

The Effect Of Leadership Qualities On Organizational Commitment Among Bureaucrats; Emotional Intelligence As A Moderator

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Abstract

Organizational commitment occupies a paramount position within the realm of organizational progress. The current study intended to analyze the effect of leadership qualities of bureaucrats on the organizational commitment by analyzing the moderating effect of emotional intelligence. A cross-sectional design based on survey method was induced into the study. Data were collected adopting convenience sampling from bureaucrats (n=302) serving in different administrative sectors of Pakistan. The measured instruments were three questionnaires of The Wong and Law Emotional Intelligence Scale (WLEIS), Leadership Qualities Questionnaire and Organizational Commitment Questionnaire. SPSS version 27 by applying Hayes Process Macro Model was used to analyze the data. The ultimate findings of Pearson Product Moment revealed that there is a positive significant correlation between leadership qualities, organizational commitment and emotional intelligence. The Hayes Process Macro Model unraveled the moderated effect of emotional intelligence that strengthens the congruent bond between leadership qualities and organizational commitment. By prioritizing emotional intelligence alongside leadership skills, they can foster a culture of commitment and engagement among bureaucrats.

Keywords: Leadership qualities, organizational commitment, emotional intelligence, bureaucrats.

Introduction

Commitment is indeed crucial for preserving and upholding integrity within an organization, particularly in the context of public organizations. It plays a vital role not only in maintaining integrity but also in facilitating organizational change (Rubel et al., 2021). Committed employees play a vital role in the success of organizations; particularly in current challenging economic atmosphere where exceeding expectations is uplifted to enhance competitiveness (Shabir & Gani, 2020). These employees tend to have a strong identification with and deep insight of their organization's goals and values (Lambert et al., 2017).

Organizational commitment refers to the attachment of employees psychologically towards their organizations, is widely studied in management and organizational literature, especially in developed countries (Meyer & Allen, 1984, Choi et al., 2015; Lambert et al., 2020; Fischer et al., 2020). Meyer and Allen's (1991) gave a model of organizational commitment containing three components; affective commitment (emotional bonding to the organization),

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normative commitment (sense of conscience to stay with the organization), and continuance commitment (cost-benefit analysis linked with departing from the organization). To ensure successful implementation of government development initiatives, it is crucial to enhance the human resources (HR) capabilities within government organizations, as they play a pivotal role in their achievements.

Government employees, known as Civil Servants, serve as the primary driving force behind the government's objectives. Their commitment to enhancing their performance in order to attain organizational goals is of utmost importance (Susilo, 2007). Adoption of HR policies and strategies has a positive influence on the organization, leading to enhanced commitment among employees across different job categories. The study revealed that various dimensions of organizational commitment, including normalcy commitment, affectionate commitment, and continuous commitment, were positively affected (Padave, 2023). The study highlighted the importance of addressing daily tensions and rewards, value alignment, and identity-based factors in promoting organizational commitment among care workers in the senior care organization (Kilaberia, 2020).

Emotional intelligence is defined as the ability of understanding and managing one's own emotions and others and to use this knowledge to direct thoughts and behavior (Drame et al., 2021). It regulates mind processes and a person's response to the stimulus (Yin & Shao, 2021). Emotional intelligence impacts behavior and influences individual's way of perceiving and analyzing of their status quo phenomena (Yin & Shao, 2021). Emotional intelligence plays a significant role as a moderator between workplace spirituality and organizational commitment (Pardhan & Lena, 2016).

The relationship between management and self-awareness were found to have positive effects on organizational commitment, but their influence was not statistically significant (Kato et al, 2023). The emotional intelligence worked as a moderator between person-organization fit and transformational leadership (Liu et al., 2023). Higher emotional intelligence leads to greater leadership self-efficacy (Mullen et al., 2019).

Daniel Goleman, have emphasized that a critical characteristic shared by all effective leaders is a significant level of emotional intelligence development (Goleman, 2015). Furthermore, the study included emotional intelligence in the mediated moderation model of workplace ostracism. This indicated that emotional intelligence and workplace ostracism has mediated moderating relationship between job performance and abusive supervision (Anjum et al., 2023). Specifically, subordinates are more attuned to their leaders' support and concern, having higher levels of emotional intelligence which fosters positive emotional motivation and encourages proactive behaviors (Krau, 2020). Employees with high emotional intelligence benefit their organizations (Barreiro & Treglown, 2020). There is limited studies on how emotional intelligence impacts workers' continuance organizational commitment (Sahoo & Sia, 2015). Emotional intelligence has been associated to positive personal affective responses, work outputs, and organizational behaviors (Alferaih, 2017).

The influence of emotional intelligence on expected organizational outputs can be understood by underlining the cognitive processes (Latif et al., 2017). On continuance organizational commitment, emotional intelligence serves as a valuable coping strategy towards workplace challenges and acts moderator between work-related stress and work-life balance support (Zysberg et al. 2017; Varshney & Varshney, 2020). Emotional intelligence played a significant moderating role in the association between work-related stress and organizational continuance commitment, as well as between work-life balance support and organizational continuance commitment (Chigeda et al. (2022). Emotional intelligence works as a regulatory force between extrinsic stimuli and overt performance (Zhang & Mao, 2022). When emotional intelligence is effectively nurtured, it serves as a

reliable indicator of a teacher's behavior when performing their assigned tasks (Ahad et al, 2021).

Emotional intelligence exhibited positive and significant relationships with key parts of organizational commitment, namely affective, continuance and normative commitment. These findings indicated that emotional intelligence possesses a reliable predictive ability when it comes to teachers' organizational commitment (Shafiq & Rana, 2016). Employees with higher emotional intelligence demonstrated high level of job performance and lower levels of counterproductive work behaviors, despite the challenging work environment caused by the pandemic (Sadovyy et al., 2021). The study found that emotional intelligence were significant predictors of organizational commitment among IT professionals, highlighting the significance of emotional intelligence in fostering commitment within this specific forum (Mohamed et al., 2020).

Another research explored that high emotional intelligence played a reinforcing role for civil servants in fulfilling their roles effectively (Lee, 2018). A leader with emotional intelligence positively affects trust in supervisors, and trust within a team has positive effects on job performance (Lin and Liu, 2021). Demonstrating emotional intelligence has now become an essential requirement for leaders (Njotoprajitno et al., 2020).

A significant association between trait-based emotional intelligence (EI) and affective commitment was found after controlling for the designations of the leader and subordinates (Bhalero & Kumar, 2016). The need to prioritize emotional intelligence development within the public sector to enhance performance and navigate challenges effectively, particularly in times of economic crises and global uncertainties (Supramaniam, et al., 2021). Workplace stress has mediating influence on the occupational stress led to reduced job (Batool, et al., 2023).

Transformational leadership is a positive predictor of person-organization fit (Kato et al, 2023). In contemporary times, work transforms into a dynamic endeavor when the management of organizational behavior emphasizes mutual respect and provides opportunities for professional growth. Demonstrating emotional intelligence has now become an essential requirement for leaders (Njotoprajitno et al., 2020). Fostering ethics within the operating room environment has the potential to enhance organizational culture and commitment levels (Teymoori, 2022). Creating a conducive working environment that promotes job satisfaction, developing emotional intelligence skills, and adopting effective leadership styles is inevitable to foster organizational commitment among civil servants (Jimoh & Owodunni 2023). Transformational leaders actively engage in goal setting and provide strategic directions for their organizations (Yue et al., 2019).

The ties between organizational commitment and leadership style were found effective and a positive correlation was observed between transactional leadership and transformational styles with organizational commitment. However, as compared to other leadership styles, transformational leadership had a stronger influence on organizational commitment (Al-Yami, 2018). The study further explored the impact of servant leadership on various outcomes, including employee performance, employee trust, organizational commitment, and organizational culture. Service leadership has a positive significant relationship with employees' trust and commitment to organizational leadership (Setyaningrum, 2020).

There is a positive relationship between shared leadership and organizational commitment (Yetim, 2016). The school principals' organizational commitment was congruent

with servant leadership, transformational leadership, and ethical leadership behaviors. These leadership behaviors were identified as important predictors of organizational commitment (Cansoy, 2019). The employees' perception of responsible leadership has a significant impact on turnover intentions and organizational commitment. Specifically, responsible leadership directly affects employees' organizational commitment. However, this relationship is partially mediated by employees' turnover intentions (Haque, 2019). Moderately robust studies indicate that employee optimism mitigates the indirect link between empowered leadership and job fatigue. In contrast to optimistic and resilient leadership, which alleviate stress and enhance intrinsic motivation, empowered leadership is reported to exacerbate the physical and emotional well-being of employees (Abbas et al., 2023).

Transformational leadership has been shown to have a positive significant impact on hospital staff and the overall hospital environment. It is recommended that the transformational leadership style be universally adopted in hospitals to enhance organizational commitment and job satisfaction among medical staff (Hussain, 2021).

The study emphasized the importance of considering other variables, including intelligence, local wisdom, and commitment to performance, in understanding their impact on organizational outcomes (Liliweri & Syamsir, 2018).

Higher levels of emotional intelligence were linked with greater levels of organizational commitment. Specifically, EI was related to normative commitment, affective commitment and continuance commitment positively. It also suggested the use of emotional intelligence interventions to aggravate organizational commitment level among in-service teachers and prospective in Pakistani colleges (Shafiq & Rana, 2016). Managers who possess the ability to inspire and provide a clear vision to their team are the ones who can effectively stimulate their team's effectiveness (Al-Malki & Juan, 2018).

Numerous studies have examined the relationship between demographic factors and organizational commitment (Chughtai et al., 2022). Serinikli (2016) found high levels of organizational commitment among senior employees, while Mercan (2019) suggested the possibility of differences in organizational commitment based on socio-demographic variables. Sarıköse et al. (2020) discovered a significant difference in organizational commitment levels among nurses based on certain socio-demographic characteristics. Furthermore, organizational commitment can be influenced by individuals' demographic characteristics. These studies highlight the potential impact of demographic variables on organizational commitment levels (Çarıkçı & Küçükeşmen, 2017).

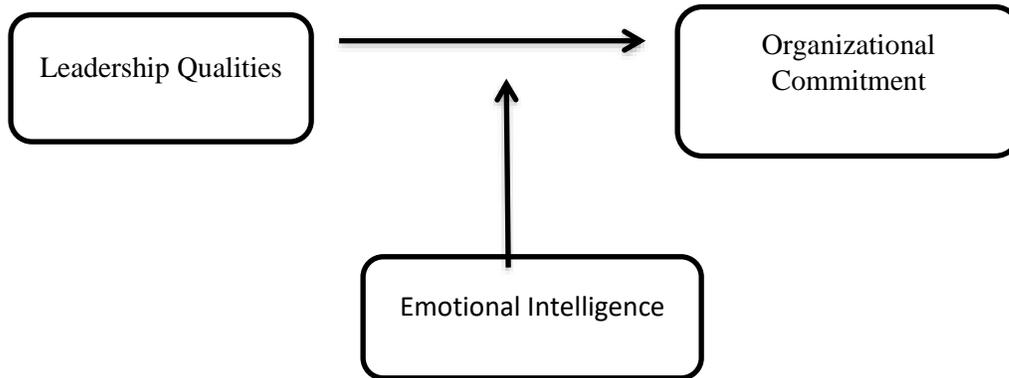
Hence, the literature review deciphered that no significant research was conducted on the moderating effect of emotional intelligence between leadership qualities and organizational commitment among bureaucrats. So, the current study examined this crucial relationship by unraveling the effect of emotional intelligence as a moderator.

Significance of the Study

The prosperity of any organization, including governmental institutions, based on the effectiveness and commitment of its employees. Among bureaucrats, emotional intelligence and leadership qualities play crucial roles in shaping their level of organizational commitment. Emotional intelligence encompasses the ability to recognize, understand, and manage one's own emotions as well as those of others, while leadership qualities involve the skills and behaviors exhibited by individuals in leading and influencing their subordinates. Understanding the crucial ties between emotional intelligence, leadership qualities, and

organizational commitment among bureaucrats can aid in developing strategies to enhance employee engagement and improve overall organizational performance.

Research Model



In this research model, leadership qualities (X) are considered as the independent variable, organizational commitment (Y) is the dependent variable and emotional intelligence (M) acts as the moderating variable. The model suggests that leadership qualities directly influence organizational commitment. However, the strength or direction of this relationship may be influenced by the level of emotional intelligence possessed by individuals. Specifically, individuals with higher emotional intelligence may exhibit a stronger relationship between leadership qualities and organizational commitment, indicating that emotional intelligence moderates the effect of leadership qualities on organizational commitment.

Method

Sample

All the current bureaucrats working in the different administrative offices of different districts and divisions of Punjab, Pakistan were considered in this study. The current study surveyed 302 bureaucrats including male (n=151), and female bureaucrats (n=151) serving in the different administrative offices of different districts of Punjab. The sample primarily consisted of bureaucrats in the government sector. Initially, a sample size of 302 participants was determined using G Power for power analysis.

Procedure

The study utilized Google Forms as a means of collecting responses from participants. The data collection period spanned from May to July 05 2023 during which the confidentiality of the gathered information was strictly maintained. Due to the challenges in obtaining consent from all potential respondents, a self-reporting convenience sampling approach was employed. To gather data, a web-based questionnaire was distributed among specific Facebook and WhatsApp groups. The researchers also sought formal permissions from relevant public sector administrative offices to share the survey with bureaucrats via WhatsApp or email. Cross sectional design was employed in order to conduct survey among bureaucrats.

Instrumentations

1. Wong and Law Emotional Intelligence Scale (WLEIS)
2. Leadership Skills Questionnaire
3. Organizational Commitment Questionnaire (OCQ)

Wong and Law Emotional Intelligence Scale (WLEIS)

The Wong and Law Emotional Intelligence Scale (WLEIS) is used to measure emotional intelligence, has an alpha reliability of 0.88. It is a 16-item, 5-point Likert Scale. The responses to each item are taken on a 7-point Likert scale labeled (1) strongly disagree (2) disagree (3) neither disagree nor agree (4) slightly agree (5) strongly agree (WLEIS: Wong & Law, 2002)

Leadership Qualities Questionnaire

Leadership Qualities Questionnaire is (Adapted from Leadership, Theory and Practice by (Northouse, 2016). The Leadership Skills Questionnaire measures three kinds of leadership skills: interpersonal, conceptual, and administrative. It is a 5-point Likert scale and has 18 items. It has an alpha reliability of 0.94 (Northouse, 2016)

Organizational Commitment Questionnaire (OCQ)

Organizational Commitment Questionnaire (OCQ) measures responses towards organizational commitment. It is a 7-point Likert Scale and contains 15 items; labeled from strongly disagree to strongly agree (Mowday et al., 1979).

Ethical Considerations

The current research adhered to ethical guidelines, ensuring participant confidentiality, informed consent, and voluntary participation. Approval from the relevant ethics committee was sought before commencing data assimilation. Informed consent was sought from the government organizations and participants. They were assured that their information will be kept confidential and will be used for research only. Their right to privacy and right to withdraw were maintained.

Statistical Analysis

SPSS version 27 was used to analyze the data. The psychometric properties and reliability of instruments have been described by the descriptive statistics. Pearson Product Moment was applied to describe the correlation between leadership qualities, emotional intelligence and organizational commitment. The Hayes Macro Process model was applied to examine the moderating effect of emotional intelligence between leadership qualities and organizational commitment.

Results

Table 01 Frequency Distribution at the Basis of Demographics

Title	Description	Frequency	Percentage
Gender	Female	151	50.0

	Male	151	50.0
Age of Informants	25-35 Y	182	60.2
	36-45 Y	104	34.4
	46-55 Y	16	5.2
Designation	Deputy Commissioner	71	23.5
	Assistant Commissioner	155	46.7
	Section Officer	46	15.2
	Assistant Director	20	6.62
Division	Lahore	45	14.9
	Multan	51	16.8
	Rawalpindi	33	10.9
	Sargodha	18	5.9
	Karachi	72	23.8
	DG Khan	49	16.2
	Faisalabad	23	7.6
	Islamabad	11	3.6
Professional Experience	1-5 Y	188	62.2
	6-10 Y	99	32.7
	11-15 Y	15	4.9

Table 2 Descriptive Statistics, Psychometrics Properties and Reliability of Variables (N=302)

Variable	K	M	SD	α	Skewness
Emotional Intelligence	16	26.919	3.0023	.951	.34
Leadership Qualities	18	13.975	1.8653	.870	.36

Organizational Commitment	15	14.360	1.8038	.863	.30
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Note. ^a Standard Error of Skewness=.374, K= number of items

Table 1 shows means and standard deviations of scales of Emotional Intelligence, Leadership Qualities and Organizational Commitment (M=26.91, SD=3.00; M=13.97, SD=1.86; M=14.36, SD=1.80) respectively. The results have indicated that all scales have adequate alpha reliability coefficient (.95 of Emotional Intelligence, .87 of Leadership Qualities and .86 of Organizational Commitment) and Skewness (.34, .36, .30) was in range of normal distribution.

Table 3 Pearson Product- Moment Correlations of the Emotional Intelligence, Organizational Commitment and Leadership Skills Scales (N= 302)

Scale	WLEIS	LSQ	OCQ
WLEIS	----		
LSQ	.645**	----	
OCQ	.572**	.830**	----

Note. WLEIS = Wong and Law Emotional Intelligence Scale, LSQ = Leadership Skills Questionnaire, OCQ = Organizational Commitment Questionnaire. *p < .05, **p < .01

Table 2 comprises of Pearson product- moment correlations of the emotional intelligence, organizational commitment and leadership skills scales. The results depicts that leadership qualities has the significant positive association with emotional intelligence (r = .645, p = .01) Moreover our results confirms that organizational commitment has the significant positive association with emotional intelligence (r = .572, = .01) and leadership qualities (r = .830, p = .01).

Moderation Analysis

Table 4

Interaction Variables	Beta (β)	SE	Sig (p)	t-value	Lower Limits	Upper Limits
LQ *EI → O	.34	.03	.001	2.707	.131	.560
C						

Note: LQ= Leadership Qualities, EI= Emotional Intelligence, OC= Organizational Commitment.

The Process-Macro Model described by Igartua and Hayes (2021) was utilized to evaluate the moderating influence of emotional intelligence in a bootstrapping sample of 302 persons. The table shows the moderating effect of emotional intelligence between leadership qualities and organizational commitment, where it has a positive and bolstered effect on organizational commitment (β = .34, SE= .03, p=.001, t= 2.70).

Table 5 Independent sample t- tests (N=302)

Variable	Job Experience less than 5 years (n = 188)	Job Experience more than 5 years (n = 114)	t	95% CI	
	M (SD)	M (SD)		LL	UL
Emotional Intelligence	69.3 (17.8)	85.6 (23.2)	8.086	19.0	31.5
Leadership Qualities	80.2 (20.9)	71.0(19.6)	5.222	6.69	14.8
Organizational Commitment	68.4(16.01)	81.0(21.2)	6.542	8.78	16.4

Table 4 shows comparison of bureaucrats' job experience in terms of emotional intelligence, leadership qualities and organizational commitment. Result shows that Emotional Intelligence was high (M= 85.6, t= 8.08) in job experience (more than 5 year) respondents as compared to job experience (less than 5 year). Meanwhile, Leadership Qualities was high (M= 71.0, t=6.7) in job experience (more than 5 year) as compared to job experience (less than 5 year) respondents. Furthermore, Organizational Commitment was high (M= 61.0, t= 8.8) in job experience (more than 5 year) as compared to job experience (less than 5 year).

Discussion

The current study established a relationship among leadership qualities, organizational commitment and emotional intelligence. Leadership qualities play a significant role among bureaucrats to enhance organizational commitment towards organizations. Moreover, emotional intelligence bolstered the effect of leadership qualities on the organizational commitment among bureaucrats.

The findings of the assembled data were found significant and were in line with the literature review. The findings were congruent with the previous studies as emotional intelligence has now become an essential requirement for leaders (Njotoprajitno et al., 2020). To foster organizational commitment among civil servants, effective leadership styles and emotional intelligence skills are inevitable (Jimoh & Owodunni 2023). The antecedent study found that service leadership has a positive correlation with employees' trust and commitment to organizational leadership (Setyaningrum, 2020). Shared leadership and organizational commitment has a positive correlation (Yetim, 2016). Another study found effective and a positive correlation between transactional leadership and transformational styles with organizational commitment (Al-Yami, 2018).

The school principals' organizational commitment was found congruent with servant leadership, transformational leadership, and ethical leadership behaviors (Mushtaque et al., 2021). These leadership behaviors were identified as important predictors of organizational commitment (Cansoy, 2019). Furthermore, in order to analyze the third hypothesis, the Hayes Process Macro Model was applied to gauge the moderating effect of emotional intelligence.

The numeric results ($\beta = .34$, $p=.001<0.05$, $t= 2.70$) unraveled that emotional intelligence worked as moderator between leadership qualities and organizational commitment which bolstered this relationship to larger extent. The findings were supported by the vast literature review that proved this study valuable and significant.

The moderating role of emotional intelligence was identified between person-organization fit and transformational leadership (Liu, Wang & Yin, 2023). Specifically, subordinates are more attuned to their leaders' support having higher levels of emotional intelligence which fosters positive emotional motivation and encourages proactive behaviors (Krau, 2020). Employees with high emotional intelligence benefit their organizations (Barreiro & Treglown, 2020). Emotional intelligence acts moderator between work-related stress and life balance support on continuance organizational commitment (Zysberg et al. 2017; Varshney & Varshney, 2020). Emotional intelligence played a significant moderating role between work-related stress and organizational continuance commitment (Chigeda, Ndofirepi & Steyn (2022). The significance of high emotional intelligence was explored for civil servants in fulfilling their roles effectively (Lee, 2018). Additionally, a study witnessed that a leader with emotional intelligence positively affects trust in supervisors, and trust within a team have positive effects on job performance (Lin and Liu, 2021).

The use of emotional intelligence interventions was to aggravate organizational commitment level among in-service teachers and prospective in Pakistani colleges (Shafiq & Rana, 2016). Emotional intelligence plays a significant role as a moderator between workplace spirituality and organizational commitment (Pardhan & Lena, 2016). Furthermore, the relationship between management and self-awareness were found to have positive effects on organizational commitment, but their influence was not statistically significant (Kato et al, 2023).

Daniel Goleman, have emphasized that a critical characteristic shared by all effective leaders is a significant level of emotional intelligence development (Goleman, 2015). Another study supported that emotional intelligence and workplace ostracism has mediated moderating relationship between job performance and abusive supervision (Anjum et al., 2023). Higher emotional intelligence leads to greater leadership self-efficacy (Mullen et al., 2019).

The fourth hypothesis analyzed the effect of demographic variable in context of job experience less than five and more than five years among bureaucrats. The statistical analysis exposed that bureaucrats with more than five years' experience exhibited higher level of leadership qualities, emotional intelligence and organizational commitment as compared to those bureaucrats with less than five year experience. The results were in line with the foregoing studies as Serinikli (2016) found high levels of organizational commitment among senior employees, while Mercan (2019) suggested the possibility of differences in organizational commitment based on socio-demographic variables. Sarıköse et al. (2020) discovered a significant difference in organizational commitment levels among nurses based on certain socio-demographic characteristics.

Implications of the Study

The study provided valuable insights for bureaucratic organizations, particularly in the context of enhancing organizational commitment among bureaucrats. By focusing on emotional intelligence training and leadership development initiatives, organizations can create a positive work environment that fosters commitment and engagement. By enhancing emotional intelligence, leaders can better understand and manage their emotions, leading to improved decision-making and more effective leadership behaviors. Implementing leadership

development initiatives can help bureaucrats enhance their leadership qualities. Such programs can focus on communication skills, conflict resolution, and vision setting to foster effective leadership and boost organizational commitment.

Limitations and Recommendations

The study adopted convenience sampling, which may invalidate the generalizability of the results to a broader population. Future research should consider random or stratified sampling methods to increase the study's external validity. The cross-sectional design used in this study provides a snapshot of relationships at a specific point in time. Longitudinal studies could offer insights into the dynamics of emotional intelligence, leadership qualities, and organizational commitment over time. The study focused on bureaucrats in Pakistan's administrative sectors, and cultural, regional, or organizational factors unique to this context may have influenced the results. Replicating the study in diverse settings may supply a more comprehensive understanding.

Conclusion

In conclusion, the study deciphered the significance of emotional intelligence and leadership qualities in nurturing organizational commitment among bureaucrats. A survey based research was conducted on the bureaucrats serving in different administrative departments in different divisions of Pakistan. A positive significant relationship was found between leadership qualities, emotional intelligence and organizational commitment. The literature review and the analysis of Hayes Process Model revealed the moderated effect of emotional intelligence between leadership qualities and organizational commitment among bureaucrats. The current study recommended fostering high emotional intelligence and uplifting leadership qualities among bureaucrats in order to strengthen the organizational commitment and organizational progress.

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