

The Impact of Emotional Intelligence and Job Involvement on Project Team Member's Performance

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ABSTRACT

This study concentrated on job employee performance by using emotional intelligence, job involvement, leaders' trust, and job satisfaction. The researchers examined the job involvement and emotional intelligence factors on IT projects team member's performance in China with the effect of moderator factor trust of leader and mediator impact job satisfaction. After reviewing many works of literature, the student explained and discussed the development of the hypothesis of emotional intelligence, Job involvement, the trust of a leader, and Job satisfaction with members' performance. This study has been conducted in Chinese projects, so the data was collected from IT projects members and workers who have been or still doing these kinds of projects using several ways to reach around 200 respondents as the online survey and social media. Using a different method and tests we could find that these relationships in the study were significant with positive impact except the moderation impact of trust leader. This study contributed to benefited IT, project leaders, and members, for better understanding especially for the importance of the emotional intelligence and job involvement for better performance of the team members which will also contribute to improving the IT project in China and will open new and different topics for researchers.

Keywords: Emotional intelligence, job involvement, project team, job satisfaction, job performance.

INTRODUCTION

Background Of The Study

A research question for many researchers especially for the organizational scientists has been asked what makes a lot of employees successful for a long time (Naderi Anari, 2012). As a concept in a project environment, Emotional intelligence is an important part of project success (Lynn, 2002).

Moreover, the supporters of the emotional intelligence concept started to give evidence that emotional intelligence influences employee health physically and mentally as well as their achievements at the project site. As emotional intelligence and predicting employees' performance are relative to each other conceptually because the interpersonal interactions believed to be one of the requirements for the organizations and projects goals accomplishment as a management ability for self-emotions and as understanding other emotions so we can imagine now why the researches have established that relationship between the emotional intelligence and the employee performance (Wong & Law, 2002).

On the other side, many researchers defined job involvement as “to which degree the member is occupied with the job he/she is engaged in, and how much the member concerned about one’s job”. As part of their self-picture and life, the employee who is involved in the job integrally can be described. Theoretically, the high job involved team members will put more valuable effort to achieve the objectives and goals of the organization and they will be less likely to turnover in the other side the low job involved members will be more likely to drop off the team and the organization or maybe withdraw effort from the job or transfer the energy to another undesirable work outside the land of the project or maybe another undesirable activity (Rotenberry *et al.*, 2007).

According to Scott *et al.* (2003), job performance is referred to as the goal and the end of the project while job involvement is one of the methods. It’s always meant that job performance is the end and the goal in which organizations aim to get better. It is known as to which degree the employees do their job's assignment and engagement, duties, and responsibilities well.

Initially, this study will focus to understand the job employee performance in IT companies especially the companies of China. Furthermore, the study will be presented to employee’s departments as they are the target of this study where it will be distributed to them. Besides, this study will comprehend and compile all literature and previous study relating to this topic.

Research Problems

The lack of studies about emotional intelligence in the field of IT projects especially in China leads to the need for research as well as the studies of job involvement to improve employee performance. The involvement gap causes decreasing productivity and that costs American companies around 300\$ billion a year it is actually because the employees are not fully involved in their job and that made a lot of researchers interested in developing the term of job involvement in the last years and they claimed that it forecast the employee performance and other outcomes. They also argued that the involvement is going to be less in the next few years as well as the workers aren’t so engaged in jobs (Rizwan *et al.*, 2011).

This research will investigate the impact of emotional intelligence from different sides like (Self-emotion appraisal (SEA), Others’ emotion appraisal (OEA), Use of emotion (UOE) and Regulation of emotion (ROE), and Emotional labor items including capability, trait, and hybrid models on team performance. With one mediator in this research will study many stages to examine these influences. The first stage will study the impact of these factors on job satisfaction as the mediating role, and then the second stage will study the impact of this mediator (Job satisfaction) on team performance.

Research Questions

This research aims to understand and evaluate the impact of emotional intelligence and job involvement and all related challenges that facing the members' performance in the IT projects

team and the answers to these questions will be figured through data collection and analysis in the survey after reviewing the literature.

1. What is the relationship between emotional intelligence and job satisfaction?
2. What is the relationship between job involvement and job satisfaction?
3. What is the relationship between job satisfaction and employees' performance?
4. What is the relationship between Leaders' trust and job satisfaction and employees' performance?

Research Objectives

The importance of this research is about the goal behind it which is testing the relationship between EI, JI, and member performance, plus the following points:

1. To identify the relationship between emotional intelligence and job satisfaction.
2. To identify the relationship between job involvement and job satisfaction.
3. To identify the relationship between job satisfaction and employees' performance.
4. To identify the relationship between Leaders' trust and job satisfaction and employees' performance.

Significance Of The Study

The consequence of this study is to find out the employee performance roles in the world of business as it moving day by day through the digital world. Moreover, this study will find out the relationship between the mediating and moderating variables as shown in Research Model Figure 1.

As emotional intelligence keen to improve their performance to achieve superior act for their working areas, through sharing innovation, vision, decision making, inspiration, and empower their workers, and all that success can be achieving at the level of their efficiency in managing they're keeping up with new strategic plan and technology all that can be done through using the concept of emotional intelligence.

Furthermore, thus, the significance of this examination lies in the degree of usage of the effect of embracing emotional intelligence in enhancing employee performance execution and how it very well may be motivated to do as such. Besides, the result of the investigation will demonstrate the significance of emotional intelligence, job involvement, trust in leaders, and job satisfaction for directors in their workplace.

Theoretical Framework

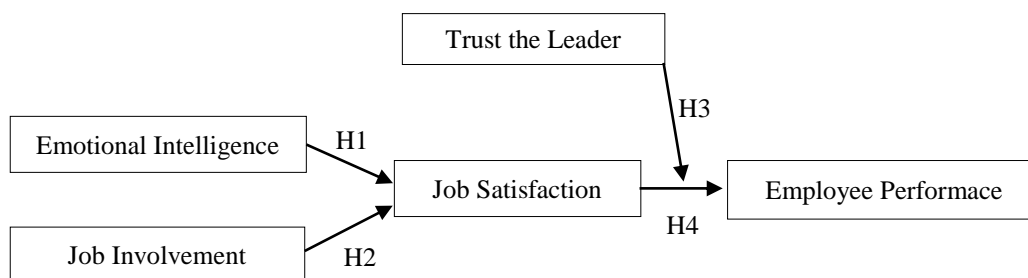


Figure 1. Theoretical Framework.

Review of Literature

Emotional Intelligence (EI)

EI refers to the ability and skills to influence successful response to one's ability and environmental needs, while stress directly affects a person's overall mental health. In short, EI is considered a set of abilities. Emotional ability is based on the acquired ability of EI ability and has strong workplace performance (Goleman, 1998). Thus, although there is a debate in the literature on whether EI follows traits, abilities, and mixed models, the literature suggests that individuals with higher EI will demonstrate abilities including self-awareness, self-management, social awareness, and social skills (Boyatzis *et al.*, 2000).

As can be seen from the previous discussion, there are countless attempts to define the definitions and opinions of EI. This study will investigate briefly the impact of emotional intelligence from different sides like (Self-emotion appraisal (SEA), Others' emotion appraisal (OEA), Use of emotion (UOE), and Regulation of emotion (ROE) including capability, trait, emotional competence model and emotional-social intelligence also construing a mixed model on employee performance.

Self-Emotional Appraisal (SEA)

A self-emotional appraisal is one of the dimensions of emotional intelligence defined as the ability of individuals or employees to understand their deep emotions and to naturally express them. The concept of self-emotional appraisal is the ability of individuals to understand and express the employee themselves and others' emotions performance (Law *et al.*, 2004). Therefore, the employees who can assess their emotions can also successfully cope, control, and guide their emotions (Mayer, Salovey, & Caruso, 2008). Also, an employee with high emotional intelligence not only can manage, define, and assess their positive or negative emotions but also has an innovative role (Othman, 2011). So, Self-emotional appraisal is a part of emotional intelligence that enables the workers to organize their ability and their own emotions (Mayer *et al.*, 2008).

Others' Emotional Appraisal (OEA)

According to Wong and Law (2002), the ability to perceive and understand the emotions of those around you. Furthermore, the other emotional appraisal is positively related to employee performance positive emotions in the working team. In all aspects of EI, another emotional appraisal is considered to step before emotional conditioning and display. For example, Joseph & Newman (2010), proposed a cascade model of EI and used meta-analysis data to confirm that the development of emotional perception and understanding (i.e., emotional appraisal) affects emotional regulation and presentation of consciousness. Therefore, other emotional assessments of employees are expected to be positively related to their own positive emotions in the work environments.

Regulations of Emotion (ROE)

Wong and Law (2002), Regulation of Emotional is the process of effectively managing emotions based on environmental needs; it depends on the context and requires individuals to accurately identify key aspects of the situation. ROE is the process responsible for monitoring, assessing, and adjusting emotional responses to achieve goals (Weiss, 2014). According to a study by Wong and Law (2002), ROE focuses on the regulation of self-emotion. Therefore, in Dartey-Baah and Mekpor (2017), the employee with ROE pay more attention to how to manage their emotions most properly. Besides, ROE also helps to encourage collaboration, interpersonal sensitivity and helps the workers to achieve company goals and employee performance job (Pradhan *et al.*, 2017).

Use of Emotion (UOE)

Al-Hanhanah *et al.* (2019), defined it as the ability of individuals or employees to use their emotions by guiding them to constructive activities and individual performances. An example project is "I always set goals for myself and then try to achieve them." UOE is known to use emotions to facilitate performance. Besides, a study by Anwar *et al.* (2017), also confirmed that if an individual employee can effectively use his/her emotions, it will lead to help and encourage other UOE behaviors.

Emotional Labor Items

The topic of emotional labor continues to receive increasing attention in research and the workplace. The term "emotional labor" was first proposed by American sociologist Arlie Russell Hochschild. Her field of study is the aviation industry, with a particular focus on flight attendants' emotional work. Since the introduction of the concept of emotional labor Hochschild, A. R. working hard to improve emotional concepts many researchers have worked hard for it (Khan *et al.*, 2011). She defines emotional labor as "the management of emotions to create publicly observable facial and physical displays; emotional labor is sold on a wage basis and therefore has an exchange value".

According to Hochschild, A. R. work in emotional labor has three conditions; 1) they require face-to-face or voice-to-voice contact with the public 2) they require workers to create an emotional state in the client or client; 3) they allow employers to pass training with Supervision, a certain degree of control over the emotional activities of employees.

Job Involvement

Job involvement is described by Khan *et al.* (2011). how work is engaged, that is, the development of an employee's behaviors in connection with work and other activities with personal presence (physical, emotional, and cognitive) can bring adequate Performance. Besides, they added that work involvement has become one of the most useful tools to improve employee productivity by improving employee engagement and engagement. On the other hand, work commitments are related to employees' perceptions of how work is happening in their personal lives as long as a person is positively affected by work, preparations and achievements are automatically increased (Ekmekci Asli Kucukasla, 2011). Since an employee spends a lot of time at work, his/her work does affect their characteristics including the company (Ekmekci Asli Kucukaslan, 2011).

Therefore, IT managers and organizational development practitioners should focus on the culture, design, and environmental factors that promote employee involvement. This will not only enhance organizational commitment but will also increase job satisfaction and reduce work stress and employee turnover intentions (Khan *et al.*, 2011). On the other hand, Job involvement can be seen as one of the most important factors critical to an organization's overall performance (Ekmekci Asli Kucukaslan, 2011).

Therefore, the role of company commitment and job involvement in company performance has changed over the past 30 years. Today, the promise of company commitment and engagement is becoming more important as they are considered to be the driving force behind the overall company performance. Also, company commitment and job involvements are independent variables. From one culture to another, individuals are positively affected by their work, and preparation and work are automatically increased (Ekmekci Asli Kucukaslan, 2011).

Trust and Leadership

Exploring the influence of trust in leadership on employee performance is another aim of this study. Trust is a key factor in effective leadership and can influence followers and employees in many ways from the everyday work environment. For example, it has been found that trust can explain why some employees perform their work efficiently without explicit compensation and go beyond their responsibilities. As with research conducted at the level of individual analysis, a trust survey at the group and organizational level requires a causal examination. The results of Dirks and Ferrin (2002) show that performance and trust are related: past performance influences trust and confidence in future performance.

According to Mineo (2014). Trust is the glue that binds a leader to his or her successors and enables the organization and the leader to succeed. Besides, Serva, Fuller, and Mayer (2005). A reference to mutual trust is a trust that arises when one party observes the other's behavior and considers their attitude and subsequent behavior based on these findings.

Also, employees can develop trust (or mistrust) in the organization by explaining existing policies and practices within the organization and by interacting with colleagues and leaders. While recognizing the importance of leadership trust at all levels and in all forms, this article focuses on trust between team members and their team leaders. In particular, the confidence of team members in team leaders is discussed. This focus primarily reflects confidence in vertical leadership, as this is where most research is done, not peer leadership (i.e. Horizontal leadership).

Trust can also be seen as an intervention process through which other important behaviors, attitudes, and relationships can be improved or weakened. For example, employees may generally be willing to communicate with their managers, but without trust, such communication may be limited (most) or false (most) and information that may present a personal risk (such as a mistake).

According to a study by Cameron & Winn (2012), trust is associated with many self-righteous outcomes, mainly organizational responsibilities and job satisfaction, such as performance appraisal, mentoring and job responsibility, training, and mentoring support. On the

contrary, low-confidence leaders create pressure to express themselves because they have authority over decision-making tasks. This pressure harms the work of followers and can lead to resignations or conflicts in the work environment (Dirks & Ferrin, 2002).

Job Satisfaction

Job satisfaction explains employees' attitudes toward work. In other words, it describes the level of happiness employees have in meeting their aspirations and needs at work. Therefore, pleasure senses that employees have in terms of achieving the desired level of demand (Al-Hanhanah & Al-Harethi, 2019). Job satisfaction as an intangible variable can be expressed or observed through emotion. In other words, it depends on the introverted expression and attitude of each employee to a particular job. For example, if the job provides the expected psychological or physiological needs, employee satisfaction is high. However, if the work does not meet psychological or physiological needs, satisfaction is low (Munir & Azam, 2017).

Causes of job satisfaction are People tend to consider assessments of work experience in a way that they like or dislike and feel satisfied or dissatisfied with their work and the organization as a whole. Many factors explain how an individual evaluates his or her work, especially an individual's attitude toward his or her work. Research has identified several variables that appear to contribute to job satisfaction or organizational commitment. According to Jex (2002), the researchers considered three methods for explaining job satisfaction development, namely job characteristics, social information processing (organizational characteristics), and personality (worker characteristics).

Summary

The present study was agreed due to insistent research gaps in the part of IT project management, methodology, and using emotional intelligence as a sole predictor variable of IT project member performance to explore connotation between them in experimental design and the ability model, emotional intelligence is considered as an individual's ability to process emotional information and use it to navigate the social environment for measurement and implementation of interventions for enhancement of emotional intelligence (Munir & Azam, 2017). Another reason to choose these two independent variables is that the author needs two different variables without correlation between them especially in IT project teams.

RESEARCH METHOD

In this quantitative study, the research model will be conducted to examine two of independent variables (emotional intelligence and job involvement) with their overall impact on one dependent variable (employee performance) of IT project teams in China throughout mediating variable (job satisfaction) and one moderator variable (trust) as we can see in this model.

The Impact of Emotional Intelligence on Job Satisfaction

Emotional intelligence (EI) takes a significant place in the work environment (Sy & Cote, 2004). In particular, the researchers affirm that employee EI can predict such work-related outcomes as job satisfaction and job performance. Besides, theorists believe that the EI of managers can significantly affect the results of these works (Goleman, 2001). Though, certain evidence is scarce (Day & Carroll, 2004), and there is no research to examine the interaction between managerial EI and employee EI on job satisfaction and job productivity. Therefore, the purpose of this research was to observe the influence of employee EI on job satisfaction and job performance, and the impact of managerial EI and employee EI interaction on job satisfaction and job performance.

Employees with high emotional intelligence level are more able to adjust their emotions and manage others' emotions to provide more positive interactions, that can result into more organizational citizenship behaviors that promote performance (Law, Wong, & Song, 2004). Also, in the study by Sy, Tram, and O'Hara (2006) they found that employees' emotional intelligence was positively correlated with their productivity.

Besides, employees with higher EI may experience higher job gratification as they are using abilities to assess and adjust the emotions of others. This skill is very important in a team environment because the workers with higher EI can use their skills to promote positive teamwork thereby improving their mood and team morale, and making a positive contribution to everyone's job satisfaction (Shimazu, Shimazu, & Odahara, 2004). Having considered the above discussion, we propose that according to the study by Sy, Tram, and O'Hara (2006), they found that employees' EQ is positively correlated with their job satisfaction.

H1: There is a significant relationship between emotional intelligence and job satisfaction.

The Impact of Job Involvement on Job Satisfaction

As mentioned above in the previous literature, Job involvement became as important to enhance the quality of employee performance. As it is anticipated the best of participating employees' performance has made great efforts to reach the goals of the project management the best of the outcome satisfaction (Rizwan, Khan, & Saboor, 2011). According to researchers Jex (2002). they noticed that the willingness in the term of job participation is considered as outcomes of this phenomenon that can be interpreted whether the workers put good efforts for their responsibility.

On the other side, employees with not high levels of participation are more likely to feel low job gratification and tend to quit their company and that can lead to a flier of completing their project. Besides, if they stay in the project management, they will focus on non-productive work or focus on the issues that are not beneficial to the project management and reduce productivity (Gorn & Kanungo, 1980).

They also noticed that job implications would mediate the relationship between turnover plans and work sources. It has been remarked that work participation has a crucial impact on various import results. For job productivity, Hochschild (1983) explains that different job behaviors of workers are the result of job involvement and that participation eventually affects employee effort and inspiration, which in turn explains Performance.

H2: There is a significant relationship between job involvement and job satisfaction.

The Impact of Job Satisfaction on Employee Performance

Several researchers Goleman (2001) have concluded that job performance is affected by the capability of employees to adjust emotions to drive performance, which is one of the four defined fields of EI. Employees can use positive and negative emotions to enhance productivity. For example, emotions such as excitement or passion may motivate the workers to provide better customer service, accomplish job tasks, or contribute to the organization. On the other hand, negative emotions such as stress can promote an employee's capacity to focus on a work task.

Research on the connection between job satisfaction and job performance has become a research tradition in industrial-organizational psychology. The relationship between job gratification and job performance has been acknowledged as the "Holy Grail" of industrial psychologists (Manjunath, Tyagarajan, Kumar Vasant & Ansari, 2008). Found out that the job satisfaction of agricultural scientists is significantly related to their scientific productivity. Ravindran (2007) found that job satisfaction was not significantly related to job performance., just like Davar and RanjuBala (2012).

Job Satisfaction Can Mediate The Relationship Between EI And EP

As there is a mediate communication between JS, EI, and EP, job gratification and emotional intelligence are two concepts that are highly regarded in the modern work environment. However, only a few studies have explored the factors that influence these two concepts. Emotional intelligence is the core and important element in the success of life project management also plays an interactive clue in the relationship between managers and their workers in their projects. Also, the authors pointed out that emotional intelligence is significant for project management's service sector (Gunavathy & Ayswarya, 2011).

It is the primary goal of each project to use effective methods to motivate employees to achieve and deliver higher job performance and project management competitiveness (Goodwin, Whittington, Murray, & Nichols, 2011). In the same way, employee productivity is a clue element of project management, so the project must rigorously consider all aspects of building an effective performance foundation to make them successful (Samiuddin, Ahmad, & Kazmi, 2017). Also believe that employee performance is a sign of a broad belief in employees' behavior and their contribution to project management achievement.

Additionally, many studies have analyzed the impact of emotional intelligence on job gratification Joseph and Newman (2010), pointed out that that emotional intelligence has an impact on job satisfaction. Dartey-Baah and Mekpor (2017), exposes that employees with increased emotional intelligence can pay more attention to their customers and the projects they have. Gorn and Kanungo (1980) they concluded that the current findings strengthen the use of traditional intelligence tests and emotional intelligence personality traits when predicting work-related criteria but encourage and prefer emotional intelligence for the following purposes. The traits are evaluated: predicting happiness.

JS can Mediate the Relationship Between JI And EP

In different circumstances, there is a mediate relationship between JS and JP and EP. Knowing that usually, people tend to consider assessments of work experience in a way that they like or dislike and feel satisfied or dissatisfied with their work and project management. Many factors explain how an individual evaluates his or her work, especially an individual's attitude against their job. A study has elected a group of parameters that appear to pitch into job fulfillment or project management pledge that can link each other to JI and EP. According to Jex (2002). the researchers considered three methods for explaining job fulfillment development, that is to say, job profiling, social data handling project management profiling, and personality worker profiling those parameters can be a part of connecting stages to JP and EP by giving them a strong outcome of the hired hand in the work atmosphere.

Manjunath *et al.* (2008), found that the duty satisfaction of agricultural scientists is significantly associated with their scientific productivity. Ravindran C (2007) found that job satisfaction wasn't significantly associated with job performance, a bit like Davar and RanjuBala (2012).

Besides, the relationship can be through three points such as participation because employee participation is increased operational and centers around on expanding individual commitments and execution (Mason, Hyman, & Mason, 1995). Moreover, empowerment also helps the employees to share their abilities during the work environments. Also, employee engagement can be the result of employee performance and involvement.

H3: There is a significant relationship between job satisfaction and member performance.

Trust of Leader Moderates the Relationship Between JS And EP

Leadership has a higher effect on employees' work attitudes. The remits of leaders in today's project management have been modified and the prosperity of any project depends on the leadership style that leaders implement. By true chieftain will consider and modestly attract good outcomes in the side of employee performance because they will participate in what they do for non-personal interests.

Moreover, there is another link between JS and leader's trust as occupation fulfillment is the demeanor of employees to work. Also combining Job satisfaction with leaders' trust can be created as an emotional response to work for the project, and the result is that people compare results to expectations, expectations, or deserved outcomes. Inline the elements influencing work fulfillment to incorporate the work itself, promotion opportunities, the capacity to offer passionate and specialized help, the level of co-work support, working conditions, and the fairness of compensation.

Furthermore, Davar and RanjuBala (2012) presented that employee performance with a good leader's trust can increase job satisfaction. The questionnaire also defined that the higher

the authorization capacity, the higher the job satisfaction. Also, trusting leaders with JS and EP can create the necessary conditions for building excellent project management. Moreover, the employee requires more than guidance. Leaders should define results, render action plans, share information, provide reliable role models, and provide information that encourages employees to draw their outcomes.

H4: *Trust the leader moderates the relationship between job satisfaction and employee performance.*

Summary

This chapter of the study reviews some of the previous studies and explains the reasons behind the hypothesis development and research model as we can summarize in Table 1.

Table 1. Hypotheses Development

Hypothesis Number	Hypothesis
H1	There is a significant relationship/ between emotional intelligence and job satisfaction.
H2	There is a significant relationship/impact between job involvement and job satisfaction.
H3	Trust the leader moderates the relationship between job satisfaction and employee performance.
H4	There is a significant relationship/impact between job satisfaction and employee performance.

RESULTS AND DISCUSSION

Reliability

The following Table 2 shows the value of Cronbach’s Alpha for each instrument, based on the above criteria. The value of each instrument is more than 0,70, which indicates good reliability of this measurement.

Table 2. Reliability Results

Constructs	Cronbach’s Alpha
EI	0,914
JS	0,839
JI	0,827
EP	0,722
TR	0,834

Convergent Validity

We examined the reliability and validity of the scales. Convergent and discriminant validity were both examined. Knowing that highly loaded Items on their construct (usually >0,70) is a common way to measure the convergent validity. In other words, loadings must be higher than the cross-loadings. The following table shows the cross-loadings of the measurement items. Hair, Ringle, and Sarstedt (2011) suggested that loading values have to be greater than the cross-loading for the measurement items and most of them are higher than 0,7 but some of these values are around 0.6 and these values are accepted.

Discriminant validity was examined as the same as convergent Validity from the cross-loadings table the items should be loaded highly on their constructs. For the survey instrument, a composite reliability test was done for more assistance. The accepted value is more than 0,7 as well as Cronbach’s Alpha test (Hair, Ringle, & Sarstedt, 2011). These constructs have a value greater than 0,70 in Table 3 which provides good reliability of the constructs.

Table 1. Cross-Loadings of the Items in the Final Survey Instrument

	EI	IJS	JI	MP	TR
EI1	0,726	0,444	0,38	0,399	0,432
EI10	0,686	0,471	0,405	0,371	0,336
EI11	0,677	0,467	0,414	0,312	0,452
EI12	0,725	0,442	0,422	0,452	0,363
EI13	0,749	0,443	0,306	0,464	0,296
EI14	0,73	0,456	0,29	0,402	0,318
EI16	0,708	0,432	0,324	0,422	0,342
EI2	0,759	0,446	0,435	0,383	0,455
EI3	0,736	0,382	0,275	0,394	0,348
EI4	0,632	0,322	0,179	0,299	0,204
EI6	0,647	0,35	0,403	0,388	0,366
EI8	0,625	0,368	0,297	0,309	0,297
EI9	0,714	0,425	0,311	0,299	0,346
EJS10	0,338	0,667	0,413	0,482	0,325
EJS11	0,324	0,642	0,473	0,459	0,477
EJS12	0,28	0,571	0,346	0,358	0,458
EJS13	0,35	0,678	0,326	0,361	0,507
EJS14	0,374	0,713	0,358	0,351	0,529
EJS15	0,393	0,665	0,326	0,43	0,601
IJS2	0,529	0,622	0,312	0,469	0,327
IJS4	0,339	0,609	0,46	0,409	0,337
IJS8	0,514	0,637	0,402	0,302	0,497
IJS9	0,372	0,577	0,394	0,381	0,355
JI2	0,337	0,368	0,676	0,5	0,484
JI3	0,349	0,507	0,839	0,431	0,487
JI4	0,388	0,422	0,772	0,396	0,434
JI5	0,337	0,358	0,725	0,438	0,365
JI6	0,359	0,449	0,648	0,435	0,431
JI7	0,389	0,495	0,727	0,434	0,367
MP1	0,383	0,446	0,345	0,659	0,319
MP4	0,209	0,395	0,491	0,554	0,356
MP5	0,404	0,347	0,454	0,653	0,314
MP7	0,383	0,448	0,361	0,632	0,355
MP8	0,379	0,443	0,399	0,76	0,372
MP9	0,33	0,363	0,27	0,62	0,361
TR1	0,407	0,613	0,422	0,44	0,792
TR2	0,32	0,447	0,426	0,391	0,777
TR3	0,478	0,621	0,463	0,466	0,807
TR4	0,334	0,479	0,48	0,404	0,777
TR5	0,402	0,473	0,478	0,363	0,721

Discriminant Validity

Another way to assess the discriminant validity is by comparing the square root of the AVE with the correlations among the constructs. The value of the square root of the AVEs should be greater than the correlations among the constructs. The main idea is that the common variance between the items and construct is greater than the common variance with another. Table 4 shows highlighted values related to the AVEs square roots are higher than the correlations for constructs, which indicates a sufficient discriminant validity of the constructs.

Table 2. AVE and Correlations of the Constructs

Construct	EI	JS	JI	MP	TR	Composite reliability
EI	0,702					0,927
JS	0,602	0,639				0,87
JI	0,492	0,6	0,734			0,87
MP	0,538	0,633	0,595	0,649		0,81
TR	0,504	0,605	0,583	0,535	0,775	0,88

Evaluation of the Structural Model

The next step is to test the hypotheses of the research and this test was done using the PLS approach after finishing the reliability and validity measurement model tests. The PLS-SEM can help to study the path coefficients that afford an ability to examine direct and indirect relations between the construct and others among the research model. By assessing the path coefficients and R-square for constructs, the hypotheses were proposed in chapter 3 were examined. The relationship between the factors and the strength between them showed as values of path coefficients, while we can see the analytical influence of this structural model as the R-square values of the dependent variables showed (Hair, Ringle, & Sarstedt, 2011). The results of the PLS analysis are shown in Figure 3.

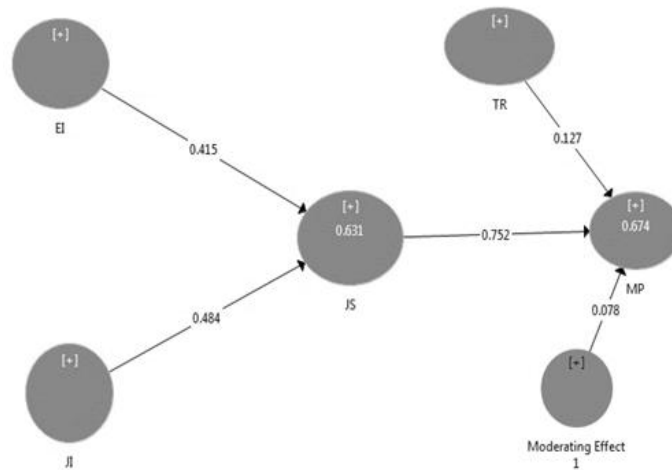


Figure 3. Evaluation of the Structure Model

Table 3. R-Square of the Endogenous Variables

Constructs	R Square	Result
JS	0,631	Moderate
MP	0,674	Moderate

Multicollinearity

Multicollinearity occurs when the model has more than one independent variable effect on the same dependent variable and these independent variables are related within a regression model. The coloration between them shouldn't be strong or this multicollinearity will make a problem as we can say independent have to be independent so regression analysis could help to avoid this problem by isolating the variables. One way for checking the multicollinearity is to check the correlations among the Pearson Correlation and the variable in this case correlations should be less than 0,7 as we can see in Table 6. So we could know that we don't have multicollinearity between the independent variables.

Table 4. Correlations

		EI	JI	JS
EI	Pearson Correlation	1	,490**	,595**
	Sig. (2-tailed)		0,000	0,000
	N	196	196	196
JI	Pearson Correlation	,490**	1	,579**
	Sig. (2-tailed)	0,000		0,000
	N	196	196	196
JS	Pearson Correlation	,595**	,579**	1
	Sig. (2-tailed)	0,000	0,000	
	N	196	196	196

Two useful ways are related to each other can also help to detect multicollinearity. Either a high Variance Inflation Factor (VIF) or a low value of tolerance is indicative of multicollinearity. Check the tolerance values in table 8 we can find a low tolerance value of 0,76 that meets Variance Inflation Factor (VIF) value 1,316 this value of VIF indicates that there is no correlation between this independent variable and any others. VIFs greater than 3 suggest that there is multicollinearity, at the same time when we have VIFs values greater than 5 that means we could have a critical situation of multicollinearity that represents questionable p-values.

Table 5. Collinearity Statistics

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	1,004	0,226		4,448	0,000		
EI	0,374	0,055	0,410	6,771	0,000	0,760	1,316
JI	0,322	0,051	0,379	6,261	0,000	0,760	1,316

a. Dependent Variable: JS

Table 6. Descriptive Analysis of Constructs

	Mean	Std. Deviation
EI	4,3395	,60528
JS	3,8653	,55324
JI	3,8435	,65146
MP	4,0213	,46834
TR	3,8633	,72838

The impact of Emotional Intelligence on Job Satisfaction

The hypothesis examined the impact of emotional intelligence on job satisfaction which concluded to the outcome of having a significant path (p) with a value of zero as required which provides support for the hypothesis.

To test the hypothesis and path coefficients, the relationship between emotional intelligence and job satisfaction was found to be medium. Furthermore, the effect size of both EI and JS was 0,319. As a result, based on the interpretation of these f coefficients and the correlation coefficients, this hypothesis is reasonably supported.

The impact of Job Involvement on Job Satisfaction

The hypothesis examined the impact of job involvement on job satisfaction which concluded to the outcome of having a significant path (p) with a value of zero as required which provides support for the hypothesis.

To test the hypothesis and path coefficients, the relationship between job involvement and job satisfaction was found to be large. Furthermore, the effect size of both EI and JS was 0,434. As a result, based on the interpretation of these f coefficients and the correlation, this hypothesis is reasonably supported.

The impact of Job Satisfaction on Employee Performance

The hypothesis examined the impact of job satisfaction on employee's performance which concluded to the outcome of having a significant path (p) with a value of zero as required which provides support for the hypothesis.

To test the hypothesis and path coefficients, the relationship between emotional intelligence and job satisfaction was found to be large. Furthermore, the effect size of both job satisfaction and employee performance was 0,577. As a result, based on the interpretation of these f coefficients and the correlation coefficient, this hypothesis is reasonably supported.

Leaders' Trust Moderates the Relationship between JS and EP

The hypothesis examined the impact of the moderation construct to moderate the relationship between job satisfaction and employee performance which concluded to the outcome of having a non-significant path (p) with a value of 0,273 as required which doesn't provide support for the hypothesis. As we know:

1. The moderating effect should be significant
2. Moderator should assist the intention Increase or Decrease

Table 7. Moderator Effect

	Std. Beta	P Values
EI -> JS	0,405	0,00
EI -> MP	0,206	0,00
JS -> MP	0,508	0,00
JI -> JS	0,401	0,00
JI -> MP	0,203	0,00
Moderating Effect 1 -> MP	0,055	0,273*
TR -> MP	0,216	0,005

* Not significant

Table 8. Path Coefficient of the Research Hypothesis

HYPOTHESIS	Relationship	Std. Beta	Std Error	T- Value	P Values	Result
H1	EI -> JS	0,405	0,067	6,088	0,00	Supported**
H2	JI -> JS	0,508	0,07	7,278	0,00	Supported**
H4	JS -> MP	0,401	0,073	5,492	0,00	Supported**
H3	TR -> MP	0,216	0,079	2,75	0,006	Not Supported*

Effect Size Test

Cohen's f coefficient can use to examine hypotheses for each construct as he said the values of F² above 0.35 are indicating a large effect size, while medium effect size extending from 0,15 to 0,35, whereas a small effect values indicated by F² values between 0,02 to 0,15, and no effect for values under 0,02 indicate. As shown in the table below medium size and large size can support the hypotheses.

Table 9. Results of Effect Size (Cohen's F²) Test

Path	f ²	Effect size
EI -> JS	0,319	Medium
JI -> JS	0,434	Large
JS -> MP	0,577	Large

Mediation Analysis

According to Shrouf and Bolger (2002), stated that the meaning of mediation analysis as a relationship between two variables through a variable in the medial could cold mediator the first variable is independent and the other variable is dependent the mediator is also dependent variable affected by the independent variable and at the same the mediator effect the other dependent variable. The aim is due to the ability of this analysis to deliver useful relationship understanding in the research model.

Due to the designed model of this study which includes one mediating variable (job satisfaction) and the aim for this study is to test the impact on mediating the relationship between

the use of two independent variables (EI & JI) and members' performance, the mediation analysis must be conducted to examine the mediating effect of these two variables.

The bootstrapping strategy has been chosen because this strategy, in general, is more effective than the other strategy for analyzing small samples (Williams & MacKinnon, 2008). The results of the mediation analysis are shown in the following table.

Table 10. Mediation Analysis

M1	EI ->	JS -->	Indirect Effect	Standard deviation	t-value	Bootstrapped Confidence Interval	
	JS	MP				95% LL	95% UL
	Path a	Path b					
	0,405	0,508	0,20574	0,042	4,898571429	0,12342	0,28806
M2	JI ->	JS -->	Indirect Effect	Standard deviation	t-value	95% LL	
	JS	MP				95% UL	
	0,401	0,508	0,203708	0,049	4,157306122	0,107668	0,299748

Table 12 shows the results of the mediation analysis, results of the test after divided into two parts M1, M2 that show EI and JI have a Bootstrapped Confidence Interval LL and UL without including 0 value for both so we conclude that the JS mediate the relationship between both independent variables (EI&JI).

Summary

The hypotheses were tested with the PLS-SEM approach and the results suggest the following findings. All hypotheses were revealed to be supported with a positive result indicating their impacts and mediating relationships.

CONCLUSION

The impact of emotional intelligence on job satisfaction

It's worth acknowledging that those workers who own higher. EI is more likely to get higher job satisfaction than employees with lower IE as they are better at estimating and control their emotions. For example, workers with a higher IE can detect depression and stress better and then can adjust emotions to reduce stress. Those employees with higher IE are more flexible as they can find out the reasons for stress and develop ways how to avoid its consequences (Cooper & Sawaf, 1997). In contrast, employees with lower IE may be less aware of their emotions when faced with difficult situations, and their ability to cope with emotions may be reduced, increasing their stress levels and reducing job satisfaction. Therefore, during the test the effect size of both EI and JS was 0,319. As a result, based on the interpretation of these f coefficients and the correlation coefficients (this hypothesis is reasonably supported).

The impact of job involvement on job satisfaction

According to Ongori (2007) job implication is the rate to which workers engage in or focus on their stuff and the degree to which individuals are recognized for their work. It is also characterized as the extent to which a job is considered a significant point in facing one or another's employee's needs. Also, the level of job involvement in job satisfaction will more be affected by each other's as noticed from the test result. Therefore, the hypothesis test and the relationship between job involvement and job satisfaction were found to be medium. As the effect size of both was 0,434.

The impact of job satisfaction on employee performance

The influence of job satisfaction and employee performance set up on the relationship between workers and their supervisors to job-related results was first investigated (Dartey-Baah & Mekpor, 2017) used the theory of social communication in literary works to define the regard between workers and their bosses. Based on his discoveries, Gregon made a conclusion that employees having very good relationships with their superiors are employees who perform well and are satisfied with their work. And during the test noticed that the effect size of both job

satisfaction and employee performance was 0,577. As a result, based on the interpretation of these f coefficients and the correlation coefficients, this hypothesis is reasonably supported.

Leaders' trust moderates the relationship between JS and EP

Trust leaders with JS and EP can create the necessary conditions for building excellent project management for the employments. Allen and Meyer (1996) have found out trust leader as the connection between worker's performance and job satisfaction which increase the good results of employees. Dedicated workers will identify with the project management and make personal efforts. Work beyond normal expectations will be selfless and contribute to the overall efficiency of project management. According to Hershey, Blanchard, and Johnson (1977), the employee needs more guidance than guidance. Leaders should identify results, provide action plans, share information, provide appropriate role models, and give information that enables workers to draw their conclusions. The level of feedback from supervisors is closely related to employee perceptions of project management supporters. Therefore, the hypothesis examined the impact of the moderation construct to mediate the relationship between job satisfaction on employee's performance which concluded to the outcome of having a no significant path (p) with a value of 0,273 as required which doesn't provide support for the hypothesis.

Limitations

The main challenges and barriers in this study while preparing it were confusing and time-consuming. Moreover, these obstacles were decreasing the speed of the research. Despite all of these trials through enthusiasm and interest in finishing the task the way how it should be done. The following are some of the issues listed as follows. The study was held in China. Besides, the scientist could come across multiple limitations among them being able only to hold the research at the university to reach the respondents. The environment of every targeted place is various, nevertheless, for the time reason, it's not enough in between spreading and collecting the surveys. Another restriction or limitation is inappropriate time and inability to get to other places and respondents where the study has to email and ask for permission to conduct the questionnaire in different places. Besides, the respondents were so busy with their issues causing them to spend very little time answering the survey's questions and for that, the study sample was not large enough. Nevertheless, the method used to test the research model (PLS-SEM) produces reliable results even with a medium sample size. Other limitations include:

- Several points were not detected and available
- Some factors were not considered and analyzed in the study because of the definitions of vagueness.
- The problem in evaluating and processing participants' answers.
- The difficulty of PLS-SEM in applying it in statistical analysis.

Contribution of the Study

One of the main contributions of this research is that it opens new research areas for investigation, the above-mentioned limitations could be considered as possible avenues of investigations. The essential academic contribution expected from this thesis is providing a comprehensive analysis of employees' performance and how it can be impacted their satisfaction with the thrust entrusted by the managers.

Future Research

Owing to the short period in conducting this experiment, several limitations in terms of objectives have existed which influenced understanding the whole process of job involvement and emotional intelligence. There are several suggestions for the following work that needs to be done for better understanding and successfully accepting cloud-based applications in higher education. An in-depth study needs to be accomplished by applying both a big amount and qualitative research methods for more investigation involving more social factors and interactional parameters impacting the process of work satisfaction and employee performance.

Conclusion

This study aimed to investigate the impact of emotional intelligence and job involvement on employees' performance and their satisfaction with their job. The impact of these variables has come out to be positive. In this study, this impact was examined through one mediating variable (trust of the manager). The study confirmed that the mediating variable has a positive role in mediating the relationship between all independent variables with the dependent variable.

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