K., Nafi, S. M., Mallik, N., & Valeri, M. (2023). Mediating effect of emotional intelligence on the relationship between employee job satisfaction and firm performance of small business. *European Business Review*, 35(5), 624-651.
- Ellahi, A., Jan, M. F., & Khan, M. (2026). Generative AI in Business Education Transforming Teaching and Learning. In *Integrating AI and Machine Learning into Business and Management Education* (pp. 53-72). IGI Global Scientific Publishing.
- Ellahi, A., Javed, Y., Mohammad, J., & Sultan, Z. (2024). Determining the effect of software project managers' skills on work performance. *International journal of information technology project management*, 15(1), 1-20.
- George, O. J., Okon, S. E., & Akaighe, G. O. (2023). Psychological capital and work engagement among employees in the Nigerian public sector: The mediating role of emotional intelligence. *International Journal of Public Administration*, 46(6), 445-453.
- Ghazalsafrou, M., Rostami, M., & Bay, F. (2024). Effectiveness of the Luthans psychological capital intervention model on resilience and social adaptation of turkmen divorced women. *Applied Family Therapy Journal (AFTJ)*, 5(1), 69-77.
- Gukssa, A. (2023). Role of emotional intelligence in conflict resolution strategies. *International Journal of Human Resource*, 1(1), 13-23.
- Jan, M. F. (2018). The effect of big five personality traits on leader member exchange and organization citizenship behavior: A case of khyber Pakhtunkhwa universities.[Yayınlanmamış Doktora Tezi]. *Tokat*

Gaziosmanpaşa Üniversitesi, Sosyal Bilimler Enstitüsü, İşletme Anabilim Dalı, Yönetim ve Organizasyon Bilim Dalı, Tokat.

- Jan, M. F., Khan, T., Khan, P., & Zeb, F. (2026). Buffering the Dark Side of Leadership: The Role of Green Human Resource Management Practices in Mitigating Exploitative Leadership and Fostering Employee Green Innovative Behavior. *Policy Journal of Social Science Review*, 4(1), 144-155.
- Kamassi, A., Boulahlib, L., Abd Manaf, N., & Omar, A. (2020). Emotional labour strategies and employee performance: the role of emotional intelligence. *Management Research Review*, 43(2), 133-149.
- Khan, I. U., Usman, A., & Jan, M. F. (2021). Factors affecting IFRS adoption in Pakistan and its impact on firm performance. *Multicultural Education*, 7(11), 556-580.
- Khan, N., & Abid Usman, M. F. J. (2021). The impact of investor's personality traits over their investment decisions with the mediating role of financial self efficacy and emotional biases and the moderating role of need for cognition and the individual mood in Pakistan stock exchange. *Multicultural Education*, 7(8), 766-775.
- KHATTAK, A., IMRAN, A., JAMAL, S., JAN, M. F., ELLAHI, A., HASSAN, M., ... & FARAZ, A. A. (2025). MANAGING HUMANS AND ALGORITHMS: THE INTERSECTION OF ESG, GREEN HRM PRACTICES, AND AI IN DRIVING FIRM PERFORMANCE. *TPM-Testing, Psychometrics, Methodology in Applied Psychology*, 32(S7 (2025): Posted 10 October), 1723-1734.
- Liu, Y., Chen, J., & Han, X. (2023). Research on the influence of employee psychological capital and knowledge sharing on breakthrough innovation performance. *Frontiers in Psychology*, 13, 1084090.
- Maillet, S., & Read, E. A. (2024). Areas of work-life, psychological capital and emotional intelligence on compassion fatigue and compassion satisfaction among nurses: A cross-sectional study. *Nursing Open*, 11(2), e2098.
- Majid, A., Ahmed, S., Rahman, A., Khan, T., & Jan, M. F. (2025). MODERATING ROLE OF PERCEIVED PROJECT VALUE IN THE RELATIONSHIP BETWEEN PERCEIVED SERVICE QUALITY AND CUSTOMER SATISFACTION IN PAKISTAN'S HOSPITALITY INDUSTRY. *Pakistan Journal of Social Science Review*, 4(6), 111-137.
- Olaleye, B. R., & Lekunze, J. N. (2024). Emotional intelligence and psychological resilience on workplace bullying and employee performance: a moderated-mediation perspective. *Journal of Law and Sustainable Development*, 12(1), e2159-e2159.

- Patnaik, S., Mishra, U. S., & Mishra, B. B. (2023). Perceived organizational support and performance: moderated mediation model of psychological capital and organizational justice—evidence from India. *Management and Organization Review*, 19(4), 743-770.
- Peng, J. C., & Chen, S. W. (2023). Learning climate and innovative creative performance: Exploring the multi-level mediating mechanism of team psychological capital and work engagement. *Current Psychology*, 42(15), 13114-13132.
- Pratikto, H., & Soetjipto, B. E. (2024). The effect of emotional intelligence, intellectual intelligence, and spiritual intelligence on employee performance through job satisfaction as an intervening variable (Study on Employees of JNE Malang City). *Asian Journal of Management Analytics*, 3(1), 1-16.
- Rahman, S., Khan, T., Jan, M. F., & Zeb, F. (2026). Expanding the TQM Customer Satisfaction Model: The Role of Leadership and External Factors in Pakistan's Public and Private Hospitals. *Policy Journal of Social Science Review*, 4(2), 351-365.
- Rahmawaty, A., Rokhman, W., Bawono, A., & Irkhani, N. (2021). Emotional intelligence, spiritual intelligence and employee performance: The mediating role of communication competence. *International journal of Business and Society*, 22(2), 734-752.
- Rodrigues, R. I., & Junça Silva, A. (2024). Harmonizing emotions in the workplace: exploring the interaction between emotional intelligence, positive psychological capital, and flourishing. *Frontiers in Psychology*, 14, 1343043.
- Sabie, O. M., Bricariu, R. M., Pîrvu, C., & Gatan, M. L. (2020). The relationship between emotional intelligence and human resources employee performance: A case study for Romanian companies. *Management Research & Practice*, 12(3).
- Sahibzada, Y. A., Ali, M., Toru, N., Farooq Jan, M., & Ellahi, A. (2025). Exploitative leadership and green innovative behavior of hospitality employees: mediation of emotional exhaustion and moderation of perceived organization support. *Journal of Hospitality and Tourism Insights*, 8(5), 1847-1866.
- Saikia, M., George, L. S., Unnikrishnan, B., Nayak, B. S., & Ravishankar, N. (2024). Thirty years of emotional intelligence: A scoping review of emotional intelligence training programme among nurses. *International Journal of Mental Health Nursing*, 33(1), 37-51.
- Sarwar, U., Aamir, M., Bichao, Y., & Chen, Z. (2023). Authentic leadership, perceived organizational support, and psychological capital: implications

- for job performance in the education sector. *Frontiers in Psychology*, 13, 1084963.
- Shah, M. U., & Jan, M. F. (2021). Connecting corporate social responsibility (CSR) to customer loyalty: A mediation analysis in hoteling industry of Pakistan. *Sage Open*, 11(4), 21582440211067233.
- Shahid, H., Ather, M. A., Shahid, S., & Imran, Z. (2023). Psychological capital and work engagement: a mediated moderation model of positive emotions and emotional intelligence. *Journal of Social Sciences Review*, 3(2), 562-578.
- Waleeda, A., Ahmadb, W., Janc, M. F., Alid, S., Khattake, A. J., & Nadeemf, A. (2021). The effect of team value diversity on team performance: The mediating role of relationship conflict and the moderating effects of organization citizenship behavior and leader-member exchange quality. *Management Science Letters*, 11, 2185-2194.
- Xu, J., & Choi, M. C. (2023). Can emotional intelligence increase the positive psychological capital and life satisfaction of Chinese university students?. *Behavioral Sciences*, 13(7), 614.
- Yezer, K., Rattanawiboonsom, V., & Rurkwararuk, W. (2024). An analysis of relationships among GNH in corporation, psychological capital and employee performance. *Environment and Social Psychology*, 9(4).
- Zainab, E., Azam, K., & Jan, M. F. (2025). THE IMPACT OF INFLUENCER ADVERTISING ON CONSUMER PURCHASE BEHAVIOR TOWARDS PRODUCTS. *Policy Journal of Social Science Review*, 3(11), 389-401.
- Zhang, Z., Zhang, X., Fei, Y., Zong, X., Wang, H., Xu, C., ... & Jiang, S. (2023). Emotional intelligence as a mediator between spiritual care-giving competency and core competencies in Chinese nursing interns: a cross-sectional study. *Supportive Care in Cancer*, 31(6), 367.
- Zhao, S., & Gantalao, C. (2024). Relationship between psychological capital, well-being and performance among employees of SMEs in Guizhou, China. *Curriculum Learning and Exploration*, 2(2).