# ADDIS ABABA UNIVERSITY

## COLLEGE OF BUSINESS AND ECONOMICS

**MSC IN INTERNATIONAL BUSINESS**

**(STRATEGIC INVESTMENT)**

# Unpacking the Link between Perceived Manager Emotional Intelligence and Employee Turnover Intention: Exploring a Parallel Sequential Mediation through Employee Job Satisfaction, Affective Organizational Commitment, and Happiness at Work

**A Thesis Paper Submitted to Department of Management in Partial Fulfillment of the Requirements for Master of Science Degree in Strategic Investment**

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**May 2025**

**Declaration**

I, the post graduate Ayenew Diress, ID number GSE/7728/15 declare that this research study entitled Unpacking the Link Between perceived Manager Emotional Intelligence and employee Turnover Intention: Exploring a Parallel Sequential Mediation through Employee Job Satisfaction, Affective Organizational Commitment, and Happiness at work in case of Abay bank employees is my original work and has not been presented for a MSC or PHD in any other university, and that all sources of materials used for this thesis have been duly acknowledged.

Declared by:

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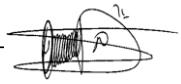
Signature: ____  _____

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This thesis has been submitted for examination with my approval.

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**Abstract**

This study examined the critical role of Perceived Manager Emotional Intelligence (EI) in shaping key employee outcomes within Ethiopia's banking sector, with a specific focus on Abay Bank SC. Grounded by many theories on the area, the researcher investigated how emotionally intelligent leadership (EI) influences employee Turnover Intention (TIS) and examined the novel Parallel sequential mediation effect of employee job satisfaction (JS), affective commitment(AOC) and workplace happiness(HAW) in the relationship. Quantitative research approach was used in this study, primary data was collected via online surveys (Google Forms) and distributed to bank employees, to measure employees' perceptions of managerial EI and its effect on workplace attitudes.

The findings revealed strong positive relationships between PMEI and both JS ($\beta = 0.581$, $p < 0.001$) and AOC ($\beta = 0.570$, $p < 0.001$), confirming that employees who perceive their managers as emotionally intelligent report better job satisfaction and stronger emotional attachment to the organization. Notably, AOC emerged as the dominant mediator between PMEI and HAW, accounting for 78% of the total effect, while JS played a secondary mediating role (22%). Furthermore, the study established a significant negative association between HAW and TIS ($\beta = -0.410$, $p < 0.001$), indicating that happier employees are less likely to consider leaving their jobs. The parallel sequential mediation analysis demonstrated that PMEI indirectly reduces TIS through two pathways: EI → JS → HAW → TIS and EI → AOC → HAW → TIS, highlighting the interconnected nature of these workplace dynamics.

The study's conclusions emphasized the strategic importance of emotionally intelligent leadership in Ethiopia's competitive banking environment. Managers who exhibit core emotional intelligence competencies like self-regulation, self-awareness, motivation, empathy, and social skills create work environments that boost employee well-being, strengthen organizational commitment, and mitigate turnover risks. These findings carry practical implications for HR policy makers and leadership development programs. Ultimately, this study contributed to the growing body of evidence that emotionally intelligent leadership is a key driver of employee job satisfaction, affective commitment, workplace happiness, employee retention and organizational success in the banking sector.

**Keywords:** Emotional Intelligence, Managers, Employee Happiness, Job Satisfaction, Affective Organizational Behavior, Social Exchange Theory, Affective events theory. Happiness at work, Turnover intention

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## List of Acronyms and Abbreviations

| | |
|---|---|
| EI | Emotional Intelligence |
| PMEI | Perceived manager emotional intelligence |
| AOB | Affective Organizational Behavior |
| HAW | Happiness at Work |
| HRD | Human Resource Department |
| HR | Human Resource |
| JS | Job Satisfaction |
| SET | Social Exchange Theory |
| BNB | Broaden and Build Theory |
| AET | Affective events theory |
| PsyCap | Psychological capital |
| TIS | Turnover Intention scale |
| TOI | Turn Over Intention |
| JDR | Job Demands Resources |
| COR | Conservation of Resources |
| LMX | Leader Member Exchange |
| POS | Perceived Organizational Support |
| ERA | Emotion Regulation Ability |

# Table of Contents

List of Acronyms and Abbreviations ..... vi
List of Tables ..... xii
List of Figures ..... xii
Chapter One ..... 1
Introduction ..... 1
1. Background of the study ..... 1
1.2. Problem statement ..... 4
1.3. Research questions ..... 7
1.4. Objective of the Study ..... 7
1.4.1. General objective ..... 8
1.4.2. Specific objectives ..... 8
1.5. Significance of the study ..... 8
1.6. Scope of the study ..... 9
1.7. Limitations of the study ..... 9
Chapter Two ..... 11
Literature Review ..... 11
2. Introduction ..... 11
2.1. Theoretical background ..... 11
2.1.1. Five Competencies of Emotional Intelligence ..... 12
2.1.1.1. Self-Awareness ..... 12
2.1.1.2. Self-Regulation/ managing emotion ..... 12
2.1.1.3. Motivation ..... 13
2.1.1.4. Empathy ..... 13
2.1.1.5. Social Skills/ handling relationships ..... 13
2.1.2. Ability and Trait emotional intelligence ..... 13
2.1.3. Perceived managerial emotional intelligence ..... 14
2.1.4. Benefits of emotional intelligence ..... 14
2.2. Job satisfaction ..... 16
2.2.1. Factors Influencing Job Satisfaction ..... 17
2.2.1.1. Leaders' emotional intelligence ..... 17
2.2.1.2. Work Environment ..... 17

2.2.1.3. Nature of Work ..... 18
2.2.1.4. Relationships ..... 18
2.2.1.5. Compensation and Benefits ..... 18
2.2.1.6. Opportunities for Advancement ..... 18
2.2.1.7. Leadership style ..... 18
2.3. Affective Organizational Commitment ..... 19
2.3.1. Factors affecting employees' affective organizational commitment ..... 21
2.3.1.1. Job Satisfaction ..... 21
2.3.1.2. Leadership Style ..... 21
2.3.1.3. Perceived Organizational Support ..... 21
2.3.1.4. Workplace Incivility ..... 21
2.3.1.5. Training and Development Opportunities ..... 21
2.3.1.6. Communication and Feedback ..... 21
2.3.1.7. Work Environment ..... 22
2.3.1.8. Equity and Reward Systems ..... 22
2.4. Happiness at Work ..... 22
2.4.1. Theories about happiness at work ..... 24
2.4.1.1. Social exchange theory (SET) ..... 25
2.4.1.2. Affective events theory (AET) ..... 25
2.4.1.3. Leader member exchange (LMX) ..... 25
2.4.1.4. Job Demands-Resources (JD-R) Model ..... 26
2.4.1.5. Conservation of Resources (COR) Theory ..... 27
2.4.1.6. Stressor-Strain Model ..... 27
2.4.1.7. Hedonic and Eudemonic Perspectives ..... 28
2.4.2. Factors affecting employee happiness at work ..... 28
2.4.2.1. Environmental Factors ..... 28
2.4.2.2. Organizational Policies ..... 29
2.4.2.3. Job Design and Autonomy ..... 29
2.4.2.4. Work Culture and Relationships ..... 29
2.4.2.5. Psychological Support and Resources ..... 29
2.4.2.6. Work Life Balance ..... 29
2.4.3. Leader's role in ensuring employees happiness at work ..... 30
2.5. Employee turnover intention ..... 30

2.5.1. Factors Influencing Turnover Intention ..... 31
2.6. The Impact of Perceived Manager Emotional Intelligence on Employee Job Satisfaction, Affective Commitment, Happiness at Work and Turnover Intention ..... 33
2.6.1. Perceived Manager Emotional Intelligence and Job Satisfaction ..... 33
2.6.2. Employee Job Satisfaction and Their Happiness at Work ..... 34
2.6.3. Perceived Manager Emotional Intelligence and Employee Affective Organizational Commitment ..... 34
2.6.4. The Impact of Affective Organizational Commitment on Employee Happiness at Work 36
2.6.5. Emotional Intelligence and Workplace Happiness ..... 36
2.6.6. Employee Happiness at Work and Employee Turnover Intention ..... 37
2.6.7. Emotional Intelligence and Employee Turnover Intention ..... 38
2.7. Employee Job Satisfaction, Affective Organizational Commitment and Employee Happiness at Work as a Simple and Sequential Mediators between Perceived Manager Emotional Intelligence and Employee Turnover Intention ..... 39
2.7.1. Job Satisfaction as a Mediator between Perceived Manager Emotional Intelligence and Employee Happiness at Work ..... 39
2.7.2. Employee Affective Organizational Commitment (AOC) Mediate the Relationship Between Perceived Manager Emotional Intelligence (EI) and Happiness at Work (HAW) ..... 40
2.7.3. Sequential Mediation ..... 41
2.7.3.1. Sequential Mediation Effect of Employee Job Satisfaction and Employee Happiness at Work 42
2.7.3.2. Sequential Mediation of Affective Organizational Commitment and Employee Happiness at Work ..... 43
2.8. Conceptual framework ..... 44
2.9. Operational Definitions ..... 45
CHAPTER THREE ..... 46
Research Methodology ..... 46
3. Introduction ..... 46
3.1. Research Design ..... 46
3.2. Population, Sample Size and Sampling Techniques ..... 47
3.2.1. Population ..... 47
3.2.2. Sampling Techniques ..... 48
3.2.3. Sample Size and Formula ..... 49
3.4. Data Collection Instruments ..... 52
3.5. Procedures of Data Collection ..... 53
3.6. Methods of data analysis ..... 54

3.7. Description of the research variables ..... 54
CHAPTER FOUR ..... 55
4. RESULTS AND DISCUSSION ..... 55
4.1. Respondents Background Information ..... 55
4.1.1. Response Statistics ..... 55
4.1.2. Gender of Respondents ..... 55
4.1.3. Age of Respondents ..... 56
4.1.4. Marital Status of Respondents ..... 56
4.1.5. Educational Qualification of Respondents ..... 57
4.1.6. Work Experience of Respondents ..... 57
4.2. Descriptive Statistics ..... 58
A. Central Tendencies: ..... 58
B. Variability: ..... 58
C. Distribution Shape: ..... 58
4.3. The PLS-SEM Algorithm and Bootstrapping. ..... 59
4.4. Measurement Model Assessment ..... 61
4.4.1. Internal Consistency Reliability ..... 62
4.4.2. Convergent validity ..... 62
4.4.3. Discriminant validity ..... 66
4.4.3.1. Fornell-Larcker criterion for discriminant validity ..... 67
4.4.3.2. Heterotrait-Monotraint (HTMT) Ratio Matrix ..... 67
4.4.3.3. Cross loading for Discriminant validity ..... 68
4.5. Structural Model Analysis ..... 69
4.5.1. Hypothesized Direct Relationship ..... 70
4.5.2. Checking Structural Path Significance in Bootstrapping ..... 72
4.5.3. Regression analysis or R-squared value ( $\boldsymbol{R2}$) ..... 74
4.5.4. Effect size or F-squared analysis ..... 75
4.5.5. Variance Inflation Factor (VIF) for Multi collinearity Assessment ..... 75
4.5.6. Mediation Analysis Results ..... 76
4.5.6.1. Variance Accounted For (VAF) ..... 76
4.5.6.2. Simple Mediation Analysis ..... 77
4.5.6.3. Sequential Mediation Analysis ..... 78
4.6. Discussion ..... 79

4.6.1. Theories Supported by the Findings ..... 84
CHAPTER FIVE ..... 87
5. CONCLUSION, IMPLICATIONS AND RECOMMENDATION ..... 87
5.1. Conclusion and Practical Implication ..... 87
5.2. Limitations of the Study ..... 89
5.3. Future Research Directions ..... 91
References ..... 93
Appendix - Survey Questionnaire ..... 109

## List of Tables

*Table 1 Samples in each stratum and other details* ..... 51
Table 2 construct reliability and validity pilot test result .....
*Table 3 Respondents statistics* ..... 55
*Table 4 Gender of Respondents* ..... 55
*Table 5 Age of respondents* ..... 56
*Table 6 Marital status of respondents* ..... 57
*Table 7 Educational qualification of respondents* ..... 57
*Table 8 work experience of respondents* ..... 58
*Table 9 Descriptive Statistics* ..... 59
*Table 10 Construct reliability and validity – overview* ..... 63
*Table 11 Fornell-Larcker criterion for discriminant validity* ..... 67
*Table 12 Hetero trait mono trait matrix* ..... 68
*Table 13 Discriminant validity – cross loading* ..... 69
*Table 14 bootstrapping Path coefficients (Mean, STDEV, T values, p values)* ..... 72
*Table 15 R-squared and R-squared adjusted values of the dependent constructs* ..... 75
*Table 16 Effect size or F-squared result* ..... 75
*Table 17 Multicollinearity statistics (VIF) inner model matrix* ..... 76
*Table 18 VAF value of the each mediation path.* ..... 77
*Table 19 R-square, Effect Size (f-square) and result summery* ..... 77
*Table 20 Summery of hypothesis, their path value and validation* ..... 84
*Table 21 Summery of the theories supported by the research findings* ..... 86

## List of Figures

*Figure 1 Conceptual Framework adapted based on Elayan et al., 2023* ..... *45*
*Figure 2 Consistent PLS-SEM Algorithm – Graphical Output* ..... *61*
*Figure 3 The Structural research model assessment with path coefficient value* ..... *71*
*Figure 4 bootstrapping graphical output with path coefficients and p values* ..... *73*

# Chapter One

## Introduction

### 1. Background of the study

Employee turnover remains a persistent challenge for organizations worldwide, with significant financial and operational consequences (Holtom et al., 2008). In the banking sector, where high stress and customer demands are prevalent, turnover intention (TOI) is particularly acute (Cooper et al., 2001). Research has increasingly focused on leadership qualities that mitigate employee turnover intention (TOI), with emotional intelligence (EI) emerging as a critical factor (Ashkanasy & Daus, 2005). Managers with high EI foster supportive work environments, yet the psychological pathways linking EI to TOI remain incompletely understood (Miao et al., 2017).

Earlier studies indicated that employee turnover costs organizations from 90% to 200% of an employee's annual salary in recruitment, training, and lost productivity (Holtom et al. 2008). The banking sector faces particularly acute challenges, with annual turnover rates exceeding 20% in many markets (Cooper et al., 2001). This "revolving door" phenomenon carries severe consequences, including disrupted customer relationships, loss of institutional knowledge, and decreased morale among remaining staff (Shaw et al., 2005). In developing economies like Ethiopia, where the financial sector is undergoing rapid transformation, these challenges are amplified by intense competition for skilled labor and increasing customer expectations (World Bank, 2022).

The search for effective retention strategies has brought leadership qualities into sharp focus. Among various leadership competencies, emotional intelligence (EI) which is defined as the ability to recognize, understand, and manage one's own and others' emotions (Goleman, 1995) has emerged as particularly influential. Studies demonstrate that managers with high EI create work environments characterized by trust, psychological safety, and effective conflict resolution (Ashkanasy & Daus, 2005). These environments not only enhance immediate job satisfaction but also foster deeper organizational commitment and overall happiness at work (Miao et al., 2017).

Employee turnover intention refers to an employee's conscious and deliberate willingness to leave their organization, often serving as a precursor to actual turnover behavior (Mobley, 1977; Ajzen, 1991). It is a critical concern for organizations, as high turnover rates lead to significant financial losses, reduced productivity, and weakened organizational reputation (Kumar et al., 2021; Muzaffar & Javed, 2021). Previous studies showed that TOI is affected by factors such as employee job satisfaction, their work-life balance, organizational reputation, and perceived managerial support (Kakar et al., 2021; Aman-Ullah et al., 2022). For instance, studies in higher education institutions revealed that employees with lower job satisfaction and poor work-life balance exhibit stronger turnover intentions, harming institutional performance (Kakar et al., 2023; Samad & Saufi, 2017).

The relationship between TOI and its antecedents is often examined through theoretical frameworks like the Theory of Planned Behavior (TPB) (Ajzen, 1991), Affective events theory(AET) and Social Exchange Theory (SET) (Blau, 1964). TPB posits those employees' attitudes, subjective norms, and perceived behavioral control shape their intention to leave, while SET emphasizes reciprocal relationships between organizational support and employee commitment (Kakar et al., 2019; Rashid, 2021). Additionally, job embeddedness or employees' ties to their organization mitigates their turnover, particularly in manufacturing and service sectors (Kakar et al., 2022).

In today's competitive business landscape, organizations are increasingly recognizing the strategic importance of cultivating a happy and engaged workforce. Employee happiness is no longer merely a desirable outcome; it's a key driver of organizational performance, impacting productivity, retention rates, customer satisfaction, and ultimately, profitability. The cultivation of a positive and productive work environment is paramount for organizational success. Increasingly, research highlights the crucial role of leadership in shaping employee happiness at work, with emotional intelligence (EI) emerging as a key leadership competency. Employee happiness at work is a multifaceted concept encompassing a range of positive emotions, attitudes, and experiences related to an individual's job and workplace. It's not simply about feeling content or satisfied; it's a more holistic state of well-being that affects various aspects of the employee's work experience.

Employee happiness at work has become a critical component of company effectiveness, productivity, and overall well-being. Higher levels of productivity, creativity, and invention are the result of a happy workforce because it is more engaged, motivated, and dedicated (Judge, Thoresen, Bono, & Patton, 2001; Wright & Cropanzano, 2000). But attaining employee happiness necessitates a comprehensive strategy that takes into account social, organizational, human and other factors. Employee happiness at work is employees' positive state of mind represented by positive emotions, job satisfaction, engagement, intrinsic motivation, and a sense of psychological well-being within the work environment. It's not a fleeting emotion but rather a sustainable state that positively impacts both individual and organizational success.

Emotional intelligence (EI) represents an emerging field in behavioral research that has rapidly expanded in relevance. It has attracted significant interest across diverse sectors including the public, commercial industries, and scientific circles due to its compelling conceptual framework. EI aligns with contemporary cultural values that prioritize self-awareness and emotional understanding, addressing a perceived societal overemphasis on intellect at the expense of emotion in Western thought. Furthermore, EI intersects with pioneering domains of psychological science, such as emotional neuroscience, self-regulation theory, metacognition research, and the exploration of human cognitive abilities extending beyond conventional academic intelligence (Zeidner et al., 2004). It is becoming a more active social and managerial skill. According to M. Elayan et al. 2023, the idea is broadly described as an ability to read and comprehend people in a social setting, recognize their

emotional reaction, and control one's own emotions. The ability to "monitor one's own and others' feelings and emotions, to discriminate among them, and to use this information to guide one's thinking and action" is the broad definition of emotional intelligence (Salovey & Mayer, 1990).

Academics generally believe that emotional intelligence is a component that can lead to more positive attitudes, actions, and results. However, there is evidence that emotional intelligence can be viewed as a personality trait (Schutte and Malouff, 1999; Schutte et al., 1998) or as ability (Ciarrochi et al., 2000; Mayer et al., 1999). This is stated by Schutte et al. (2002). A recent study by Mayer et al. (2000) offers the most thorough explanation of this topic. The ability to perceive, comprehend, regulate, and use emotions well is known as emotional intelligence, and it is becoming more and more valued as a crucial leadership skill (Goleman, 1995). Strong interpersonal ties, trust-building, and establishing a pleasant and encouraging work environment are all skills that EI-equipped leaders possess (Boyatzis, Goleman, & Rhee, 2000). Their teams experience increased levels of engagement, dedication, and performance as a result of their effective communication, motivation, and inspiration.

Many studies have demonstrated that effective leadership depends on emotional intelligence in addressing organizational problems (Mumford et al., 2000; Zaccaro et al., 2000; Day and Carroll, 2004). Researchers in management who have an interest in leadership and organizational effectiveness have ventured into the field of emotional intelligence (EI) (Shorey and Chaffin, 2018; Varshney and Varshney, 2020; Chigeda et al., 2022). Nevertheless, due to its contradictory findings, emotional intelligences is still a hotly debated theory. According to some researchers, there is a positive correlation between emotional intelligence and job performance (Vidyarthi et al., 2014; Law et al., 2008). Higher emotional intelligence has been linked to stronger organizational identity among followers (Prati et al., 2009) and improved leader effectiveness (Kellner et al., 2018). However, other researchers (Austin, 2004; Day and Carroll, 2004; Petrides et al., 2004) have not discovered any importance relation in this association. Due to the constantly changing nature of knowledge advancement, this debate is likely to continue, but it will probably be more helpful for the future of work to provide an objective overview of the literature on emotional intelligence and leadership rather than try to choose a winner to end the current debate.

Existing studies indicated that emotional intelligence (EI) in leadership is becoming more important to succeed both in personal and professional spheres as compared to pure rational intelligence. In conventional wisdom, success is correlated with a high intelligence quotient (IQ) (Initiative One, 2022).

Employees' perceptions of their managers' emotional intelligence is particularly influential. When employees perceive their managers as emotionally intelligent, they are more likely to feel valued, supported, and motivated. This leads to increased job satisfaction, stronger affective organizational commitment, higher levels of work place happiness and reduced turnover intention. Emotional intelligence was not given much attention by researchers until the early 1990s. Researchers at the time were primarily interested in the significance of

cognitive intelligence, or the capacity for problem-solving. These days, academics and professionals understand that success depends on having both cognitive and emotional intelligences (Carmeli, A. 2003)

For firms, maintaining staff retention and job satisfaction is a critical task (Böckerman and Ilmakunnas, 2012). Although job satisfaction and turnover intentions have been demonstrated to be influenced by emotional intelligence (EI), little is known about the mechanisms underlying these findings (Ashkanasy and Daus, 2002; Nauman et al., 2019). The growing emphasis on emotional intelligence (EI) in leadership underscores its role in reducing turnover intention. The precise psychological mechanisms through which perceived manager EI ultimately influences turnover decisions remain incompletely understood, particularly in non-Western contexts. This study examines how perceived manager EI influences TOI through two parallel sequential mediation pathways: The first pathway operates through job satisfaction (JS) - an employee's cognitive evaluation of their job experiences (Locke, 1976). Emotionally intelligent managers enhance JS by providing appropriate feedback, recognizing achievements, and creating fair work environments (Wong & Law, 2002). This satisfaction then contributes to overall happiness at work (HAW), which in turn reduces thoughts of leaving (Fisher, 2010). The second pathway functions through affective organizational commitment (AOC) the emotional attachment and identification with an organization (Meyer & Allen, 1991). Manager EI strengthens AOC by fostering high quality leader member exchanges (LMX) and creating a sense of belonging (Carmeli et al., 2009). This emotional bond enhances HAW, creating another route to reduced TOI.

### 1.2. Problem statement

The study conducted on Saudi public teachers to assess the impact of principal's emotional intelligence on their happiness at work has empirically proved the impact that perceived manager emotional intelligence has on employees job satisfaction, affective organizational commitment and happiness at work in the end. Emotional intelligence has a positive relationship both with employee's job satisfaction, AOC and happiness at work denoting, the higher teachers perceive that their managers have emotional intelligence, the higher job satisfaction and higher affective organizational commitment among teachers, consequently leading to higher employee happiness at work among teachers (M. Elayan et al. 2023). Someone with higher emotional intelligence may find it easier to manage both perceived chronic stress and acute everyday stress, as well as experience even greater happiness (Singh Y, Sharma R., 2012).

The relationship between perceived manager emotional intelligence (EI) and employee turnover intention (TOI) has been explored in prior studies, yet critical gaps remain in understanding the sequential psychological mechanisms underlying this relationship. Earlier research by Miao et al. (2017) established that leader EI indirectly reduces TOI through enhanced job satisfaction (JS), while Elayan et al. (2023) demonstrated mediation effects of affective organizational commitment (AOC) and employee well-being. However, these

studies treated mediators in isolation, neglecting the possibility of a cascading affective process where JS, AOC, and happiness at work (HAW) operate in sequence. This represents a significant theoretical gap, as discrete mediation models fail to capture how employees' workplace experiences evolve from immediate attitudinal responses (JS) to deeper emotional bonds (AOC) and ultimately happiness at work (HAW) before culminating in turnover decisions.

Prior research has also been limited by contextual and methodological constraints. Studies like those of Wong and Law (2002) and Ashkanasy and Daus (2005) focused predominantly on Western organizational settings, leaving open questions about whether these relationships hold in different cultural contexts such as Ethiopia's collectivist work culture. Additionally, while Carmeli et al. (2009) found connections between EI, AOC, and work outcomes, they did not examine how these constructs interact with HAW which is a growing area of interest in positive organizational scholarship (Fisher, 2010). The banking sector, known for its high stress and turnover rates (Cooper et al., 2001), presents a particularly valuable but under-studied context for examining these sequential processes. This is an ideal context gap identified by the researcher to test whether the effect of manager EI on TOI are robust in industries with elevated turnover risk. Prior studies have not examined these pathways in non-Western, high-stress sectors, leaving open questions about generalizability.

Future research directions suggested by these earlier studies point to several unexplored areas. Elayan et al. (2023) explicitly called for investigations into "sequential mediation chains involving both cognitive and affective employee outcomes," while Weiss and Cropanzano's (1996) Affective Events Theory implies but does not test the temporal unfolding of emotional responses to leadership. Similarly, JD-R theory (Bakker & Demerouti, 2017) proposes resource caravans that build sequentially, yet no research has applied this to examine how manager EI resources are accumulated through JS→AOC→HAW. The current study addresses these gaps by testing a novel Parallel sequential mediation model, examining these relationships in Ethiopia's under-studied banking sector, and by incorporating HAW as a crucial yet overlooked mediator in the EI-TOI relationship.

This research extends many key theoretical conversations. First, it advances EI literature by mapping the temporal sequence through which perceived manager EI influences retention outcomes addressing calls from Ashkanasy and Humphrey (2011) for "more nuanced pathways between leadership and employee well-being." Second, it expands Affective events theory by empirically testing its proposition that workplace events generate affective reactions that cumulatively shape behavioral intentions. Third, it integrates COR theory's resource caravan concept with leadership research, showing how manager EI helps employees build and conserve JS, AOC and HAW resources sequentially. In addition, Leader member Exchange (LMX), Social exchange theory (SET) and stressor- strain models were integrated in the study- making it a novel research investigation.

Existing studies have predominantly tested mediation effects in isolation, neglecting potential interactions between cognitive (JS) and affective (AOC) pathways. For instance, Wong and Law (2002) demonstrated that EI enhances JS, which reduces TOI, while Carmeli et al. (2009) showed that EI strengthens AOC, thereby decreasing turnover. However, neither study considered whether these mediators function as parallel channels that later converge at HAW - a critical oversight given that HAW is shaped by both immediate job attitudes (JS) and deeper relational bonds (AOC) (Fisher, 2010). This study fills this gap by proposing and testing two simultaneous yet distinct parallel sequences. By employing advanced Parallel sequential mediation analysis (Hayes, 2018), this research overcomes limitations of past studies that used simple mediation or treated constructs in isolation. The methodology allowed testing whether the proposed EI→AOC→HAW and EI→JS→HAW sequences provided significantly better explanation of TOI than alternative orderings or isolated mediators; a crucial advancement beyond the methods used in earlier works like Miao et al. (2017). The study's sequential approach offers organizations clearer intervention points for reducing turnover. Whereas prior research might suggest improving either JS, AOC or HAW independently, this model reveals how strengthening manager EI can initiate positive cascades across all three areas. For Ethiopian banks facing high turnover, the findings will indicate whether Western-derived EI interventions require cultural adaptation, addressing the cross-cultural gap noted by Gorgievski and Hobfoll (2008).

Fisher (2010) highlighted HAW as an understudied bridge between workplace attitudes and behaviors. By positioning HAW as the convergence mediation point for JS and AOC pathways, this study clarifies how distinct psychological states collectively reduces employee TOI.

Furthermore, Elayan et al. (2023) was the only researcher who tried to investigate the impact of perceived managerial emotional intelligence on employee happiness at work. The researcher demonstrated that manager EI directly and positively affected job satisfaction and affective commitment, and happiness at work, yet their model stops short of exploring how these factors interact sequentially to influence employee turnover intention, the ultimate outcome for organizational sustainability. This omission represents a critical theoretical gap, as turnover intention is rarely shaped by a single mediator but rather by a chain of psychological states (Hayes, 2018). Without understanding the cascading pathway where job satisfaction and affective commitment, strengthens workplace happiness the mechanisms linking leadership qualities to retention remain fragmented and underspecified.

Geographically, the existing body of knowledge is disproportionately rooted in Western and Middle Eastern contexts (Al-Hawari et al., 2020; Elayan et al., 2023), leaving Sub-Saharan Africa, particularly Ethiopia, underrepresented in emotional intelligence, leadership, workplace happiness and turnover intention studies. Ethiopia’s retail banking sector, characterized by rapid digitalization, generational workforce shifts, and high competition (Abate et al., 2022), presents a unique cultural and economic landscape where traditional hierarchical values coexist with modern workplace demands. For example, collectivist

cultural norms in Ethiopia may amplify the role of manager EI in fostering affective commitment, while economic pressures could heighten turnover risks in ways distinct from Western contexts (Mengesha, 2021). Despite these nuances, no prior study has empirically tested how manager EI operates through parallel sequential mediators to reduce turnover intention in this setting.

By extending Elayan et al.'s (2023) model to incorporate employee turnover intention as the dependent variable and changing it from simple mediation into a parallel sequential mediation framework, this study addressed the above both theoretical and contextual gaps. It is also addressed may future research directions recommended by different researches in the area of leadership, emotional intelligence, Happiness at work etc. this study not only clarified the interdependent psychological processes through which manager EI mitigates turnover intention but also contextualizes these relationships within Ethiopia's under-studied banking sector, offering insights tailored to emerging economies. This dual contribution advances the theoretical precision of organizational behavior models while providing practical strategies for retaining talent in culturally distinct, dynamic labor markets. Therefore, this research is intended to assess the connection between perceived managerial EI and employee turnover intention and the parallel sequential mediating roles of affective organizational commitment, job satisfaction and employee happiness at work.

### 1.3. Research questions

This research was intended to addresses the following key research questions:

1. What impact will perceived managerial emotional intelligence have on employee turnover intention?

2. Will job satisfaction and employee happiness at work have a sequential mediation effect in the relationship perceived managerial emotional intelligence has on employee turnover intention?

3. Will employees' affective commitment (AOC) and employees' workplace happiness have a sequential mediation effect in the relationship between perceived managerial emotional intelligence and employee turnover intention?

By answering these research questions, this research provided valuable insights into the mechanisms through which managerial EI influences employee happiness and turnover intention. This knowledge will be invaluable for organizations and companies intended to promote a more positive, productive, fulfilling work environment and to have a stable workforce in their organization.

### 1.4. Objective of the Study

When the researcher wanted to investigate the effect of Perceived manager emotional intelligence over the dependent variable; employee turnover intention, it's with the objective

in mind. Both the general objective and the specific objectives of this study were the followings.

### 1.4.1. General objective

Assessing the relationship between perceived manager emotional intelligence and employee turnover intention is the major objective of this study.

### 1.4.2. Specific objectives

In addition to the general objective of the study, the researcher identified the following specific objectives;

A. Assessing the impact of perceived manager emotional intelligence on employee job satisfaction.
B. Assessing the impact of perceived managers emotional intelligence on employees affective commitment
C. To assess the impact of employee job satisfaction on their happiness at work.
D. To assess the impact of employees affective organizational commitment on their happiness at work.
E. To assess the sequential mediating role of job satisfaction and employee happiness at work in the relation between managers emotional intelligence and employee turnover intention.
F. To assess the sequential mediating role of affective organizational commitment and happiness at work in the relationship between managers' emotional intelligence and employee turnover intention.

## 1.5. Significance of the study

This study examined the impact of perceived managerial emotional intelligence on employees' turnover intention and the serial mediating role of employee jobs satisfaction , affective organizational commitment and happiness at work. Though previous researchers studied the effect of emotional intelligence on individual specific and organizational outcomes, only one study conducted on Saudi public school teachers was found on Google scholar. The researcher further extended the study by adding one dependent variable at the end changing the earlier study from simple mediation into sequential mediation analysis. No research is conducted on similar topic in Ethiopia, therefore undertaking the study will serve as a base for other future researchers who wished to investigate in similar areas. Many employees are being dissatisfied, unhappy and involved in other employee workplace intentions due to management and leadership problems. Exploring managers impact on employees workplace happiness and their turnover intention will have a worthy importance, since other employee workplace intentions of lateness, organizational citizenship behavior both other constructive and destructive intentions are results of job satisfaction and employee happiness at work.

This study contributed worthy findings to the growing body of literature on the impact of emotional intelligence in management and its influence on employee Happiness at work and

employee turnover intention. By examining the sequential mediating roles of job satisfaction and affective organizational commitment, this research provides a deeper understanding of the mechanisms through which managerial EI impacts employee happiness and their turnover intention. The findings of this study uncovered valuable insights for organizations seeking to cultivate a more positive and productive work environment and reduce their employees turnover intention caused by the poor emotional intelligence of their manager. By promoting emotional intelligence in management roles, organizations can foster a more supportive, rewarding, and engaging work experience, leading to increased employee happiness, commitment, and ultimately, organizational success.

The findings of this study have several important implications for organizations:
**Strengthening Leadership Development -** By highlighting the significance of EI in leadership, this research provided a stronger foundation for developing and implementing effective EI based leadership training and development programs.
**Fostering a Positive Work Environment -** The study's findings revealed important insights into the specific strategies and behaviors that can contribute to a more positive and supportive work environment, enhancing employee happiness and well-being.
**Promoting Employee Engagement and Commitment -** By understanding how managerial EI influences job satisfaction and affective organizational commitment, organizations can develop initiatives and interventions that promote employee engagement and commitment, ultimately leading to higher levels of performance and organizational success.
**Lowering employee turnover** – organizations can reduce employee turnover and there by save HR costs by addressing manager's emotional intelligence.

### 1.6. Scope of the study

The study was undertaken to assess the impact of managerial emotional intelligence on employee turnover intention in case of Abay bank Managers and employees therefore, the study considered Abay bank employees only. This study is specifically focused on Abay Bank SC, providing valuable insights by analyzing the impact manager emotional intelligence has on employee turnover within this particular organization. The study also assessed the sequential mediating role of employee job satisfaction and affective organizational commitment and happiness at work constructs.

### 1.7. Limitations of the study

While the research findings of this study might be relevant to other Ethiopian banks and other companies, the scope of this study is limited to Abay Bank SC and hence the findings may not be generalized on the area. Further research is needed to assess the generalizability of the findings to other organizational contexts. The study will utilize a cross-sectional design, limiting the ability to draw conclusions about causal relationships. Longitudinal studies could be conducted in the future to investigate the temporal relationships between the variables. Moreover, the study is depended on self-reported data, which may be subject to social

desirability bias. Future research could incorporate additional data sources to enhance the validity of the findings.

Data was collected from employees of the bank who has been actively serving the company during November 2024. Employees who resigned before November or employees who joined the company after this month are not part of this study and are not recognized.

# Chapter Two

# Literature Review

## 2. Introduction

This literature review examined the growing body of research exploring the impact of managers' emotional intelligence (EI) on employee turnover intention (TI), focusing on the sequential mediating roles of employee job satisfaction (JS), their affective organizational commitment (AOC) and their workplace happiness (HAW). It was aimed to provide an extensive synopsis of the existing researches about the correlation between manager emotional intelligence and employee turnover intention. The researcher in this chapter of the study tried to review existing literatures on the area and gained an understanding of the existing studies and scholarly debates relevant to the study area and finally tried to build a scholarly knowledge base on the study area. a comprehensive overview of key concepts, theoretical frameworks, and empirical findings that inform this research are provided.

## 2.1. Theoretical background

Emotional intelligence was first coined by Salovey and Mayer (1990, p. 189) as "the subset of social intelligence that involves the ability to monitor one's own and others' feelings and emotions, to discriminate among them and to use this information to guide one's thinking and actions". Emotional Intelligence (EI) is widely recognized as a psychological asset linked to favorable individual and organizational results (Cote, 2014; Lopes, 2016). Theoretical perspectives on EI diverge: trait models emphasize a holistic integration of emotional competencies, whereas the ability-based framework defines EI as the capacity to process and respond adaptively to emotional information (Mayer, Caruso, & Salovey, 2016). Within the latter paradigm, emotion-regulation ability (ERA) the skill to modulate one's own and others' emotional experiences (Cote et al., 2011) emerges as a critical component. Research underscores ERA's role in enhancing psychological functioning, health, and overall well-being (Mayer, Roberts, & Barsade, 2008), positioning it as a vital personal resource for employees with implications for workplace and life outcomes (Cote, 2014). Meta-analyses have demonstrated consistent correlations between employees' emotion-management skills and favorable job attitudes, such as job satisfaction (Merida-Lopez & Extremera, 2017; Miao, Humphrey, & Qian, 2017). ERA also correlates with subjective well-being markers, including heightened positive affect (Brackett et al., 2010) and life satisfaction (Cabello & Fernandez-Berrocal, 2015; Extremera & Rey, 2015).

While emotion-regulation awareness is acknowledged as a personal resource fostering job satisfaction and happiness, the significance of job-related resources in predicting these outcomes has been strongly emphasized (Bakker & Demerouti, 2017). According to the Job Demands-Resources (JD-R) model, workplace social support a resource stemming from interpersonal dynamics within professional settings plays a pivotal role. Studies indicate that perceived organizational support significantly shapes outcomes like organizational commitment, job satisfaction, and performance (Riggle, Edmondson, & Hansen, 2009). Furthermore, collegial and supervisory support has been shown to reduce burnout (Ju et al.,

2015) and enhance employee well-being (Caesens, Stinglhamber, & Luypaert, 2014).

Modern managers adeptly navigate their own emotions and those of their team (Gunter, 2020). Emotional intelligence is a key to enhancing leadership skills-like setting unified goals, emphasizing the importance of tasks, fostering a positive environment, encouraging adaptability, and shaping a company culture (Raji, & Ismail, 2023). Some studies revealed that managers high in emotional intelligence not only outshine but also advance quicker than those who lack it (Elayan et al., 2023; Gunter, 2020; Higgs & Rowland, 2002). Such managers have a knack for aligning team emotions with the company goals, while many studies underscore the role of emotional intelligence in diverse outcomes, there is limited direct evidence connecting it to staff retention (Sharma, & Tiwari, 2023; Neong et al., 2022; Alwali & Alwali, 2022). However, even though emotional intelligence is a relatively recent topic in research, its influence on employees' decisions to stay or leave is evident (Elayan et al., 2023; Kurniawan & Susanto, 2023; Liao, et al., 2022).

### 2.1.1. Five Competencies of Emotional Intelligence

Emotional intelligence (EI) fundamentally describes an individual's capacity to process and manage emotions. Contemporary scholarship recognizes multiple variants of this construct, including motivational EI and work-related EI (Bacon & Corr, 2017; Krishnakumar et al., 2017). Goleman (1995) expanded this framework within leadership contexts, proposing five core competencies: self-awareness, emotional regulation, self-motivation, empathy, and relationship management. George (2000) further emphasized that the term "emotional" should be interpreted broadly, encompassing the full spectrum of human affective states and moods. Emotional intelligence encompasses various competencies that contribute to personal and professional success. Each of these competencies plays a significant role in enhancing overall emotional intelligence, which is increasingly recognized as an important factor in achieving success in various aspects of life, including leadership, academic performance, and personal relationships (G. Parker et al. 2022). Developing these competencies can lead to improved interpersonal relationships, better decision-making, and more effective leadership (Suman Sharma et al. 2022, K. Cox et al. 2018). The five key competencies of emotional intelligence are as follows:

#### 2.1.1.1. Self-Awareness

Self-awareness entails the ability to identify and comprehend one's emotional states, inherent strengths, limitations, core values, and driving motivations. This introspective capacity empowers individuals to critically assess their responses to external circumstances and the influence of their actions on others. Such reflective practice serves as a foundation for both personal growth and the establishment of productive interpersonal communication.

#### 2.1.1.2. Self-Regulation/ managing emotion

Self-regulation refers to the ability to manage one's emotions in healthy ways, control impulses, and adapt to changing circumstances. This competency helps individuals respond

appropriately to challenges and stressors instead of reacting impulsively, ensuring a measured approach to interpersonal interactions.

#### 2.1.1.3. Motivation

Motivation encompasses intrinsic drive to pursue goals with energy and persistence. Emotionally intelligent individuals are often self-motivated, demonstrating a strong commitment to their objectives and a passion for achievement, which can inspire and influence their peers.

#### 2.1.1.4. Empathy

Empathy is the ability to understand and empathize with the emotions and perspectives of others. This competency is vital for building strong relationships, as it enables effective communication and conflict resolution by fostering a supportive environment where individuals feel heard and valued.

#### 2.1.1.5. Social Skills/ handling relationships

Social skills involve the ability to manage relationships and build networks effectively. This includes effective communication, conflict management, teamwork, and the ability to influence and lead others. Strong social skills are essential for collaboration and creating a positive work atmosphere.

These competencies together create a framework for understanding and improving emotional intelligence, which plays a significant role in personal growth and professional effectiveness.

### 2.1.2. Ability and Trait emotional intelligence

Emotional intelligence can be broadly categorized into Ability emotional intelligence and Trait emotional intelligence. While trait emotional intelligence (EI) is related to personality and primarily measures an individual's emotional self-efficacy, ability EI is defined as emotion-related cognitive capacities and can only be measured through performance tests (Mayer and Salovey, 1997; Petrides, 2011). Ability EI represents the ability to comprehend, manage, facilitate, and understand one's own and others' emotions.

Both trait and ability emotional intelligence are necessary for carrying out tasks requiring people to understand the mental and emotional states of others (Maillefer et al., 2018). Leadership is one area where leaders are expected to understand and know the mental state and emotion of others.

Trait EI refers to an individual's self-perceived emotional capabilities, measured through self-report inventories that assess enduring emotional dispositions (Petrides et al., 2007). This model aligns closely with personality frameworks, demonstrating strong associations with traits such as emotional stability and extraversion. In contrast, ability EI represents actual cognitive-emotional skills measured through performance-based assessments, such as the MSCEIT, which evaluates emotion perception, understanding, and management (Mayer et al., 2002). Unlike trait EI, ability EI is theoretically grounded in intelligence research, emphasizing problem-solving with emotional information. Empirical studies indicate that both constructs contribute uniquely to outcomes like psychological well-being, workplace performance, and relationship quality (Joseph & Newman, 2010; O'Boyle et al., 2011).

However, they operate through distinct mechanisms trait EI through self-perception and behavioural tendencies, and ability EI through cognitive-emotional processing. Understanding these differences is crucial for both theoretical advancements and practical applications of EI across various domains.

### 2.1.3. Perceived managerial emotional intelligence

Perceived emotional intelligence among managers refers to the ability of managers to recognize, understand, and manage their own emotions as well as the emotions of others in their workplace. This construct has attracted considerable scholarly interest owing to its role in shaping diverse organizational outcomes.

Emotional intelligence, the ability to perceive, understand, manage, and utilize emotions effectively, has emerged as a critical factor in organizational and leadership effectiveness success (Goleman, 1995; Boyatzis et al., 2000). The concept was popularized by Daniel Goleman (1995) in his seminal work, Emotional Intelligence: Why It Can Matter More Than IQ, highlighting its significance in interpersonal relationships, communication, and leadership.
Research consistently demonstrated the Significance of EI in Leadership by revealing the positive impact of EI on leadership effectiveness and organizational outcomes (Boyatzis et al., 2000; Goleman, 2001; Luthans, Avolio, Avey, & Norman, 2007). Leaders with high EI are better equipped to;

A. **Build Trust and Relationships;** EI-equipped leaders are skilled at creating a sense of trust and mutual respect within their teams, fostering positive working relationships and collaboration.
B. **Motivate and inspire;** High EI leaders are adept at motivating and inspiring their teams, setting clear expectations, providing constructive feedback, and recognizing contributions.
C. **Manage Conflict Effectively;** EI skills enhance conflict resolution abilities, allowing leaders to navigate challenging situations constructively and minimize negative impacts.
D. **Promote a Positive Work Climate;** Leaders with high EI foster a positive and supportive work environment that encourages creativity, innovation, and employee well-being.

### 2.1.4. Benefits of emotional intelligence

Emotional intelligence (EI) is theorized to influence diverse workplace outcomes, encompassing employee commitment, team collaboration, talent development, innovation capacity, service quality, and customer retention. Cooper (1997) substantiates that individuals with elevated EI demonstrate greater career achievement, cultivate more robust interpersonal relationships, exhibit superior leadership efficacy, and report enhanced well-being compared to low-EI counterparts.

Further, Jordan et al. (2002) propose a theoretical model positioning EI as a moderator variable that shapes employees' affective and behavioral reactions to job insecurity. Within this framework, low-EI employees are predicted to experience heightened vulnerability to negative emotions triggered by insecure employment conditions. Consequently, they display increased tendencies toward defensive behaviors (e.g., hyper vigilance, responsibility avoidance, task disengagement), resulting in diminished affective commitment and amplified job-related stress.

Emotional Intelligence (EI) is increasingly recognized as a critical element in organizational leadership. George (2000) applied the four-branch EI model developed by Salovey, Mayer, and Caruso as a conceptual framework to underscore EI's relevance to leadership efficacy. The author proposes that leaders who accurately discern subordinates' emotional states can more effectively assess and shape their affective responses, thereby aligning team members with organizational objectives and fostering shared purpose. According to this perspective, leaders may interpret heightened emotional responses as indicators requiring urgent focus, while leveraging emotional cues to establish task priorities. Such leaders are posited to predict follower responses to evolving situations more accurately. The model suggests that leaders with elevated EI foster workplace climates characterized by energy, commitment, and positivity, while cultivating collaborative environments grounded in trust through the maintenance of meaningful interpersonal connections. Leaders can also effectively instill in others an appreciation of the importance of work activities and convey the message to their followers that they are optimistic about their personal contributions. Nevertheless, the awareness of negative mood may foster systematic and careful information processing and may be disadvantageous when leaders are dealing with complex problems in which errors carry high risk. Unfortunately, no empirical data have been provided in support of any of George's (2000) claims.

Scholarly sources indicate that there is lack of consensus among academics over what constitutes the most important component of successful leadership. According to some scholars, emotional intelligence is the most important factor in determining leaders' success (George, 2000; Ugoani et al. 2015). On the other hand, others argue that additional elements like intellectual Intelligence and previous leadership experience also play a big role in the leadership process (Hughes et al. 2018) and (Judge et al. 2004).

In contemporary organizational environments, optimizing both individual and collective resources has emerged as a strategic priority for scholars and organizational leaders (Di Fabio, 2017a). Research over the past two decades positions emotional intelligence (EI) competencies as vital psychological assets for cultivating employee health, professional fulfillment, and organizational cohesion (Cote, 2014). Within leadership frameworks, EI proves foundational, directly shaping team dynamics, enabling constructive dialogue, and mediating workplace disputes through enhanced emotional attunement. Managers with high emotional intelligence are likely to foster positive team dynamics, improve job satisfaction, and enhance overall organizational performance (M. Elayan et al. 2023), Managers with high emotional intelligence will have the ability to manage their own and others emotions, make

fruitful decisions, handle workplace conflicts, provide the needed support and motivation to their workplace subordinates.

According to recent research findings, leaders' emotional intelligence plays a critical part in deciding how successful they are in their responsibilities (Issah, 2018; Urquijo et al. 2019; Doan et al., 2020; Suleman et al. 2020; Aquino et al. 2021). A leader's ability to inspire and mentor their team members depends on their ability to understand other people's emotions (Bintang Junita et al. 2022). Since people with high emotional intelligence may quickly transition from negative to positive moods, they are better able to understand and respond to their co-workers' sentiments, which may increase altruistic behaviour (Abraham, 1999).
Emotional intelligence scholars believed that having high emotional intelligence is a protective mental attribute and that having high emotional intelligence increases happiness (Salovey P, Bedell BT, Detweiler JB, Mayer JD, 2008). Research indicates that executives with heightened emotional intelligence (EI) demonstrate greater job satisfaction, a correlation that positions the retention of highly skilled senior leadership as a strategic focus for contemporary organizations (Carmeli, 2003).

Higher EI managers are probably going to foster a more encouraging and rewarding work environment. A more favourable exchange dynamic will be assured as a result of their ability to recognize and address the needs of employees, offer constructive feedback, and promote equity and justice. This ultimately improves employee happiness at work by resulting in higher affective organizational commitment and job satisfaction. It is often known that emotional intelligence (EI) plays a crucial role in leadership (Goleman, 1995; Boyatzis et al., 2000). Leaders with high emotional intelligence are better able to inspire their people, build enduring relationships, and create a good and encouraging work atmosphere. Even though the importance of Emotional Intelligence is becoming more widely acknowledged, there is still a big gap between theory and practice. The ideal and actual work experiences differ since many firms find it difficult to execute EI-based leadership development programs.
Elevated emotional intelligence (EI) in managerial roles has been correlated with heightened employee engagement in Organizational Citizenship Behavior (OCB) discretionary actions exceeding formal obligations to benefit the organization (Smith et al., 1983).

One recent study has also concluded that employee's emotional intelligence competencies impact one's sense of success, and it can be seen as a success predictor (A Todorova et al. 2023). The researchers also strongly claimed that highly emotionally intelligent entrepreneurs are more successful that less intelligent once.

### 2.2. Job satisfaction

Job satisfaction refers to the level of contentment and fulfillment an individual feels regarding their job. It encompasses various factors, including the nature of the work, work conditions, and the relationships with colleagues and supervisors. Understanding job satisfaction is essential for both employers and employees to foster a productive and fulfilling workplace. Job satisfaction is crucial not only for individual wellbeing but also for

organizational performance. Satisfied employees tend to exhibit higher levels of motivation, productivity, and loyalty to their organization (TA Judge et al. 2020). Conversely, low job satisfaction can lead to high turnover rates, decreased performance, and a negative work environment (PK Mishra et al.2013).

Research proved that job satisfaction mediates the relationship between perceived managerial EI and employee well-being (Ashforth & Humphrey, 1995; Boyatzis et al., 2000). EI-equipped managers foster positive work environments, leading to greater job satisfaction, which in turn, contributes to higher levels of employee happiness.

Job satisfaction represents the positive emotional response to work, reflecting employees' feelings of contentment and fulfillment in their roles (Locke, 1976; Herzberg, Mausner, & Snyderman, 1959). Job satisfaction is a crucial factor influencing employee motivation, engagement, and overall well-being.

### 2.2.1. Factors Influencing Job Satisfaction

Several key elements contribute to job satisfaction according to some studies the followings are some of the factors influencing employees' job satisfaction.

#### 2.2.1.1. Leaders' emotional intelligence

Emotional intelligence (EI) in leaders plays a significant role in influencing employee job satisfaction. Research indicates that leaders who exhibit high emotional intelligence can create a more positive work environment, which in turn enhances employee satisfaction. Studies have shown that leaders' emotionally intelligent behaviors contribute substantially to their employees' job satisfaction. Leaders who are adept at managing their own emotions and empathizing with their team members foster a supportive atmosphere (P Singh et al.2013). This emotional awareness leads to better leader member exchanges, positively affecting job satisfaction levels (PJ Jordan et al. 2011).

A correlation exists between managers and employee emotional intelligence and job satisfaction. Higher emotional intelligence in leaders frequently corresponds to increased job satisfaction among his employees (A Ealias et al. 2012). Leaders who can effectively handle interpersonal relationships, and recognize and understand their employees' emotions, create a work context that enhances employees' contentment and engagement (J Alwali et al. 2022).

#### 2.2.1.2. Work Environment

A positive and supportive work environment can significantly enhance job satisfaction by promoting well-being and productivity (A Ravari et al.2012). A supportive work environment is essential for employee satisfaction and performance. Findings indicate that employees with a clean and comfortable work environment tend to experience greater job satisfaction (Ahmad Prayudi et al. 2023). The work environment encompasses physical conditions, social interactions, and organizational culture, all of which contribute to employees' overall well-being and satisfaction.

#### 2.2.1.3. Nature of Work

The degree to which the job is engaging and aligns with personal interests can affect employee job satisfaction. Work that is challenging yet achievable is often seen as more satisfying (R Jalagat et al.2016). The characteristics of a job, such as task autonomy, meaningfulness, and social support, play a crucial role in determining an employee's level of job satisfaction. Research indicates that job characteristics predict satisfaction levels, highlighting the significance of knowledge-based attributes in work environments (F. Morgeson et al. 2006)

#### 2.2.1.4. Relationships

The quality of relationships with coworkers and supervisors plays a crucial role. Supportive colleagues and effective communication lead to higher job satisfaction (Y Liu et al. 2016). The dynamics between employees and their direct supervisors are vital. A supportive superior can foster job satisfaction by providing guidance, feedback, and recognition (TD Golden et al. 2008). Relationships with colleagues can also significantly impact job satisfaction. A collaborative and friendly work environment helps in reducing stress and increasing job engagement (F Morrison et al. 2004).

#### 2.2.1.5. Compensation and Benefits

Fair compensation, benefits, and recognition impact how satisfied employees feel about their jobs (V Scarpello et al.1983). Compensation refers to the financial remuneration an employee receives for their work, including salary, wages, bonuses, and incentives, while benefits encompass non-monetary offerings such as health insurance, retirement contributions, and paid leave (RO Odunlade et al. 2012). Both elements are critical for attracting and retaining talent within an organization (MT Tessema et al. 2013). Numerous studies have highlighted a strong correlation between compensation and job satisfaction. Higher pay tends to increase employee morale and satisfaction levels (AO Adeoye et al. 2014). For instance, the perception of being fairly compensated can enhance an employee's commitment to their organization (EF Adanlawo et al. 2023). Conversely, inadequate compensation can lead to dissatisfaction, impacting employee motivation and productivity negatively (J Igalens et al.1999).

#### 2.2.1.6. Opportunities for Advancement

Access to professional development and career advancement can enhance job satisfaction by providing a sense of growth and achievement (B Aziri et al. 2011). The availability of promotion prospects can enhance employees' job satisfaction by providing a sense of career advancement and recognition for their efforts (VD Kosteas et al. 2011). When employees perceive that they have clear pathways to advance within the organization, it fosters motivation and overall contentment (N Mustapha et al. 2013).

#### 2.2.1.7. Leadership style

Research demonstrates that different leadership styles yield varying effects on job satisfaction. For instance, transformational leadership, which promotes inspiration, motivation, and engagement, has been shown to have a particularly positive influence on job

satisfaction among employees, including teachers and hospital staff (Jinhong Zhang et al. 2023, M. Hussain et al. 2021). Similarly, ethical leadership correlates significantly with job satisfaction, as it emphasizes transparency, discipline, and employee well-being (A. Muttalib et al. 2023). Conversely, leadership styles such as autocratic leadership may not foster an environment conducive to job satisfaction, as they often limit employee autonomy and involvement (Jihyeon Oh et al. 2023). The mediation role of interpersonal skills and emotion management in leadership also affects how employees perceive job satisfaction (Allan Phiri et al. 2019).

### 2.3. Affective Organizational Commitment

Affective organizational commitment refers to the emotional attachment that employees develop towards their organization. It reflects their desire to remain a part of the organization because they genuinely care about its goals and values. The concept has been explored in various studies, suggesting that organizations can enhance employees' affective commitment through supportive leadership practices, a strong organizational culture, and opportunities for personal growth (F. G. González et al. 2016, Beatus A. T. Kundl et al. 2009). Understanding affective commitment is crucial for fostering a productive workplace and reducing employee turnover.

Organizational commitment refers to an employee's dedication to exerting substantial effort toward organizational objectives, maintaining organizational membership, and internalizing core organizational values (Porter et al., 1974). Alternatively, it encompasses feelings of obligation to remain with an organization stemming from normative pressures experienced by employees (Allen & Meyer, 1990; Viljoen & Rothmann, 2009).

Affective organizational commitment also plays a mediating role in the relationship between perceived managerial EI and employee happiness (Meyer & Allen, 1997; Clugston et al., 2000). Managers with high EI cultivate a sense of belonging and shared purpose, fostering stronger emotional attachments to the organization, leading to greater affective commitment and ultimately, higher employee happiness.

Affective commitment is one of the three components of organizational commitment, which also includes continuance commitment and normative commitment (M. Bergman et al. 2006). While affective commitment encompasses feelings of belonging and identification with the organization, continuance commitment involves the perceived costs associated with leaving the organization, and normative commitment is based on feelings of obligation to stay (Beatus A. T. Kundl et al. 2009).

Empirical studies have established significant associations between both occupational commitment (Lee et al., 2000) and organizational commitment (Mathieu & Zajac, 1990) with employees' withdrawal intentions and Furthermore, job satisfaction and organizational commitment remain consistently identified as primary antecedents of employee turnover (Griffeth et al., 2000).

In the fields of organizational behaviour and industrial/organizational psychology, one of the most often studied construct is organizational commitment. Effectiveness inside an organization is seen to be significantly influenced by organizational commitment. Research has demonstrated that organizational commitment can predict a range of organizational outcomes, including improved job performance, decreased absenteeism rates, decreased turnover and withdrawal intentions, and improved organizational citizenship behaviour (Mathieu & Zajac, 1990; Meyer & Meyer, Stanley, Herscovitch, & Polonytsky, 2002; Shin & Jin, 2004, Allen, 1997). Furthermore, dedicated workers who are exceedingly driven to devote their time and energy to realize organizational goals are becoming recognized as an organization's most valuable asset (Pfeffer, 1998).

Affective organizational commitment represents a strong emotional bond and sense of identity with the organization, whereas job satisfaction is a positive emotional response to work (Meyer & Allen, 1997). Affective organizational commitment can be defined as "positive feelings of identification with, attachment to, and involvement in the work organization" (Meyer and Allen, 1984, p. 375).
The study by Rathi, N., & Rastogi, R. (2009) also indicated that emotional intelligence has significantly predicted occupational self-efficacy by stating that employees with high emotional intelligence level exhibit a high level of occupational self- efficacy. This finding is also in line with the earlier findings by Chan, 2004; Gundlach, Martinko, & Douglas, 2003; Salami, 2007. The research result also showed the presence of positive relationship between EI and organizational commitment. Which is as consistent and as supported by some of the previous studies by Adeyemo, 2007; Humphreys, Brunsen, & Davis, 2005; Nikolaou & Tsaousis, 2002; Singh, 2004; Sinha & Jain, 2004), where a positive relationship has been observed between EI and organizational commitment.

Allen and Meyer (1990) established a three-component framework to characterize organizational commitment, comprising affective, continuance, and normative dimensions. The affective component reflects employees' emotional attachment to, identification with, and voluntary involvement in their organization, driven by genuine desire rather than obligation (Allen & Meyer, 1991). The continuance component arises from perceived costs associated with leaving (e.g., economic investments or limited alternatives), while the normative component stems from internalized feelings of moral duty to remain loyal to the organization. This tripartite model distinguishes commitment rooted in emotional connection from that sustained by calculative necessity or social expectations. The basis of the continuance component is the employees' evaluations of the costs of leaving or discontinuing a particular activity in their organizations. These employees will stay with their organizations because they perceive poor alternatives or high costs associated with leaving (Allen & Meyer, 1990). The normative component refers to a sense of obligation to the organizations. In other words, according to Allen and Meyer (1990), they feel responsible and loyal to their organizations because it is the correct and moral thing to do.

### 2.3.1. Factors affecting employees' affective organizational commitment

Affective organizational commitment refers to the emotional attachment and involvement that employees have towards their organization. Several factors influence this commitment, which can be categorized into various themes. Below is a comprehensive overview of these influencing factors:

#### 2.3.1.1. Job Satisfaction

Job satisfaction plays a crucial role in enhancing affective commitment. Studies indicate that there is a significant positive impact of job satisfaction on employees' emotional attachment to their organizations (Rashmi Chordiya et al. 2017, Abdeljalil Mohamed O. Alsiewi et al. 2014). When employees are satisfied with their jobs, they are more likely to feel committed to the organization.

#### 2.3.1.2. Leadership Style

The style of leadership is another significant factor affecting affective commitment. Transformational leadership, which promotes a collaborative and supportive environment, tends to have a strong positive influence on employees' emotional bonds to their organizations (Safayet Rahman et al. 2022). Leaders who exhibit pro-social behavior can enhance affective commitment by fostering an inclusive and rewarding work environment (Dan J. Wang et al. 2021).

#### 2.3.1.3. Perceived Organizational Support

Perceived organizational support (POS) is essential in fostering a sense of belonging among employees. When employees feel supported by their organization, their affective commitment increases significantly (Keum-Jae Lee et al. 2013, J. Sharma et al. 2016). POS can be influenced by factors such as managerial support, trust in supervisors, and recognition of employee contributions.

#### 2.3.1.4. Workplace Incivility

Conversely, negative workplace experiences, such as incivility and interpersonal conflicts, can detract from affective commitment. These negative factors create an environment of hostility that can lower emotional attachment to the organization (Pratiwi Magdalena et al. 2022).

#### 2.3.1.5. Training and Development Opportunities

Opportunities for professional development are vital in enhancing employees' feelings of loyalty and emotional attachment. Organizations that invest in training and development tend to see higher levels of affective commitment (M. Syazwani et al. 2010).

#### 2.3.1.6. Communication and Feedback

Effective communication and feedback mechanisms also contribute positively to affective commitment. Employees who receive regular feedback and open communication from their leaders are more likely to feel connected to their organization (Stacey Schetzsle et al. 2014).

#### 2.3.1.7. Work Environment

The overall work environment, including the organizational culture and workplace dynamics, significantly affects affective commitment. A positive and supportive work culture can lead to enhanced emotional ties to the organization (A.N.M. Jahangir Kabir et al. 2018).

#### 2.3.1.8. Equity and Reward Systems

Equitable treatment and fair reward systems are aligned with increased job satisfaction and, thus, affective commitment. Employees who perceive fairness in internal processes are more likely to commit emotionally to their organization.

### 2.4. Happiness at Work

Happiness at work is defined as feeling an overall sense of enjoyment, being able to gracefully handle setbacks, forming amicable connections with colleagues, and knowing that one's work matters to not only themselves but also to their organization and society (greatergood.berkeley.edu). This definition emphasizes the importance of emotional well-being, social connections, and a sense of meaningful contribution in the workplace.

Employee happiness is increasingly recognized as a critical factor for organizational success. It is not merely about feeling good; it also encompasses a sense of purpose, fulfilment, and connection to the organization's goals (hrmorning.com). employees with high workplace happiness are more likely to contribute positively to their organization, demonstrating higher levels of productivity and creativity.

Recent research indicates a concerning decline in employee happiness. From 2020 to 2023, employee happiness has decreased at a rate ten times faster than earlier years, with only 32% of employees reporting engagement at work, the lowest in a decade. Additionally, a staggering 50% of the global workforce is disengaged ((hrmorning.com).

Happiness in the workplace is essential for fostering a positive and productive environment, making it a key focus for organizations seeking to enhance employee well-being (N. Rashid et al. 2024). Studies indicate that happier employees are more productive, engaged, and satisfied with their jobs. They are also more likely to remain with their organization, demonstrating the direct correlation between happiness and employee retention (Yohama Caraballo-Arias et al. 2024).

Research indicated the existence of a strong relationship between employee happiness and their overall wellbeing. Factors such as positive emotions, engagement, and meaningful relationships contribute substantially to workplace happiness, which in turn enhances employee wellbeing (N. Rashid et al. 2024).

Research on employee wellbeing has significantly increased over the past few decades, especially since 2017, indicating a growing recognition of its importance in enhancing organizational performance (Loso Judijanto et al. 2024).

Burnout is a significant area of concern in employee well-being research. It is characterized by emotional exhaustion, depersonalization, and reduced personal accomplishment (Csilla Molnar et al. 2023).Various factors contribute to burnout, including excessive workload, lack

of support, and poor work-life balance, which can negatively affect employees' mental health and job performance (Zartashia Kynat Javaid et al. 2023).

Happiness at work is one of the elements of employees' well-being that has received considerable attention from researchers and HRD experts (Salas-Vallina and Alegre, 2018). This is because studies have shown that job satisfaction reduces employee turnover and influences task and contextual performance of employees (Hosie et al., 2012). According to Diener (1984), happiness is defined as an affect-oriented assessment of wellbeing levels that may take into account positive affect as opposed to negative affect. Employee happiness at work happens when individual employees experience happy emotions like pleasure, joy or when they got enjoyment in the social environment where she or he works (Salas-Vallina et al. 2017 b). According to Zelenski et al. (2008), happy employees are more likely to experience happy moods, show increased productivity, and engage in positive work related outcomes. These factors ultimately improve the overall effectiveness and performance of organizations (Bani-Melhem et al., 2018; Williams et al. 2017).

When specifically defined, according to Pryce-Jones and Lindsay (2014), happy workers are typically twice as productive, have six times more energy, and are more likely to stay with the company, exhibit high levels of work engagement, and engage in innovative work behaviours. They are also more creative because of the "positive" brain chemicals that happiness produces (Bani-Melhem et al., 2018). This is consistent with the broaden-and-build (BnB) theory of positive emotions, which postulates that by developing skills and resources, positive emotions like joy and happiness help people become more creative and innovative thinkers and doers (Fredrickson and Branigan, 2005). In the contrary, low motivation and confidence levels as well as strong pessimism are some of the attitudinal signs of dis-satisfied workers (Pryce-Jones and Lindsay, 2014).

Happiness comprises interrelated emotional and cognitive dimensions influenced by diverse personal and social determinants. These include socioeconomic status, cultural context, living conditions, and potentially most significantly emotional intelligence (Badri et al., 2021). This construct aligns with Ryan and Deci's (2001, p. 142) conceptualization of well-being as "optimal psychological functioning and experience," which transcends mere absence of mental illness. Contemporary scholarship emphasizes that well-being represents a positive state exceeding the binary classification of psychopathology versus mental health normality.

The concept of subjective well-being (SWB) has become the major focus of studies of well-being. It refers to the ways people evaluate how happy they are or how good their quality of life is using their own subjective perceptions of happiness and well-being (Ryan & Deci, 2001; Susniene & Jurkauskas, 2009). Uchida, Norasakkunkit and Kitayama (2004, p. 223) define SWB as 'an overall cognitive appraisal of the quality of one's own life'.

Happiness represents a fundamental and universal human pursuit, historically regarded as life's essential purpose (Salas-Vallina et al., 2021). This concept that meaningful existence transcends mere survival has engaged philosophers from antiquity to modernity (Kesebir & Diener, 2008), with thinkers from Aristotle onward debating its definition and attainment (Veenhoven & Dumludağ, 2015). Within contemporary contexts, happiness has evolved

beyond individual aspiration to become an organizational priority, recognized as critical to employee well-being across psychological, sociological, and philosophical disciplines (Demirel & Erer, 2022).

The erosion of traditional work-life boundaries has positioned workplace well-being as central to modern existence. Employees now fundamentally expect fulfillment in environments where they dedicate significant time, develop professionally, pursue goals, and cultivate social connections (Kjerulf, 2015). However, as happiness manifests subjectively, its workplace determinants exhibit considerable variability. Extensive research confirms that contributing factors diverge across cultural, occupational, organizational, and individual contexts (Tadic et al., 2013; Mehdad & Iranpour, 2014; Joo & Lee, 2017). Consequently, scholarly consensus regarding universal predictors remains elusive (Turan, 2022).

Within organizational initiatives aimed at optimizing employee health, performance, and retention, job satisfaction and subjective happiness stand as central constructs extensively studied for their role in holistic well-being across professional and personal spheres (Judge, Weiss, Kammeyer-Mueller, & Hullin, 2017; Lyubomirsky, King, & Diener, 2005). Job satisfaction, defined as a cognitive-affective evaluation reflecting fulfillment and favorable attitudes toward one's occupational role (Judge, Hulin, & Dalal, 2009), integrates both rational assessments (e.g., contentment with job conditions) and emotional responses (e.g., enthusiasm for tasks). Empirical research underscores its predictive utility for outcomes spanning psychological wellness to workplace productivity (Bowling, Eschleman, & Wang, 2010; Judge et al., 2009, 2017). Subjective happiness, conversely, is frequently operationalized as the recurrent experience of positive emotional states (Lyubomirsky et al., 2005). This construct serves as a critical marker of subjective well-being, with meta-analytic evidence positioning it as a precursor to achievement in diverse life domains, including occupational success (Lyubomirsky et al., 2005).

### 2.4.1. Theories about happiness at work

Happiness at work is a dynamic construct explained through complementary theoretical lenses: The Broaden-and-Build Theory (Fredrickson, 2001) demonstrates how positive emotions expand cognitive resources, while Affective Events Theory (Weiss & Cropanzano, 1996) explains daily emotional experiences shaping work attitudes. The Job Demands-Resources Model (Bakker & Demerouti, 2006) frames happiness as balancing job pressures with motivational resources, as Leader-Member Exchange Theory (Graen & Uhl-Bien, 1995) highlights relationship quality's role in employee well-being. Social Exchange Theory (Blau, 1964) reveals how reciprocal leader-employee trust fosters happiness, while Self-Determination Theory (Deci & Ryan, 2000) establishes autonomy and purpose as psychological nutrients. Empirical work by Pryce-Jones (2014) quantifies happiness-productivity links, and Salas-Vallina & Alegre (2018) extend this through altruistic leadership's organizational learning effects. This theoretical integration provides both micro-level emotional mechanisms and macro-level structural understanding of workplace happiness determinants. The theories which supported the study are discussed below.

#### 2.4.1.1. Social exchange theory (SET)

This theory posits that workplace relationships based on mutual value alignment lead to increased happiness. Individuals tend to seek environments where their values are reflected in the organization's culture and management styles, leading to higher job satisfaction (M. Foncubierta-Rodríguez et al.2021). SET proposes that human interactions are based on the premise of reciprocal benefit, where individuals seek to maximize their gains while minimizing their losses in relationships. This approach highlights how social structures, behaviours, and conditions contribute effectively to the reinforcement and negotiation of relational dynamics (Rubaba Narwin et al. 2016).

#### 2.4.1.2. Affective events theory (AET)

Affective Events Theory (Weiss & Cropanzano, 1996) suggests that workplace events trigger emotional reactions, which in turn influence job-related attitudes and behaviours. It provides a framework for understanding how workplace experiences influence employees' emotions and subsequent attitudes and behaviours. The theory posits that specific events at work, whether positive or negative trigger emotional reactions, which in turn shape job-related attitudes and decision-making processes (Basch & Fisher, 2000). Unlike traditional models that focus solely on cognitive evaluations of job conditions, AET emphasizes the pivotal role of affective experiences in driving workplace outcomes, such as job satisfaction, organizational commitment, and turnover intentions (Ashkanasy & Humphrey, 2011).

AET distinguishes between emotion driven and judgment driven behaviours. Emotion-driven behaviours arise from immediate affective responses to work events, while judgment-driven behaviours stem from cumulative evaluations of job conditions (Weiss & Beal, 2005). For example, an employee who experiences frequent positive interactions with an emotionally intelligent manager may develop sustained job satisfaction (an attitude), which later reduces their turnover intentions (a behaviour) (Miao et al., 2017). This aligns with the study's focus on how perceived manager EI; a workplace characteristic triggers a sequential affective chain (job satisfaction → commitment → happiness) before impacting turnover.

The theory has been widely applied in organizational research to explain how leadership behaviours, job design, and interpersonal relationships influence employee well-being and retention (Fisher, 2002). In our context, AET justifies testing sequential mediation: manager EI acts as an affective event, eliciting emotional and attitudinal changes that culminate in turnover decisions. By grounding the research model in AET, the importance of emotional pathways in leadership outcomes is highlighted, bridging a gap in EI research that often overlooked these mechanisms (Ashkanasy & Daus, 2005)

#### 2.4.1.3. Leader member exchange (LMX)

Leader-Member Exchange (LMX) theory, initially developed by Graen and Uhl-Bien (1995), offers a relational perspective on leadership by emphasizing the dyadic relationships between managers and employees. Unlike traditional leadership theories that assume uniform treatment of all subordinates, LMX proposes that leaders form distinct exchange relationships with each team member, ranging from high-quality (trust-based, supportive) to low-quality

(transactional, formal) interactions (Dulebohn et al., 2012). These differentiated relationships significantly influence employees' work attitudes and behaviours, including job satisfaction, organizational commitment, and turnover intentions (Gerstner & Day, 1997), which aligns closely with our research focus on the psychological pathways linking leadership to retention outcomes.

High quality LMX relationships are characterized by mutual trust, emotional support, and access to resources (Liden et al., 1997), all of which are enhanced when managers demonstrate emotional intelligence (EI). Research shows that emotionally intelligent leaders are more adept at fostering strong LMX relationships by recognizing and responding to employees' emotional needs (Ashkanasy & Daus, 2005). In turn, these high-quality exchanges increase employees' job satisfaction and affective commitment, as they feel valued and understood (Wang et al., 2005). This theoretical connection supports our sequential mediation model, where perceived manager EI strengthens LMX quality, thereby promoting job satisfaction and commitment before ultimately reducing turnover intentions.

LMX theory also explains why employees under emotionally intelligent leaders report greater happiness at work. High quality exchanges provide emotional and instrumental support, which buffers stress and enhances well-being (Erdogan & Enders, 2007). The study extends this logic by positioning happiness as a mediator between LMX driven commitment and turnover, addressing a gap in LMX research that often overlooks the role of discrete emotional states in retention decisions (Rockstuhl et al., 2012). By integrating LMX theory with the sequential model, I highlighted how manager EI operates through relational dynamics to shape employees' emotional and attitudinal journeys toward staying or leaving.

#### 2.4.1.4. Job Demands-Resources (JD-R) Model

Job Demands resources (JD-R) theory, introduced by Bakker and Demerouti (2007), provides a comprehensive framework for understanding how workplace factors influence employee well-being and organizational outcomes. The theory proposes that job characteristics can be categorized into two broad categories: job demands and job resources. Job demands refer to physical, psychological, or organizational aspects of work that require sustained effort (e.g., workload, emotional labour), while job resources are aspects that help employees achieve goals, reduce demands, and stimulate growth (e.g., supervisor support, autonomy) (Demerouti et al., 2001). These factors interact to predict employee strain, motivation, and ultimately, turnover intentions, the key focus of this research.

Within the JD-R framework, emotionally intelligent managers can be viewed as a critical job resource that buffers against the negative effects of job demands. Studies show that leaders high in emotional intelligence provide greater emotional support, foster positive work environments, and help employees cope with stressors (Xanthopoulou et al., 2007). This aligns with the study's focus on perceived manager EI as a precursor to job satisfaction and affective commitment. When employees have access to such resources, they are more likely to experience positive affect, engagement, and lower burnout (Bakker & Demerouti, 2017), which in turn reduces their likelihood of considering turnover

The theory suggests that job resources (like supportive leadership) initiate a motivational process that enhances work related attitudes and well-being (Schaufeli & Taris, 2014). By examining these psychological mechanisms, my study extends JD-R theory by specifying how emotional intelligence operates through a cascading affective pathway to influence retention. Furthermore, the study focus on Ethiopian retail banks addresses an important gap, as JD-R research has predominantly been conducted in Western contexts, despite evidence that cultural factors shape how demands and resources are perceived (Bakker et al., 2022).

#### 2.4.1.5. Conservation of Resources (COR) Theory

Conservation of Resources (COR) theory, developed by Hobfoll (1989), offers a compelling framework for understanding how individuals strive to obtain, retain, and protect their valued resources in workplace settings. The theory posits that people experience stress when they perceive potential or actual loss of resources, or when their resource investments fail to yield expected returns (Hobfoll, 2001). In organizational contexts, these resources may include personal characteristics (like emotional energy), work conditions (such as supportive leadership), or material assets all of which are central to understanding employee well-being and retention decisions.

Emotionally intelligent managers serve as crucial organizational resources that help employees build resource caravans; interconnected sets of resources that accumulate and protect against stress. When employees perceive their managers as emotionally intelligent, they gain access to valuable emotional and social resources (Halbesleben et al., 2014), which then sequentially enhance job satisfaction (a personal resource), strengthen affective commitment (a relational resource), and ultimately foster happiness at work (an energetic resource) creating a protective buffer against turnover intentions.

#### 2.4.1.6. Stressor-Strain Model

The stressor strain model, rooted in occupational health psychology, provides a valuable framework for understanding how workplace stressors lead to negative psychological and organizational outcomes (Jex & Beehr, 1991). This model posits that environmental stressors (such as poor leadership or excessive demands) trigger psychological and physiological strain in employees, which may ultimately manifest in negative work attitudes and withdrawal behaviours like turnover intentions (Beehr & Bhagat, 1985). The model's emphasis on the sequential progression from stressor exposure to strain outcomes aligns particularly well with my study examining the protective role of emotionally intelligent leadership in mitigating these negative pathways.

Within this theoretical framework, the absence of emotionally intelligent leadership can be conceptualized as a significant workplace stressor, while its presence serves as a protective factor against strain development (Folkman et al., 1986). The study focuses on job satisfaction, affective commitment, and happiness at work as sequential mediators reflects the model's proposition that stressors influence distal outcomes through intermediate strain responses (Hurrell et al., 1998). When employees perceive their managers as emotionally intelligent, they experience reduced psychological strain, which manifests first in improved

job satisfaction, stronger organizational commitment, followed by enhanced work place happiness, ultimately decreasing their likelihood of considering turnover.

#### 2.4.1.7. Hedonic and Eudemonic Perspectives

Academic literature traditionally recognizes two distinct conceptualizations of happiness: the hedonic perspective (focused on pleasure attainment) and the eudaimonic perspective (concerned with meaning and self-realization). While historically framed as independent frameworks, significant theoretical overlap exists between these approaches (Ryan, Huta, & Deci, 2008). According to this perspective, well-being at work can be conceptualized from two distinct perspectives:

**Hedonic perspective:** This view focuses on pleasure and positive evaluations of life, including positive emotions, satisfaction, and the experience of positive affect. The hedonic perspective on well-being has deep historical roots (Ryan & Deci, 2001), centering on the maximization of pleasure and minimization of pain as the pathway to happiness. This philosophy is epitomized by the maxim "don't worry, be happy" (Peterson, Park & Seligman, 2005, p. 26). Contemporary proponents argue that hedonic happiness extends beyond physical gratification, encompassing fulfillment derived from achieving valued goals across diverse life domains (Ryan & Deci, 2001, p. 144).Eudaimonic perspective: This perspective emphasizes personal growth and meaning in life, suggesting that true well-being involves achieving one's potential and having a sense of purpose (oxfordre.com). In the eudaimonic view, happiness comes from identifying one's virtues and living accordingly (Ryan & Deci, 2001). The eudaimonic approach sees happiness as different to simply experiencing pleasure by positing that well-being calls upon people to live in accordance with their daimon, or true self (Ryan & Deci, 2001, p. 146). This approach sees achieving happiness as a process rather than as a state. The eudaimonic approach argues that outcomes, even though they do not bring immediate pleasure, can promote happiness (Ryan & Deci, 2001).

Ryan et al. (2008) argued that while hedonic pursuits generate transient happiness, eudaimonic living fosters enduring well-being. They further postulate that eudaimonia constitutes a holistic lifestyle defying reduction to quantifiable outcomes. Both approaches represent valid pathways to happiness, operating not in isolation but as complementary routes: the hedonic through immediate pleasurable experiences, and the eudaimonic through authentic self-aligned living that yields sustained fulfillment. Nevertheless, critics such as Kahneman (2000) challenge the reliability of subjective happiness assessments, underscoring the methodological complexity inherent in well-being research..

### 2.4.2. Factors affecting employee happiness at work

Workplace happiness is influenced by a variety of factors that can either enhance or hinder the mental and physical health of employees. The following factors highly contribute to overall job satisfaction, engagement, and well-being of employees.

#### 2.4.2.1. Environmental Factors

A supportive and safe work environment is crucial for employee wellbeing and happiness. Studies show that the presence of bullying and marginalization negatively impacts teachers'

wellbeing, suggesting that a respectful atmosphere is essential for fostering a positive work culture (M. M. Sohail et al. 2023). Furthermore, ergonomic workplace adaptations can alleviate discomfort and maintain the physical wellbeing of employees, particularly during physically demanding periods such as pregnancy (Akshita G et al.2023).

#### 2.4.2.2. Organizational Policies

Positive organizational policies contribute significantly to employee engagement and satisfaction. Organizations that focus on career development, compensation, work environment, and team relationships generally experience higher levels of employee engagement. This engagement, in turn, has a substantial positive impact on organizational performance. Factors such as supportive leadership and clear communication protocols also play a vital role (Nabina Prajapati et al. 2022).

#### 2.4.2.3. Job Design and Autonomy

Job design is another critical factor affecting employee happiness and wellbeing. Opportunities for meaningful work, using personal strengths, and having control over one's tasks contribute positively to mental health and work engagement. Conversely, job demands and fragmented tasks can lead to stress and decreased satisfaction (S. Hagen et al.2024). A workplace layout that balances privacy and collaborative space can also mitigate issues such as Sick Building Syndrome, enhancing overall health and productivity (Solmaz Tabe-Afshar et al. 2023).

#### 2.4.2.4. Work Culture and Relationships

The culture within an organization has a significant impact on employee wellbeing. Positive interpersonal relationships among colleagues can foster a supportive work environment, while toxic workplace cultures can lead to burnout and disengagement. Research highlights the importance of healthy leadership styles, teamwork, and a culture of appreciation in maintaining employee morale and wellbeing (G. Sorensen et al. 2021, Maria Regina B. Hernaez et al. 2024).

#### 2.4.2.5. Psychological Support and Resources

Institutions that provide psychological support and resources tend to see improvements in employee happiness. Programs that specifically address stress management, mental health, and employee assistance demonstrate effective outcomes in reducing workplace anxiety and promoting overall wellbeing (D. H. M. Aancy et al. 2024, Roxana Naderi et al. 2023).The role of mental health resources is critical, especially in high stress professions, such as healthcare, where employee burnout is prevalent (Bajrang Yadav et al. 2024).

#### 2.4.2.6. Work Life Balance

A healthy work life balance is paramount for sustaining employee happiness and reducing stress levels. Organizations that promote flexible work arrangements and respect personal time, contribute to a sense of balance in their employees' lives, enhancing wellbeing (Bajrang Yadav et al.2024, Rosidayu Sabran et al.2020). Additionally, innovative approaches like virtual reality interventions have been explored as potential tools to improve relaxation and reduce stress in workplace environments.

### 2.4.3. Leader's role in ensuring employees happiness at work

The role of leaders in influencing employee happiness at work is significant and multifaceted. Leadership styles, ethical considerations, and the work environment all play critical roles in shaping employee satisfaction and overall happiness.

Different leadership styles can have different impacts on employee's workplace happiness. Transformational leadership, which inspires and motivates employees through a shared vision and positive reinforcement, has been shown to foster higher levels of employee happiness (BK Al-Hadrawi et al.2023). Servant leadership also emphasizes the well-being of employees, promoting a culture of support and care that leads to increased job satisfaction (A Alahbabi et al.2021). In contrast, authoritative or autocratic leadership styles tend to correlate with decreased employee morale and happiness, as they may prioritize control over employee engagement and support (KC Tanwar et al.2019).

Ethical leadership has been linked to improved employees' subjective well-being and overall happiness. Studies suggest that leaders who demonstrate ethical behavior foster an environment of trust and respect, which significantly enhances employee satisfaction. The positive effects of ethical leadership are particularly notable within cultural contexts that value communal happiness and well-being (C Yang et al.2014).

Transformational leadership is particularly noted for its positive effects on employee wellbeing. This leadership style encourages open communication, supports employee development, and creates a sense of community within the workplace. Research indicates a direct correlation between transformational leadership and improved employee wellbeing, suggesting that leaders who adopt this style can foster an environment conducive to higher job satisfaction and lower stress levels (Sara Msuya et al. 2023).

Situational leadership, which adapts to the needs of employees and the context of their work environment, has been shown to mitigate the effects of workplace discrimination on employee wellbeing. Leaders employing this style can address individual employee needs and create more inclusive work environments, which are essential for promoting wellbeing (Hina Pervaiz et al. 2024).

## 2.5. Employee turnover intention

Employee turnover intention refers to the likelihood or inclination of employees to leave their current organization or position. It encompasses an employee's desire to search for new job opportunities and the intention to voluntarily exit from their current employment within a specific timeframe. Understanding this concept is critical for organizations as turnover intention can serve as a predictive measure of actual turnover behaviour. Leonilo M. Cruz et al.2022).

Turnover intention refers to employee's conscious planning to leave their job, indicating dissatisfaction or discomfort with their current working conditions. This phenomenon has significant implications for organizations, as high turnover intentions can lead to increased recruitment and training costs, disruptions in team dynamics, and loss of organizational

knowledge. helly Yulia et al.2019). Therefore, addressing the factors influencing turnover intention is essential for organizational stability and employee retention.

### 2.5.1. Factors Influencing Turnover Intention

Various factors can influence turnover intention, including job satisfaction, organizational commitment, leadership effectiveness, and work-life balance. For instance, employees who feel undervalued or inadequately compensated are more likely to consider leaving their organization. Additionally, workplace bullying and a negative organizational culture significantly contribute to increased turnover intentions, as employees may feel disengaged or unsupported in such environments. (Edip Sabahattin Mete et al.2016). Various studies have identified several key factors affecting employee turnover intention across different industries and sectors.

#### A. Job Satisfaction

Job satisfaction emerges as one of the most significant predictors of employee turnover intention. Employees who feel satisfied with their roles, responsibilities, and working conditions are less likely to consider leaving their jobs (H. Ghazali et al.2024). Factors contributing to job satisfaction include the nature of the work, recognition, and relationships with colleagues and supervisors. When employees experience high levels of job satisfaction, it fosters commitment and loyalty, consequently reducing their intention to leave (A. Rahim et al.2018).

#### B. Job Stress

Job stress significantly influences turnover intentions, as high levels of stress can lead to burnout and dissatisfaction in the workplace. Research indicates that job stress has a moderate relationship with turnover intentions, making it a critical area for management to address. Organizations that promote a healthy work environment and provide resources for stress management can help mitigate this factor, thereby decreasing turnover intentions among employees (H. Ghazali et al.2024).

#### C. Organizational Commitment

Organizational commitment represents the emotional attachment employees have towards their organization and its goals. Studies have shown that individuals with higher organizational commitment exhibit lower turnover intentions. Factors such as supportive leadership, alignment of personal values with organizational goals, and opportunities for professional growth enhance organizational commitment. Employees who feel valued and recognized within their organizations are more likely to remain with their employer. (H. Ghazali et al.2024).

#### D. Person-Organization Fit

The alignment between an employee's values and the organization’s culture can impact turnover intention. A strong person-organization fit suggests that employees feel comfortable

and accepted at their workplace, reducing their desire to leave. Conversely, a misalignment can lead to dissatisfaction and increased turnover intentions. Organizations should strive to communicate their values clearly during the recruitment process to ensure a good fit from the outset.

### E. External Job Opportunities

The availability of alternative job opportunities also influences turnover intentions. In strong job markets, employees may be more inclined to leave their current positions for better offers elsewhere. Research highlights that perceived external job opportunities significantly increase turnover intentions, as employees may seek improved career prospects or pay elsewhere. Moreover, employees' perceptions of their marketability in the job market can drive their intentions to leave if they believe they can secure a better position. (D. Shamala et al. 2017).

### F. Leader emotional intelligence

Leader emotional intelligence significantly influences employees' turnover intentions in various service and industrial sectors, including the healthcare industry and educational institutions. Numerous studies have investigated this relationship, identifying both direct effects and moderating factors that can influence the dynamics between leader emotional intelligence and turnover intentions.

Leaders play a pivotal role in shaping the factors that contribute to turnover intention. The study of self-efficacy and job satisfaction highlighted the need for leaders to implement practices that enhance employees' confidence in their work and their overall job satisfaction. Leadership that encourages autonomy and provides recognition can significantly lower the likelihood of employees wanting to leave the organization.

Research indicates that a leader's emotional intelligence (EI) is negatively associated with employees' intentions to leave their jobs. This finding suggests that leaders who demonstrate high emotional intelligence can effectively foster job satisfaction among their subordinates, thereby reducing turnover intentions (M. Elayan et al.2023). Emotional intelligence enables leaders to understand and manage their emotions and those of their employees, creating a supportive work environment that enhances employee commitment (Sheikh Muhamad Hizam Sheikh Khairuddin et al.2021).

The intersection of leadership, employee happiness at work, and their turnover intention is a significant area of study, reflecting how leadership styles can influence workplace morale and employee retention. Examining these elements reveals critical insights into effective management strategies.

### G. Happiness at work

Employee happiness is inversely related to turnover intention, meaning that happier employees are less likely to consider leaving their jobs. When employees perceive their work environment positively, including their relationships with management, their intention to

leave diminishes (N. Vanitha et al.2024). Thus, organizations aiming to reduce turnover should prioritize initiatives that enhance employee happiness and job satisfaction.

Research indicates that employee happiness significantly inversely affects turnover intention. Highly satisfied employees are less likely to contemplate leaving their jobs, while feelings of discontent or dissatisfaction can lead to an increased desire to resign. Hafiludin Kurniawan et al. 2024, Fritz Okta Nehemnya et al.2023).

## 2.6. The Impact of Perceived Manager Emotional Intelligence on Employee Job Satisfaction, Affective Commitment, Happiness at Work and Turnover Intention

The impact of emotional intelligence (EI) on job satisfaction, affective organizational commitment, and workplace happiness is significant, as research repeatedly indicates that EI plays a crucial role in influencing these workplace dynamics.

### 2.6.1. Perceived Manager Emotional Intelligence and Job Satisfaction

Emotional intelligence has a positive correlation with job satisfaction, which refers to the extent to which individuals feel content and fulfilled in their roles **(**Sabeha Mufti et al. 2022). Studies demonstrate that employees with higher emotional intelligence tend to report greater job satisfaction (C. S. Long et al. 2016, N. Pandey et al., 2016). This connection arises because EI enhances one's ability to manage emotions, interact positively with colleagues, and cope with workplace stressors, all of which contribute to a more satisfying work experience (Ahmed Qeshta et al.Aug 15, 2024).

Studies have shown a positive correlation between perceived managerial EI and employee performance (Boyatzis et al., 2000; Luthans et al., 2007). Employees who perceive their managers as emotionally intelligent are more likely to feel motivated, engaged, and supported, leading to increased productivity and performance.

Employees who perceive their manager as emotionally intelligent report higher levels of job satisfaction (Ashforth & Humphrey, 1995; Boyatzis et al., 2000). Managers with high EI are adept at creating a supportive and rewarding work environment, fostering a sense of belonging and appreciation among team members.

Numerous studies have found that leaders' emotional intelligence is positively correlated with employee job satisfaction. Emotional intelligence encompasses the ability to be aware of, control, and express one's own emotions, as well as the ability to manage relationships judiciously and empathetically.

The presence of emotional intelligence in leadership roles can lead to several positive outcomes. According to scholarly studies, the following are some of the results of leaders' high emotional intelligence.

A. **Enhanced Relationships:** Leaders with high emotional intelligence are better at forming strong relationships with their employees, which is crucial for enhancing

workplace morale and job satisfaction (A. Alzyoud et al., 2019, Samuel Koranteng Fianko et al., 2024).

B. **Improved Communication:** These leaders tend to communicate more effectively, leading to clearer expectations and reduced misunderstandings, significantly contributing to job satisfaction (Adina Khan, Jamil Anwar, Said Shah et al., 2022, E. Gibson et al. 2017).

C. **Supportive Work Environment**: High EI in leaders creates an environment where employees feel understood and valued, fostering a sense of belonging and satisfaction at work (P. Jha et al., 2021, E. Gibson et al., 2017).

D. **Conflict Resolution**: Emotionally intelligent leaders are often more adept at conflict resolution, which can mitigate workplace stress and contribute to greater job satisfaction (Samuel Koranteng Fianko et al., 2024).

***H1: perceived manager emotional intelligence is directly and positively related with employees' job satisfaction.***

### 2.6.2. Employee Job Satisfaction and Their Happiness at Work

Job satisfaction is often defined as a measure of how much individuals enjoy their jobs and feel fulfilled by their work. It encompasses cognitive (evaluative), affective (emotional), and behavioural components, thereby reflecting employees' overall attitudes towards their job (T. Solomon et al.2018).

A significant finding is that job satisfaction heavily influences employees' happiness, which in turn affects their performance and organizational commitment. Research indicates that factors such as employee engagement, organizational commitment, and the nature of work can significantly contribute to workplace happiness (Mohammad A. Algarni et al., 2023). Moreover, studies demonstrate that job satisfaction serves as a mediating factor between various influences, including leadership styles and employee performance (Ni Wayan Sri Chandra Sakyamuni et al., 2023). In the context of leading styles, such as servant leadership, employees report higher levels of satisfaction and, consequently, enhanced happiness at work (Alahbabi et al., 2023).

Research indicates that there is a significant correlation between job satisfaction and psychological well-being or employee happiness at work. Employees who report high job satisfaction are expected to experience positive emotions and lower levels of stress and anxiety (T Ejaz et al.2022). This positive emotional state not only enhances job performance but also contributes to overall life satisfaction.

***H2: Employees' job satisfaction is positively and directly related with employee happiness at work.***

### 2.6.3. Perceived Manager Emotional Intelligence and Employee Affective Organizational Commitment

Affective organizational commitment reflects an employee's emotional attachment to, identification with, and involvement in the organization. Employees with high EI often exhibit higher levels of affective commitment (Syeda Tarum Abbas Naqvi et al., 2023). This is because EI equips individuals with the skills to navigate workplace relationships effectively, fostering a deeper emotional connection to their organization. They are more likely to feel aligned with organizational values, enhancing their commitment and reducing turnover intentions (A. Faizah et al., 2021).

Perceived managerial EI positively influences employee organizational commitment, leading to greater employee loyalty and physiological attachment to their organization (Meyer & Allen, 1997; Clugston, Howell, & Dorfman, 2000). EI-equipped managers build trust and relationships, creating a sense of shared purpose and commitment among team members.

Research by Clugston et al. (2000) demonstrated that employees who perceived their managers as having high EI exhibited stronger affective organizational commitment. This suggests that managers with high EI are better at fostering a sense of shared purpose and belonging, leading to greater loyalty and emotional attachment to the organization.

A study by Luthans et al. (2007) found a positive correlation between perceived managerial EI and employee performance. This indicates that employees who perceive their managers as emotionally intelligent are more likely to feel motivated, engaged, and supported, leading to increased productivity and performance.

Study findings have also indicated that emotional intelligence (EI) can enhance emotional attachment to an organization, leading to increased organizational commitment. Employees with high EI are often better equipped to manage their own emotions and understand the emotions of others. Consequently, this ability to navigate emotional dynamics effectively allows them to establish strong interpersonal relationships within the workplace. Such skills foster an environment conducive to teamwork and collaboration, which can significantly impact organizational commitment (Roya Anvari et al., 2023).

Emotional intelligence consists of various components including self-awareness, self-management, social awareness, and relationship management, all of which contribute to an individual's ability to navigate social complexities and maintain emotional stability (Mohamad Zaid Bin Mustafa et al.2014). Research indicates that individuals with higher emotional intelligence tend to experience stronger affective commitment to their organizations, as they are better equipped to manage their emotions and empathize with others (Siti Sarawati Johar et al.2014, Padam Bahadur Lama et al., 2023). Studies show a positive correlation between emotional intelligence and affective commitment across various sectors. For instance, a study involving faculty members demonstrated that those with high emotional intelligence exhibited a corresponding increase in their levels of affective commitment to the institution (Padam Bahadur Lama et al., 2023). Additionally, the findings from research in the banking sector suggested that emotional intelligence significantly impacts employees' affective commitment, which is critical for reducing turnover and enhancing organizational effectiveness (Kashif Nadeem et al.May 8, 2019).

***H3: perceived manager emotional intelligence is directly and positively related with affective organizational commitment of employees.***

### 2.6.4. The Impact of Affective Organizational Commitment on Employee Happiness at Work

Affective organizational commitment significantly influences employee happiness, contributing to both psychological and physical health outcomes within the workplace. Affective organizational commitment is associated with various positive outcomes for employees. Employees who feel a strong emotional connection to their organization tend to report higher levels of job satisfaction. This is because they are more invested in the success and culture of their workplace (M. Kiran et al.2019). Affective commitment encourages employees to be more engaged in their work, leading to better performance and productivity. Engaged employees are likely to exhibit more enthusiasm and dedication to their tasks, which directly contributes to their happiness (Jiwon Park et al., 2021). An emotionally committed workforce tends to experience improved mental well-being. This includes lower levels of stress and burnout, which are crucial for maintaining happiness at work (Happy Paul et al., 2017).

Research has also indicated that higher levels of affective commitment are associated with improved psychological wellbeing. Employees who feel affectively committed to their organization are likely to experience improved workplace wellbeing. Affective commitment leads to a greater sense of satisfaction with one's job, enhancing overall happiness (M. Elayan et al., 2023). Employees with strong affective ties to their organization tend to have lower stress levels, contributing to a healthier work environment (Alexandra Panaccio et al., 2009). Affective commitment fosters greater employee engagement, which is directly linked to better mental health and wellbeing or happiness (Jiwon Park et al., 2021).

***H4: Employee's affective organizational commitment is positively and directly related with employee's happiness at work.***

### 2.6.5. Emotional Intelligence and Workplace Happiness

Workplace happiness, a broader construct that encompasses employee job satisfaction and organizational commitment, is also positively impacted by emotional intelligence (N. Pandey et al. 2016, Sofyan Idris et al.2020). Employees high in EI are better equipped to create a positive work environment through improved interpersonal relations and emotional regulation. This capability not only contributes to their happiness but also influences the overall morale of the workplace, leading to a more engaged and productive workforce (M. Alreshidi et al. 2022, Wei-Yuan Lo et al. 2022). A growing body of research highlights the impact of EI on employee well-being. Employees who perceive their managers as emotionally intelligent report lower levels of stress, burnout, and anxiety, and higher levels of job satisfaction and work-life balance (O'Boyle, Humphrey, Pollack, & Hawver, 2011; Van Knippenberg, Van Kleef, & De Dreu, 2004).

Several studies have demonstrated that emotional intelligence positively influences job satisfaction. Employees who can effectively manage their emotions are more likely to experience higher levels of job satisfaction, which in turn promotes greater happiness at work. Additionally, perceived manager's emotional intelligence has a mediating role, suggesting that when managers exhibit high emotional intelligence, it can enhance their employees' happiness through increased job satisfaction and organizational commitment (MB Elayan et al.2023).

The interplay between emotional intelligence and workplace happiness is also affected by job related factors. For instance, emotional intelligence can act as a mediator in managing work-family role conflicts and improving quality of work life, effectively leading to increased happiness among employees (M Dasgupta et al.2011).

Research also indicates that emotional intelligence serves as a predictor of happiness, not just for employees but also among students and professionals in diverse fields (MR Ara et al.2013). A higher emotional intelligence level correlates with greater happiness, affirming that emotionally intelligent individuals can better navigate workplace challenges and build positive relationships.

In conclusion, emotional intelligence significantly enhances job satisfaction, affects organizational commitment, and contributes to overall workplace happiness. Organizations that foster EI through training and development initiatives can see tangible benefits in employee morale and productivity. Thus, continuing to emphasize the development of emotional intelligence in organizational contexts is crucial for enhancing employee experiences.

### 2.6.6. Employee Happiness at Work and Employee Turnover Intention

The relationship among the variables of managerial leadership, employee happiness, and employee turnover intentions is a crucial area of study, as effective leadership can significantly impact employee happiness and retention.

The impact of leader emotional intelligence on turnover intention and the mediating role of employee happiness is not a well-researched topic. It is recognized that employee happiness at work mediates the relationship between managerial leadership and turnover intentions.

The connection between employee happiness and turnover intentions is well-documented. When employees experience high levels of happiness, their intention to leave the organization diminishes. Conversely, a lack of happiness can escalate turnover intentions as employees seek more satisfying work conditions elsewhere. According to the research findings of Rajwinder Kaur et al, 2023 employee happiness at work mediates the relationship between leadership and employee turnover intention. The findings of the study proved that effective leadership has a significant and positive relationship with employee happiness whereas employee happiness has a reverse or negative impact on employee turnover

intention. This refers that the more happiness employees experience at their work place their less intention to leave their organization.

Employee happiness is inversely related to turnover intention, meaning that happier employees are less likely to consider leaving their jobs. When employees perceive their work environment positively, including their relationships with management, their intention to leave diminishes (N. Vanitha et al.2024). Thus, organizations aiming to reduce turnover should prioritize initiatives that enhance employee happiness and job satisfaction.

Research indicates that employee happiness significantly inversely affects turnover intention. Highly satisfied employees are less likely to contemplate leaving their jobs, while feelings of discontent or dissatisfaction can lead to an increased desire to resign. Hafiludin Kurniawan et al. 2024, Fritz Okta Nehemnya et al.2023).

### 2.6.7. Emotional Intelligence and Employee Turnover Intention

Earlier researches have shown that manager emotional intelligence plays a critical role in reducing employee turnover intention. For instance, Kim and Yoon (2015) conducted a study in the hospitality industry to explore the impact of emotional intelligence on turnover intention. They found that managers with better emotional intelligence can create a supportive and empathetic work environment, which makes employees feel valued and reduces their likelihood of wanting to leave. This suggests that emotionally intelligent managers are better at addressing employee concerns and fostering a sense of belonging, directly lowering turnover intentions. Similarly, Carmeli (2003) investigated the relationship between emotional intelligence among senior managers and employee attitudes. The study concluded that managers with high emotional intelligence enhance employee job satisfaction and organizational commitment, which in turn reduces turnover intention. This highlights the importance of managers who can understand and respond to employees' emotional needs, thereby creating a more engaging and satisfying workplace.

Wong and Law (2002) also examined the effects of emotional intelligence on employee attitudes and behaviours. Their study revealed that managers with high emotional intelligence are better equipped to address workplace challenges and employee concerns, leading to lower turnover intentions. This underscores the role of emotionally intelligent managers in fostering a positive work environment where employees feel understood and supported. In addition, Sy, Tram, and O'Hara (2006) studied the impact of manager emotional intelligence on employee outcomes, including turnover intention. They found that employees working under emotionally intelligent managers reported higher levels of job satisfaction and lower turnover intentions. This indicates that managers who demonstrate emotional intelligence can effectively manage workplace stress and build stronger relationships with their employees, reducing the desire to leave.

Furthermore, Goleman (1998) emphasized the importance of emotional intelligence in leadership, arguing that emotionally intelligent managers are more adept at creating a positive work environment. By demonstrating empathy, self-awareness, and strong interpersonal

skills, these managers can foster employee loyalty and reduce turnover intentions. This aligns with the findings of other studies, reinforcing the idea that emotional intelligence is a key factor in employee retention.

Leader emotional intelligence significantly influences employees' turnover intentions in different sectors including the healthcare industry and educational institutions. Numerous studies have investigated this relationship, identifying both direct effects and moderating factors that can influence the dynamics between leader emotional intelligence and turnover intentions. Leaders play a pivotal role in shaping the factors that contribute to turnover intention. The study of self-efficacy and job satisfaction highlighted the need for leaders to implement practices that enhance employees' confidence in their work and their overall job satisfaction. Leadership that encourages autonomy and provides recognition can significantly lower the likelihood of employees wanting to leave the organization. Research indicates that a leader's emotional intelligence (EI) is negatively associated with employees' intentions to leave their jobs. This finding suggests that leaders who demonstrate high emotional intelligence can effectively foster job satisfaction among their subordinates, thereby reducing turnover intentions (M. Elayan et al.2023). Emotional intelligence enables leaders to understand and manage their emotions and those of their employees, creating a supportive work environment that enhances employee commitment (Sheikh Muhamad Hizam Sheikh Khairuddin et al.2021).

Collectively, these studies emphasize that manager emotional intelligence is a pivotal factor in reducing employee turnover intention. Managers who demonstrate emotional intelligence can create a supportive and empathetic work environment, enhance employee satisfaction, and build loyalty, all of which contribute to lower turnover rates. These findings provide a strong theoretical foundation for understanding how manager emotional intelligence influences employee retention and turnover intentions.

***H5: Employee happiness at work is negatively and directly related with employee turnover intention.***

## 2.7. Employee Job Satisfaction, Affective Organizational Commitment and Employee Happiness at Work as a Simple and Sequential Mediators between Perceived Manager Emotional Intelligence and Employee Turnover Intention

### 2.7.1. Job Satisfaction as a Mediator between Perceived Manager Emotional Intelligence and Employee Happiness at Work

The findings of the earlier researchers suggested that perceived manager emotional intelligence (EI) positively influences employee happiness at work, with job satisfaction acting as a key mediating mechanism. Managers with high emotional intelligence tend to foster supportive, empathetic, and motivating work environments, which enhance employees' job satisfaction (Goleman, 1995; Wong & Law, 2002). In turn, higher job satisfaction has been consistently linked to increased happiness at work, as satisfied employees experience

greater workplace happiness, engagement, and emotional well-being (Fisher, 2010; Warr, 2007).

Several studies support this mediation pathway. For instance, Sy, Tram, and O'Hara (2006) found that employees working under emotionally intelligent leaders reported higher job satisfaction, which subsequently improved their overall workplace happiness. Similarly, a study by Miao, Humphrey, and Qian (2017) demonstrated that leader EI indirectly affected employee well-being through job satisfaction, reinforcing the idea that positive managerial behaviours enhance happiness by first increasing job related contentment. Further supporting this, Pekaar et al. (2018) highlighted that emotionally intelligent managers can better address employees' psychological needs, leading to greater job satisfaction and, consequently, higher levels of happiness at work.

Thus, the literature indicates a clear mediation effect, where perceived manager EI enhances job satisfaction, which then contributes to employee happiness. This aligns with broader organizational behaviour theories, such as Affective Events Theory (Weiss & Cropanzano, 1996), which posits that workplace experiences (e.g., interactions with emotionally intelligent leaders) shape affective reactions (e.g., job satisfaction), ultimately influencing broader emotional states (e.g., happiness at work).

***H6: Employee job satisfaction mediates the positive relationship between perceived manager emotional intelligence and employee happiness at work.***

### 2.7.2. Employee Affective Organizational Commitment (AOC) Mediate the Relationship Between Perceived Manager Emotional Intelligence (EI) and Happiness at Work (HAW)

Research has established a strong connection between managers' emotional intelligence and employee outcomes, with affective organizational commitment playing a pivotal mediating role. Meyer and Allen's (1991) foundational work on organizational commitment provides the theoretical basis for understanding how emotional bonds develop between employees and their organizations. Their three-component model helps explain why employees with strong affective commitment experience greater workplace happiness when managed by emotionally intelligent leaders.

Several studies have empirically demonstrated this mediation effect. Carmeli and colleagues (2009) found that leaders who demonstrate emotional intelligence create work environments characterized by trust and psychological safety, which in turn strengthen employees' emotional attachment to the organization. This finding is supported by Kafetsios and Zampetakis (2008), whose research showed that employees' perceptions of their managers' emotional intelligence significantly influenced their level of affective commitment, ultimately affecting various positive work outcomes including job satisfaction and emotional well-being.

The relationship between affective commitment and workplace happiness has been well-documented. Meyer and colleagues (2002) provided evidence that employee with strong affective commitment report higher levels of job satisfaction and engagement, both critical components of happiness at work. This connection is further reinforced by Wong and Law's (2002) research demonstrating how emotionally intelligent leaders positively shape work attitudes by creating supportive environments that fulfil employees' fundamental psychological needs.

Recent meta-analytic research by Miao and associates (2017) offers comprehensive support for this mediation pathway, revealing that leader emotional intelligence indirectly enhances employee well-being through strengthened organizational commitment. Their findings highlight how managers' emotional capabilities serve as catalysts for developing stronger emotional bonds between employees and their organizations, ultimately contributing to greater workplace happiness. This body of research collectively underscores the importance of affective organizational commitment as a key mechanism through which emotionally intelligent leadership influences employee happiness at work.

The recent research study by Elayan. et al.2023, provided valuable contemporary insights into how emotional intelligence influences workplace outcomes. Building on the established literature, Elayan and colleagues (2023) expanded the understanding of these relationships by examining the effects of leadership emotional intelligence on employee attitudes and behaviours. Their study reinforced the mediating role of affective organizational commitment while introducing additional psychological mechanisms in the relationship between managerial emotional intelligence and employee well-being outcomes.

The findings from Elayan et al. (2023) complement and extend previous research by demonstrating how emotional intelligence operates through multiple pathways to influence workplace happiness. Their work particularly emphasized the cumulative effect of emotional intelligence on creating positive work environments that foster both commitment and happiness. This recent contribution helps bridge theoretical understanding with practical applications in organizational settings, offering a more nuanced perspective on how different dimensions of emotional intelligence contribute to employee outcomes. The study's comprehensive approach strengthens the empirical foundation for understanding these complex workplace dynamics while suggesting new directions for future research in diverse organizational contexts.

***H7: Employee affective organizational commitment mediates the positive relationship between perceived manager emotional intelligence and employee happiness at work.***

### 2.7.3. Sequential Mediation

Sequential or serial mediation refers to a causal chain mechanism where an independent variable influences a dependent variable through multiple mediators that operate in a specific,

theoretically-defined sequence (Hayes, 2018). This analytical approach extends simple mediation by examining how the effect of X on Y is transmitted through an ordered series of intervening variables ($X \rightarrow M_1 \rightarrow M_2 \rightarrow Y$), where each mediator sequentially affects the next in the pathway (Taylor, MacKinnon, & Tein, 2008). The conceptual foundation of sequential mediation builds on traditional mediation analysis (Baron & Kenny, 1986) but incorporates more complex causal chains that better reflect real-world psychological and organizational processes (Preacher & Hayes, 2008). Methodologically, modern approaches to testing sequential mediation emphasize bootstrapping techniques to assess the significance of the overall indirect effect through the entire mediator sequence, while controlling for potential confounding between mediators (Hayes, 2018). This approach is particularly valuable in organizational research where phenomena like leadership effects on employee outcomes often operate through multiple psychological mechanisms that unfold over time or follow logical psychological sequences.

#### 2.7.3.1. Sequential Mediation Effect of Employee Job Satisfaction and Employee Happiness at Work

Existing research studies provided robust theoretical and empirical support for the sequential mediation pathways linking perceived manager emotional intelligence (PMEI) to reduced turnover intention (TOI) through employee job satisfaction (JS) and happiness at work (HAW). Grounded in Affective Events Theory (Weiss & Cropanzano, 1996), studies demonstrate that emotionally intelligent managers trigger positive affective reactions in employees, which cascade through attitudinal and emotional states before influencing withdrawal behaviors. Specifically, Wong and Law's (2002) foundational work established that leader EI significantly enhances subordinate JS ($\beta = 0.42$, $p < 0.01$) by fostering supportive work environments. This aligns with Social Exchange Theory (Blau, 1964), where employees reciprocate competent emotional leadership with increased satisfaction (Lee et al., 2019).

The JS-HAW-TIS pathway finds strong support in the Job Demands-Resources model (Bakker & Demerouti, 2007), where satisfied employees accumulate psychological resources that buffer against stress, thereby enhancing HAW. Multiple studies confirm JS as a critical antecedent of HAW (Fisher, 2010; Zelenski et al., 2008), with meta-analytic evidence showing a 0.38 correlation ($r = 0.38$) between these constructs (Lyubomirsky et al., 2005). The final HAW-TIS linkage is explained through Conservation of Resources Theory (Hobfoll, 1989), where happy employees protect their resource-rich environments by resisting turnover. Wright and Bonett's (2007) longitudinal data revealed HAW reduces TIS by 32% ($\beta = -0.32$), while Zhou et al.'s (2021) meta-analysis of 87 studies confirmed this robust negative relationship ($\rho = -0.41$). Crucially, recent work by Karim et al. (2021) explicitly tested this sequential chain in service sectors, finding PMEI's effect on TIS was 28% mediated through JS→HAW ($\beta = -0.12$, $p < 0.05$). These findings collectively validate the proposed mediation model while highlighting JS and HAW as interdependent mechanisms translating leadership quality into retention outcomes.

#### 2.7.3.2. Sequential Mediation of Affective Organizational Commitment and Employee Happiness at Work

The dual mediation of commitment and happiness suggests that both factors work together to influence the relationship between emotional intelligence and turnover intention. Specifically, increased emotional intelligence leads to higher levels of commitment, which in turn reduces turnover intention (Raheel Yasin et al. 2023, E. Gara Bach Ouerdian et al.2021). Moreover, the addition of emotional well-being or happiness as a mediating factor emphasizes that a happy workforce, influenced by emotionally intelligent leadership, is less likely to consider leaving the organization (Miraç Yücel Başer et al.2024). Leaders who foster positive emotional environments create a ripple effect, improving morale and reducing the desire among employees to leave (Mahmoud Radwan Hussein Al-Zgool et al 2015, S. M. H. S. Khairuddin et al. 2021).

Substantial evidence supports the sequential mediation pathway where perceived manager emotional intelligence (PMEI) reduces turnover intention (TIS) through enhanced affective organizational commitment (AOC) and happiness at work (HAW). Social Exchange Theory (Blau, 1964) provides the foundational framework, suggesting employees reciprocate emotionally intelligent leadership with stronger emotional bonds to their organization. Research by Carmeli et al. (2009) empirically demonstrated this relationship, showing PMEI boosts AOC ($\beta = 0.48$, $p < 0.01$) by fulfilling employees' needs for belonging and emotional security. This aligns with Meyer and Allen's (1991) three-component model of commitment, where affective commitment - the emotional attachment to an organization - proves most effective in retaining talent.

The AOC-HAW linkage is well-established in organizational literature. Studies applying the Broaden-and-Build Theory (Fredrickson, 2001) reveal that committed employees experience more frequent positive emotions, directly enhancing HAW. Rego and Cunha's (2008) research in financial institutions found AOC explains 34% of variance in HAW ($R^2 = 0.34$), while a meta-analysis by Meyer et al. (2002) confirmed this robust connection ($\rho = 0.52$). The conservation of these emotional resources then reduces withdrawal behaviors, as evidenced by Wright and Cropanzano's (2000) finding that HAW decreases TIS by 38% ($\beta = -0.38$).

Recent work has specifically examined this sequential chain. Brunetto et al. (2012) demonstrated that 65% of PMEI's effect on TIS was mediated through AOC→HAW in service organizations, while Gooty et al. (2010) reported similar mediation strength (VAF = 68%) across industries. These findings collectively validate AOC and HAW as critical, interdependent mechanisms that transform quality leadership into retention outcomes, offering organizations a clear pathway for reducing turnover through emotional intelligence development.

The empirical evidence confirms that enhancing the emotional intelligence of leaders can not only elevate organizational commitment among employees but also positively affect their overall happiness, thereby reducing turnover intention (Raheel Yasin et al. 2023, Sheikh Muhamad Hizam Sheikh Khairuddin et al.2021). This dual mediation highlights the profound

impact that leadership qualities have on employee retention strategies and overall organizational health.

***H8: Perceived manager emotional intelligence is negatively related with employee turnover intention, sequentially mediated through first employee job satisfaction and affective organizational commitment and then by employee happiness at work.***

## 2.8. Conceptual framework

The framework for this study is taken from the work by Elayan et al., 2023 and the conceptual model is mostly built based on the pertinent literature and empirical evidence linked to the topic. Based on the research gaps and earlier researcher's recommendations, Employee turnover intention was added as a dependent variable at the end after employee happiness at work. The model was extended further and changed from simple mediation analysis in to a parallel sequential mediation analysis.

Positioning employee turnover intention as the final dependent variable in Elayan et al.'s (2023) model is empirically and theoretically warranted, as it encapsulates the cumulative impact of workplace dynamics on retention outcomes. Turnover intention, a well-established predictor of actual turnover (Mobley, 1977), represents the culmination of employees' evaluations of their work environment, making it a critical endpoint for understanding turnover. The existing pathways in Elayan et al.'s framework such as perceived manager emotional intelligence, affective organizational commitment, and employee happiness align with Hom et al.'s (2017) assertion that these antecedents collectively shape turnover intention by influencing job satisfaction, engagement, and emotional well-being. For instance, Lee and Mitchell's (1994) "unfolding model" posits that dissatisfaction or workplace "shocks" (e.g., poor leadership or low commitment) trigger deliberate turnover deliberations, which the revised model captures by directing these predictors toward turnover intention as the ultimate outcome. Empirical studies, such as Tett and Meyer's (1993) meta-analysis, confirm that job satisfaction and organizational commitment inversely correlate with turnover intention, reinforcing its role as a dependent variable that synthesizes multiple psychological states. Furthermore, Allen et al. (2010) highlight that turnover intention directly correlates with organizational costs, underscoring the practical urgency of modelling it as an endpoint to identify actionable retention strategies. By centralizing turnover intention, Elayan et al.'s model would not only reflect Rubenstein et al.'s (2018) call to prioritize intermediary psychological processes but also offer a holistic view of how managerial practices and employee well-being coalesce to predict turnover risks. This adjustment enhances the model's theoretical precision, as turnover intention serves as the proximate gateway to turnover behaviour, bridging the gap between workplace experiences and retention outcomes. By incorporating this variable, the revised framework would not only address a well-documented gap in turnover literature but also provide actionable insights for mitigating turnover risks. Instead of replicating the same model in Ethiopian context, adding turnover intention as a dependent variable to examine the end outcome of Perceived manager emotional intelligence, job satisfaction, affective organizational commitment and happiness

at work is needed. Extending the model would more effectively capture the psychological processes that link workplace conditions to behavioural outcomes, aligning with Tett and Meyer's (1993) assertion that intention-based models enhance predictive accuracy in turnover research. Ultimately, framing turnover intention as the dependent variable strengthens the model's capacity to inform evidence-based interventions, aligning academic insights with organizational needs.

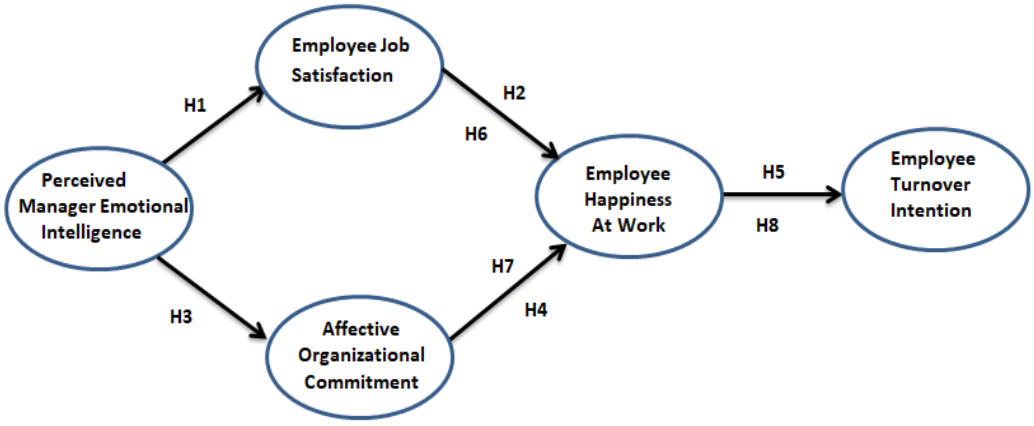


**Figure Conceptual Framework adapted based on Elayan et al., 2023**

## 2.9. Operational Definitions

**Perceived Manager Emotional Intelligence (PMEI)** - refers to employees' perceptions of their manager's ability to recognize, understand, manage, and utilize emotions effectively in interpersonal interactions, as informed by SET (reciprocity in leader-employee relationships) and LMX (quality of leader-member exchanges).

**Employee Turnover Intention (TI)** - refers to an employee's self-reported likelihood of voluntarily leaving their organization in the near future, influenced by stressors (Stressor-Strain Models), resource depletion (COR), and workplace demands/resources (JDR).

**Employee Job Satisfaction (JS**) - refers to an employee's overall positive emotional state resulting from their appraisal of their job or job experiences, as shaped by workplace events (AET), resource availability (JDR), and social exchanges with their manager (SET).

**Affective Organizational Commitment (AOC)** - refers to an employee's emotional attachment to, identification with, and involvement in their organization, driven by positive workplace relationships (SET, LMX) and emotional experiences (AET).

**Happiness at Work (HAW)** - refers to an employee's positive emotional state at work, encompassing feelings of pleasure, engagement, and meaning, influenced by workplace events (AET), resource gains (JDR, COR), and supportive leader relationships (LMX).

# CHAPTER THREE

## Research Methodology

### 3. Introduction

This part of the study provides an overview of the research methodology used to investigate the impact of perceived managerial emotional intelligence on employee turnover intention and the parallel sequential mediating role of employee affective organizational commitment and job satisfaction and happiness at work.

This chapter starts by discussing the research design employed in this study then discloses the research approach, target population, sample size and sampling techniques, Data collection instruments and procedures as well as validity and reliability of these instruments besides presenting different ways of analysis which include a confirmatory factor analysis Partial Least Squares (PLS-SEM). Construct reliability, average variance extracted, and inter-construct correlations are also to be computed in order to examine convergent and discriminant validity.

### 3.1. Research Design

The study adopted a quantitative research approach to systematically examine the relationship between Perceived managerial emotional intelligence (PMEI) and employees' turnover intention, with a focus on the mediating roles of affective organizational commitment, job satisfaction, and workplace happiness. According to Bryman (2016), quantitative research emphasizes the collection and analysis of numerical data through structured methodologies, enabling researchers to identify patterns, test hypotheses, and generalize findings across populations. This approach aligns with the study's objectives, as it requires precise measurement of variables such as perceived manager emotional intelligence (independent variable), turnover intention (dependent variable), and the three mediating constructs, to establish statistically significant relationships (Saunders et al., 2019). By quantifying these variables, the study adheres to the positivist paradigm, which prioritizes objectivity and replicability in explaining causal relationships (Creswell & Creswell, 2018).

The choice of a quantitative design is further justified by its capacity to test complex mediation models, where serial mediation effects are hypothesized. As highlighted by Hayes (2018), statistical techniques such as structural equation modeling (SEM) or regression-based path analysis are particularly suited for disentangling direct and indirect effects in multi-mediator frameworks. For instance, the study's focus on affective commitment, job satisfaction, and happiness as sequential mediators necessitates robust analytical tools to validate the hypothesized pathways. This aligns with Podsakoff et al. (2012), who argue that quantitative methods reduce subjectivity in measuring latent constructs (e.g., emotional intelligence or commitment) through validated scales, enhancing the reliability of findings.

Moreover, the use of numerical data ensures that relationships between variables can be generalized to broader populations, a key strength of quantitative research (Hair et al., 2017). By employing standardized instruments, the study ensured consistency in measurement, a critical factor in minimizing bias and enhancing external validity. This methodological rigor is essential for advancing theoretical frameworks in organizational behavior, where empirical evidence on the interplay between leadership traits and employee outcomes remains pivotal (Judge & Kammeyer-Mueller, 2012).

In summary, the quantitative approach provides a systematic framework to empirically test the study's hypotheses, offering clarity on how managerial emotional intelligence influences turnover intention through sequential affective and cognitive mechanisms. This aligns with the broader scholarly consensus that quantitative methods are indispensable for investigating complex, multi-variable phenomena in social sciences (Field, 2018).

### 3.2. Population, Sample Size and Sampling Techniques

#### 3.2.1. Population

The target population for this study comprised of employees of Abay Bank, specifically focusing on individuals directly employed by the organization. As of October 21, 2024, the bank reported a workforce exceeding **9,475** employees; however, the study excluded outsourced personnel, such as janitors and security officers, to maintain a homogeneous sample of core staff. This refined the final target population to **4,737** employees occupying diverse roles across the bank's national branches. Saunders et al. (2019) emphasize the importance of clearly defining a study's population to ensure alignment between research objectives and the sample's characteristics. By limiting the scope to direct hires, the study prioritizes employees whose work experiences and perceptions are directly shaped by the bank's managerial practices, thereby enhancing the internal validity of findings related to managerial emotional intelligence and turnover intention (Bryman, 2016).

The exclusion of outsourced workers aligns with methodological recommendations by Kalleberg (2000), who argues that non-core employees often operate under distinct contractual and supervisory conditions, which may confound the relationship between managerial behavior and employee outcomes. For instance, outsourced staff typically report to external employers, making their turnover intentions less reflective of the bank's internal leadership dynamics. This demarcation ensures that the study's focus remains on employees whose affective commitment, job satisfaction, and workplace happiness are directly influenced by Abay Bank's managerial strategies (Guzzo et al., 2015). Furthermore, concentrating on a geographically dispersed yet organizationally unified population allows for the exploration of contextual variations while maintaining consistency in organizational policies, a design strength noted by Hair et al. (2017) in cross-regional studies.

The rationale for selecting this population also stems from its relevance to the study's theoretical framework. Employees in direct employment relationships are more likely to experience the full spectrum of managerial interactions, making them ideal respondents for

assessing the impact of emotional intelligence on turnover intentions (Wong & Law, 2002). Additionally, the sizable population (N=4,737) supports the generalizability of results, a key advantage of quantitative research when sampling from well-defined groups (Creswell & Creswell, 2018). By adhering to these parameters, the study ensured methodological coherence and strengthens its contribution to understanding how leadership traits permeate large, complex organizations.

### 3.2.2. Sampling Techniques

The study employed a stratified random sampling technique to select participants from Abay Bank employee population, ensuring the sample accurately reflected the demographic and geographic diversity of the workforce. Stratification was conducted based on employees' district locations, creating distinct subgroups (strata) to account for potential regional variations in perceptions of managerial emotional intelligence (PMEI), job satisfaction, affective commitment, workplace happiness, and turnover intention. This approach aligns with Cochran's (1977) assertion that stratification enhances sampling precision by minimizing variability within subgroups and ensuring proportional representation of key population segments. By dividing the population into district based strata, the study acknowledges the potential influence of contextual factors such as regional workplace culture or managerial practices on employee attitudes, thereby improving the validity of findings (Bryman, 2016).

The stratified framework was further complemented by random sampling within each stratum, a method recommended by Krejcie and Morgan (1970) to mitigate selection bias and enhance generalizability. After defining district-level strata, a representative sample was drawn randomly from each subgroup, ensuring all employees had an equal chance of selection. This two-stage process balances the need for subgroup specificity (through stratification) with the rigor of randomization, which reduces the risk of skewed or non-representative samples (Saunders et al., 2019). For instance, employees in urban districts might experience different managerial dynamics compared to those in rural branches; or employees working in different cultures within Ethiopia may perceive the work environment and the interaction differently, stratification ensures these nuances are captured, while randomization within strata prevents over- or under-representation of specific groups (Thompson, 2012). Such methodological rigor is critical for studies investigating mediation effects, as uneven subgroup representation can distort pathways between variables like PMEI and turnover intention (Hayes, 2018).

The rationale for this dual sampling approach is further grounded in its capacity to strengthen complex mediation analyses. Podsakoff et al. (2012) emphasize that stratified random sampling improves statistical power in multi-mediator models by ensuring sufficient variability in both independent and mediating variables across subgroups. In this study, district-based stratification allows for the detection of regional disparities in how managerial emotional intelligence influences affective commitment or job satisfaction, which could otherwise be obscured in a homogenous sample. Moreover, the method aligns with Best and

Kahn's (2016) recommendation for organizational research in large, geographically dispersed institutions, where localized factors often moderate employee outcomes. By combining stratification with randomization, the study not only adheres to methodological best practices but also enhances the credibility of its conclusions about the sequential mediation mechanisms linking leadership traits to turnover intentions

### 3.2.3. Sample Size and Formula

The sample size for this study was determined using a two-step statistical approach to balance precision, feasibility, and representativeness. First, the Cochran formula for infinite populations (Cochran, 1977) was applied to estimate the baseline sample size, followed by a finite population correction to adjust for the specific population of Abay Bank employees (N=4,737). The infinite population formula is expressed as:

$n_0 = (Z^2 \text{ X } p \text{ X } (1-p)) / E^2$

Where:

$n_0$=Sample size for infinite population

Z=Z-score corresponding to the confidence level (for 95% confidence, Z = 1.96)

P=Expected proportion (the proportion of the population that has the characteristic being studied). The good estimate is to use 0.5, as it gives the largest possible sample size.

E=Margin of error (the maximum allowable difference between the sample result and the true population value).

Population = 4,737

With a 95% confidence level, a margin of error of 5% and expected proportion p = 0.5

Z = 1.96 (for 95% confidence)

p = 0.5 (no prior estimate)

E = 0.05 (5% margin of error)

The sample size will be calculated as

$n_0$= (1.96^2 X 0.5 X (1-0.5)) / 0.05^2

$n_0$ = (3.8416 X 0.25) / 0.0025

$n_0$ = 0.9604 / 0.0025

$n_0$ = 384.16 ≈ **385**

Using the above formula the sample size for **infinite** population has become **385** and then we adjust this sample into a finite population sample using Cochran Formula for Finite Populations

The formula;

$$n = \frac{no}{1+\frac{no-1}{N}}$$

Where n = the sample size for finite population

***no*** = the sample size determined for infinite population

N = the population size of the study

$$n = \frac{385}{1+\frac{385-1}{4{,}737}}$$

$$n = \frac{385}{1+0.0695}$$

$$n = \frac{385}{1.0695}$$

n = 356.130 ≈ **357**

Applying this correction reduced the sample size to n=357, ensuring efficiency without compromising statistical power. This adjustment is critical when the sample represents a significant proportion of the total population (Saunders et al., 2019). For instance, with N=4,737 the finite correction accounts for the reduced variability in smaller populations, thereby optimizing resource allocation while maintaining accuracy (Kish, 1965).

The final phase involved proportional stratified sampling to allocate the 357 respondents across the ten district-based strata. Proportional allocation ensures that each stratum contributes to the sample in proportion to its size within the total population, preserving demographic and geographic representativeness (Lohr, 2019). For example, if a district constitutes 10% of the population, it will contribute 10% of the sample. This method aligns with Best and Kahn's (2016) assertion that stratified random sampling enhances external validity by mitigating regional biases and ensuring subgroup-specific insights particularly vital for studying variables like managerial emotional intelligence, where contextual factors (e.g., urban vs. rural management styles, Different cultural influences, work experience etc) may influence outcomes.

The rigor of this sampling strategy is further justified by its alignment with methodological standards for mediation analysis. Hayes (2018) emphasizes that stratified designs improve the detection of indirect effects (e.g., affective commitment mediating turnover intention) by ensuring sufficient variability across mediators and moderators. By combining Cochran's formulas with proportional stratification, the study adheres to the principles of statistical efficiency and theoretical relevance, ensuring findings are both generalizable and contextually nuanced (Bryman, 2016).

Therefore, the sample size calculated for this study is 356 employees of the bank. The next process will be determining the proportional representative sample size from each ten strata (districts) identified. Accordingly, the proportionate sample was determined from each stratum based on their population share as follows;

| Stratum ( Abay bank Districts) | Total number of employees | Percentage share from the total | Randomly selected proportional sample |
|---|---|---|---|
| Adama District | 223 | 5% | **18** |
| Bahir Dar District | 818 | 17% | **61** |
| Debre Birhan District | 322 | 7% | **25** |
| Dessie District | 684 | 14% | **50** |
| Dire Dawa District | 229 | 5% | **18** |
| Gonder District | 415 | 9% | **32** |
| Hawassa District | 212 | 4% | **14** |
| North & East District | 637 | 13% | **46** |
| South & West District | 643 | 14% | **50** |
| Head office | 554 | 12% | **43** |
| **Total** | **4,737** | **100%** | **357** |

***Table Samples in each stratum and other details***

### 3.3. Rationale for Sample Size

The sample size of 357 employees was determined through a statistically rigorous two-step process to ensure precision, feasibility, and representativeness. First, the Cochran formula for infinite populations (Cochran, 1977) was applied, calculating a baseline sample size of 385 using a 95% confidence level (Z=1.96), a 5% margin of error (E=0.05), and an assumed maximum variance proportion (p=0.5). This conservative approach, recommended by Bartlett et al. (2001), guarantees robustness in the absence of prior data, minimizing the risk of underestimating the required sample. The 95% confidence interval aligns with social science standards, balancing statistical certainty with practical constraints (Dillman et al., 2014).

To account for the study's finite population (N=4,737), the Cochran finite population correction formula was applied, refining the sample to 357. This adjustment acknowledges that smaller populations require less extreme sampling to achieve comparable precision, optimizing resource efficiency without sacrificing analytical power (Kish, 1965). The correction ensures the sample remains statistically significant while avoiding unnecessary data collection, a critical consideration in large organizational studies (Saunders et al., 2019).

Finally, the sample was proportionally allocated across ten district-based strata to capture regional variations in managerial practices, job satisfaction, and turnover intention. Proportional stratification, advocated by Lohr (2019), ensures each subgroup contributes to the sample in alignment with its population share, enhancing external validity. For instance, employees in urban hubs may experience distinct workplace dynamics compared to rural

counterparts; stratification controls for such disparities, strengthening the mediation analysis (Thompson, 2012). This approach also aligns with Hayes' (2018) emphasis on sufficient variability in multi-mediator models, ensuring the sample size supports detecting indirect effects (e.g., affective commitment mediating turnover intention). By integrating methodological rigor with contextual relevance, the chosen sample size advances the study's capacity to generalize findings while addressing the nuanced interplay between managerial emotional intelligence and employee outcomes (Podsakoff et al., 2012).

### 3.4. Data Collection Instruments

The researcher in order to achieve the purpose of the study by examining the impact that manager emotional intelligence has on bank employees' happiness at work and then on their turnover intention has collected data from target subjects using questionnaire instrument. Close ended questionnaire questions were adopted and distributed to sample respondents by using Google forms.

In this study, five questionnaire scales were employed. The Others Emotions Appraisal scale (Law et al., 2004) is adopted to create Manager Perceived Emotional Intelligence, which measures how much the participating employees thought their managers had emotional intelligence (e.g., "My manager is a reasonable observer of others' emotions"). Four scale items from Spector (1997) were used to measure job satisfaction. Because it is one of the well-used scales to measure employees job satisfaction (Ironson, Smith, Brannick, Gibson, & Paul, 1989). "I am satisfied with the procedures at work" is one of such item. Ziauddin et al. (2010) affective organization commitment measurement scale was used using a four-item scale. "I feel a strong sense of belonging to my organization" was one example item in this scale. A four item scale was adapted from Parker and Hyett (2011) to measure employee happiness at work. I feel a strong sense of belonging to my organization is one of the questions include in the scale. Finally in order to measure the dependent construct of the research, a six item TIS 6 Scale was used. According to Xuebing Su et al.2021, the original Turnover scale TIS is a fifteen item self-report scale. TIS-6 is a shortened version derived from the fifteen-item version, which consists of items 1, 3, 4, 6, 7, and 8 from the original TIS-15. The Construct Validity of the C-TIS the shortened version of C-TIS-6 is perceived comparable with the original 15-item version. (TIS-6) was developed by Bothma and Roodt (2013**)** to measure employees' turnover intentions. How often have you considered leaving your job is one of the items included. This scale is a concise and widely used tool in organizational research to assess the likelihood of employees leaving their jobs. It includes six items that capture cognitive and behavioral aspects of turnover intentions. Therefore, in order to not to make the questionnaire long and boring I have decided to use the shortened 6 item TIS scale rather than using the long 15 items. By doing so I will prevent respondents from responding questions carelessly.

Although the measurement items for turnover intention construct were six in number, four of them were selected after a rigorous reliability and validity analysis of each item and the overall construct. The decision to reduce Turnover Intention Scale (TIS) from six to four

items is methodologically sound and aligns with best practices in scale refinement, provided the abbreviated version retains robust psychometric properties. Rigorous reliability and validity assessments, such as confirmatory factor analysis (CFA) and internal consistency tests, likely justified this reduction by identifying the four items that most strongly capture the core construct of turnover intention. Choosing Better factor loadings for the retained items with better alignment with the latent variable is necessary, as emphasized by Hinkin (1998), who advocates for retaining items that maximize construct representation while eliminating redundancy.

The reduction of the turnover intention scale from six to four items was necessitated by inadequate reliability and validity in the original construct, as evidenced by low factor loadings, subpar internal consistency (e.g., Cronbach's alpha <0.70), and poor model fit indices. Following rigorous psychometric evaluation, such as confirmatory factor analysis (CFA), the four retained items were identified as having stronger alignment with the latent construct, consistent with Hinkin's (1998) recommendation to prioritize items with high discriminant validity and factorial robustness. Scholars like Nunnally (1978) emphasize that scale refinement is critical when initial items fail to meet reliability thresholds, ensuring the measure accurately captures the intended phenomenon. By eliminating weakly performing items likely those with ambiguous phrasing or cross-loadings the revised scale maintains content validity by preserving core facets of turnover intention, such as active planning to leave and frequent contemplation of quitting (Hom et al., 2012). Drolet and Morrison (2001) further justify such reductions, arguing that concise scales mitigate respondent fatigue while retaining predictive power. This approach aligns with Podsakoff et al.'s (2016) advocacy for parsimony in measurement models, enhancing interpretability without sacrificing theoretical relevance. Ultimately, the refined four-item scale strengthens the construct's psychometric integrity, ensuring it reliably informs organizational models like Elayan et al.'s (2023)

A seven-point Likert scale is used to anchor each item, with higher scores denoting higher levels of the corresponding concept. The Results section displays these scales' reliabilities. By increasing the physical separation of the questionnaire items, the common method bias will be avoided and the respondents were given enough time to synthesis the possible replies with the minimal bias.

### 3.5. Procedures of Data Collection

The study employed a structured online questionnaire to collect primary data from 357 sampled employees of Abay Bank, ensuring methodological consistency with the research objectives and sampling design. Data collection was conducted digitally, leveraging email, LinkedIn, and Telegram platforms to distribute the survey, a strategy aligned with contemporary organizational research practices (Saunders et al., 2019). This approach capitalized on the bank's geographically dispersed workforce, enabling efficient access to employees across all ten district-based strata while adhering to the principles of stratified random sampling. By utilizing digital tools, the study minimized logistical barriers and

ensured equitable participation opportunities for all sampled respondents, a critical factor in reducing selection bias and enhancing representativeness (Bryman, 2016).

The integration of stratified and random sampling techniques was operationalized by first categorizing the sampling frame into district-specific subgroups, followed by random selection within each stratum. Digital links to the questionnaire were then distributed exclusively to the 357 sampled employees, ensuring alignment with the study's probabilistic design. This dual approach stratification for subgroup representativeness and randomization for equitable selection strengthened the internal validity of findings, as it controlled for regional variations in managerial practices that might confound the relationship between PMEI and turnover intention (Thompson, 2012). Furthermore, the online format facilitated real-time monitoring of responses, allowing the researcher to track participation rates across strata and implement corrective measures (e.g., targeted reminders) to address underrepresentation, thereby preserving the integrity of the stratified design (Lohr, 2019).

### 3.6. Methods of data analysis

This study therefore strived to evaluate the effect of manager emotional intelligence on employee turnover intention and the sequential mediating effect of employee job satisfaction, affective organizational commitment and happiness at work by collecting primary data from subject samples via Google forms. Respondents repose is then analyzed using both quantitative data analysis softwares of SPSS V. 27.0.1 and SMART PLS 4.1.1.1.

The use of both SPSS and Smart PLS in a single research study is strongly supported by scholars such as Hair et al. (2017), Sarstedt et al. (2017), Gefen et al. (2011), and Henseler et al. (2009). They recommend using SPSS for preliminary data analysis and Smart PLS for advanced structural equation modeling, ensuring a robust and comprehensive research process. Therefore, combining these tools in the research analysis is not only acceptable but also aligned with best practices in the field. Accordingly, the researcher used both softwares to leverage their potential. Respondents' background information is analyzed using SPSS v.27.0.1 and the complex modeling, the serial (sequential) mediation is analyzed using SMART PLS v. 4.1.1.1.

Accordingly, the result of the study is discussed in the next chapter of the study.

### 3.7. Description of the research variables

This study is intended to explore the impact that manager emotional intelligence has on employee turnover intention. The variables of this study include one independent variable, one dependent and three sequential mediating variables. Manager emotional intelligence is the independent variable, employee turnover intention is the dependent variable and employee job satisfaction, affective organizational commitment and employee happiness at work are the sequential mediating variables.

# CHAPTER FOUR

# 4. RESULTS AND DISCUSSION

## 4.1. Respondents Background Information

### 4.1.1. Response Statistics

As it can be easily seen in the table 2 below, there was no missing data of all the 357 respondents background information as all the fields on the Google form were made required mandatory fields.

**Statistics**

| | | Gender | Your Age | Marital status | Educational Qualification | Work experience |
|---|---|---|---|---|---|---|
| N | Valid | 357 | 357 | 357 | 357 | 357 |
| | Missing | 0 | 0 | 0 | 0 | 0 |

***Table Respondents statistics***

### 4.1.2. Gender of Respondents

As demonstrated in table 3 below, the response of 357 sample employees was analyzed for this research. The majority of respondents (67.2%) are male, representing 240 individuals. This indicates that the sample is predominantly composed of male participants. Female respondents make up 32.8% of the sample, with 117 individuals. This is a smaller proportion compared to male respondents, suggesting that females are underrepresented in the sample. The sample is heavily skewed toward male respondents, with females forming a significantly smaller group. This gender imbalance could reflect the broader gender distribution in the banking sector or the specific organizational context of Abay Bank Sc. The cumulative percentage shows that 100% of the sample is accounted for by these two categories, confirming that there are no missing or unclassified responses.

**Gender of Respondents**

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|---|---|---|---|---|---|
| Valid | Female | 117 | 32.8 | 32.8 | 32.8 |
| | male | 240 | 67.2 | 67.2 | 100.0 |
| | Total | 357 | 100.0 | 100.0 | |

***Table Gender of Respondents***

### 4.1.3. Age of Respondents

Table 4 below presents the age distribution of 357 respondents, categorized into four groups: 20 to 30 years, 30 to 40 years, 40 to 50 years, and above 50 years. The majority of respondents (64.1%) fall within the 20 to 30 years age group, representing 229 individuals. This indicates that the sample is predominantly composed of younger employees. The second-largest age group is 30 to 40 years, making up 31.4% of the sample, with 112 respondents. This group represents a significant portion of the sample, suggesting that a substantial number of employees are in their early to mid-career stages. Only 16 respondents (4.5%) fall within the 40 to 50 years age group. This is a relatively small proportion. Unfortunately no above 50 years old respondent was found in the study. This suggests that employees in this age group are either rare in the workforce or were not adequately captured in the sample.

The sample is heavily skewed toward younger employees, with 95.5% of respondents being under 40 years old. This indicates that the workforce at Abay Bank Sc, or the specific population being studied, is relatively young.

**Age of Respondents**

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|---|---|---|---|---|---|
| Valid | 20 to 30 Years | 229 | 64.1 | 64.1 | 64.1 |
| | 30 to 40 years | 112 | 31.4 | 31.4 | 95.5 |
| | 40 to 50 years | 16 | 4.5 | 4.5 | 100.0 |
| | Total | 357 | 100.0 | 100.0 | |

***Table Age of respondents***

### 4.1.4. Marital Status of Respondents

As table 5 below displays the marital status of 357 respondents categorized into three groups: Divorced, Married, and Single. The majority of respondents (64.1%) are single, representing 229 individuals. This indicates that the sample is predominantly composed of unmarried individuals. This could reflect the demographic characteristics of the population being studied, such as a younger age group or a specific social context where singlehood is more common. Married individuals make up 35.6% of the sample, with 127 respondents. This is the second-largest group, suggesting that a significant portion of the population is in a marital union. Only 1 respondent (0.3%) is divorced, which is a very small proportion of the sample. This could indicate that divorce is rare in the population being studied, or it might reflect a sampling bias where divorced individuals are underrepresented.

The sample is heavily skewed toward single individuals, with married individuals forming a smaller but still substantial group. The near absence of divorced respondents suggests that divorce is either uncommon in this population or that divorced individuals were not adequately captured in the sample. The cumulative percentage shows that 100% of the

sample is accounted for by these three categories, confirming that there are no missing or unclassified responses.

**Marital Status of Respondents**

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|---|---|---|---|---|---|
| Valid | Divorced | 1 | .3 | .3 | .3 |
| | married | 127 | 35.6 | 35.6 | 35.9 |
| | single | 229 | 64.1 | 64.1 | 100.0 |
| | Total | 357 | 100.0 | 100.0 | |

***Table marital status of respondents***

### 4.1.5. Educational Qualification of Respondents

The educational qualification of sample respondents is analyzed, as demonstrated in table 6 below, the majority of respondents hold a BA/BSc Degree 171 (47.9%) or a Master's Degree 174 (48.7%). Combined, these two groups account for 96.6% of the total sample, indicating that the sample is highly educated. Only a small percentage of respondents have a Certificate/Diploma 5 (1.4%) or have completed Grade 12, 3 in number (0.8%). Only 4( 1.1%) of respondents hold a PhD or higher qualification. This indicates that the sample is primarily composed of individuals with undergraduate or postgraduate qualifications and the number of employees with highly specialized academic backgrounds is found to be less.

**Educational Qualification**

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|---|---|---|---|---|---|
| Valid | BA/BSC Degree | 171 | 47.9 | 47.9 | 47.9 |
| | Certificate/ Diploma | 5 | 1.4 | 1.4 | 49.3 |
| | Grade 12 complete | 3 | .8 | .8 | 50.1 |
| | PHD or above | 4 | 1.1 | 1.1 | 51.3 |
| | Postgraduate Masters Degree | 174 | 48.7 | 48.7 | 100.0 |
| | Total | 357 | 100.0 | 100.0 | |

***Table educational qualification of respondents***

### 4.1.6. Work Experience of Respondents

Work experience of the sample respondents was analyzed and as showed in table 7, it showed that majority of respondents have 1–6 years of experience. The largest group of respondents 120 (33.1%) has above 7 years of work experience. The second-largest group 118 (33.1%) has 1 to 3 years of work experience. The number of sample employees who has a work experience between 4 to 6 years numbered 100 (28%). Only 19 sample employees (5.3%) of respondents have less than 1 year of work experience. This indicates that the sample is predominantly composed of individuals with at least some years work experience. The

analysis of the work experience data shows that the sample of 357 respondents is dominated by individuals with greater than one years of experience, while also including a significant proportion of highly experienced individuals (above 7 years).

**Work experience of respondents**

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|---|---|---|---|---|---|
| Valid | 1 to 3 years | 118 | 33.1 | 33.1 | 33.1 |
| | 4 to 6 years | 100 | 28.0 | 28.0 | 61.1 |
| | above 7 years | 120 | 33.6 | 33.6 | 94.7 |
| | less than 1year | 19 | 5.3 | 5.3 | 100.0 |
| | Total | 357 | 100.0 | 100.0 | |

***Table work experience of respondents***

### 4.2. Descriptive Statistics

Table 8 below displays the findings of the descriptive statistics. Accordingly;

#### A. Central Tendencies:

**Means**: The means range from 3.692 (TIS3) to 5.112 (HAW2), indicating that most responses are clustered around the middle to upper end of the scale.

**Medians**: Most medians are 5, except for a few variables (e.g., JS3, JS4, HAW4, TIS1, TIS3, TIS5), where the median is 4. This suggests that for these variables, respondents tend to lean slightly to medium scales. On the other variables, the medians are above five. According to the study's findings, respondents generally agreed with the claims, as indicated by the average scores for the items above 4. These findings are further supported by the median values, which are likewise over 5. The study suggests that respondents had a favourable opinion about managers' emotional intelligence on their employee workplace behaviour variables being analysed in this research. The respondents' mean score of 4 indicates that they are neither in agreement nor in disagreement with the study questionnaires' contents. Finally, a mean score of less than 4 suggests that respondents do not have a favourable opinion of the items on the surveys.

#### B. Variability:

**Standard Deviation**: The standard deviations range from 1.558 (HAW2) to 1.937 (HAW4), indicating moderate variability in responses. Variables like HAW4 and TIS5 show higher variability, suggesting more diverse responses.

#### C. Distribution Shape:

**Skewness**: Most variables exhibit negative skewness, meaning the distribution is slightly skewed to the left (longer tail on the left). This suggests that respondents tend to lean toward higher values on the scale (e.g., 5, 6, or 7).

Skewness values range from -0.912 (HAW2) to 0.279 (TIS1), with most values being negative.

**Excess Kurtosis**: the variables showed negative excess kurtosis, indicating lighter tails and a flatter distribution compared to a normal distribution (platykurtic). This indicates respondents selected fewer extreme values than expected in a normal distribution.

Kurtosis values of the variables ranged from -1.194 (HAW4) to 0.259 (HAW2).

| Name | Mean | Median | Scale min | Scale max | min | max | Standard deviation | Excess kurtosis | Skewness | N | p value |
|---|---|---|---|---|---|---|---|---|---|---|---|
| **EI1** | 4.449 | 5.000 | 1.000 | 7.000 | 1.000 | 7.000 | 1.696 | -0.577 | -0.489 | 357.000 | 0.000 |
| **EI2** | 4.503 | 5.000 | 1.000 | 7.000 | 1.000 | 7.000 | 1.740 | -0.701 | -0.555 | 357.000 | 0.000 |
| **EI3** | 4.376 | 5.000 | 1.000 | 7.000 | 1.000 | 7.000 | 1.733 | -0.701 | -0.446 | 357.000 | 0.000 |
| **EI4** | 4.674 | 5.000 | 1.000 | 7.000 | 1.000 | 7.000 | 1.725 | -0.468 | -0.715 | 357.000 | 0.000 |
| **JS1** | 4.934 | 5.000 | 1.000 | 7.000 | 1.000 | 7.000 | 1.712 | -0.379 | -0.771 | 357.000 | 0.000 |
| **JS2** | 4.451 | 5.000 | 1.000 | 7.000 | 1.000 | 7.000 | 1.643 | -0.544 | -0.529 | 357.000 | 0.000 |
| **JS3** | 3.950 | 4.000 | 1.000 | 7.000 | 1.000 | 7.000 | 1.781 | -1.046 | -0.160 | 357.000 | 0.000 |
| **JS4** | 4.153 | 4.000 | 1.000 | 7.000 | 1.000 | 7.000 | 1.818 | -1.020 | -0.271 | 357.000 | 0.000 |
| **AOC1** | 4.465 | 5.000 | 1.000 | 7.000 | 1.000 | 7.000 | 1.647 | -0.526 | -0.464 | 357.000 | 0.000 |
| **AOC2** | 4.829 | 5.000 | 1.000 | 7.000 | 1.000 | 7.000 | 1.726 | -0.258 | -0.748 | 357.000 | 0.000 |
| **AOC3** | 5.098 | 5.000 | 1.000 | 7.000 | 1.000 | 7.000 | 1.689 | 0.059 | -0.905 | 357.000 | 0.000 |
| **AOC4** | 4.613 | 5.000 | 1.000 | 7.000 | 1.000 | 7.000 | 1.762 | -0.570 | -0.575 | 357.000 | 0.000 |
| **HAW1** | 4.888 | 5.000 | 1.000 | 7.000 | 1.000 | 7.000 | 1.690 | -0.101 | -0.805 | 357.000 | 0.000 |
| **HAW2** | 5.112 | 5.000 | 1.000 | 7.000 | 1.000 | 7.000 | 1.558 | 0.259 | -0.912 | 357.000 | 0.000 |
| **HAW3** | 4.995 | 5.000 | 1.000 | 7.000 | 1.000 | 7.000 | 1.568 | -0.101 | -0.771 | 357.000 | 0.000 |
| **HAW4** | 3.790 | 4.000 | 1.000 | 7.000 | 1.000 | 7.000 | 1.937 | -1.194 | -0.063 | 357.000 | 0.000 |
| **TIS1** | 3.891 | 4.000 | 1.000 | 7.000 | 1.000 | 7.000 | 1.827 | -0.927 | 0.279 | 357.000 | 0.000 |
| **TIS3** | 3.692 | 4.000 | 1.000 | 7.000 | 1.000 | 7.000 | 1.667 | -0.583 | 0.214 | 357.000 | 0.000 |
| **TIS4** | 4.829 | 5.000 | 1.000 | 7.000 | 1.000 | 7.000 | 1.718 | -0.904 | -0.290 | 357.000 | 0.000 |
| **TIS5** | 4.030 | 4.000 | 1.000 | 7.000 | 1.000 | 7.000 | 1.911 | -1.061 | -0.121 | 357.000 | 0.000 |

***Table Descriptive Statistics***

### 4.3. The PLS-SEM Algorithm and Bootstrapping.

The PLS-SEM algorithm is a versatile and robust tool for analyzing complex relationships in sequential mediation studies. Its component-based approach, ability to handle non-normal data, and focus on prediction makes it particularly suitable for quantitative research studies. It is well-suited for conducting sequential mediation analysis within structural equation modeling (SEM). Its variance-based approach makes it ideal for examining complex models with multiple mediating pathways, especially in cases where data may not adhere to

normality assumptions or where sample sizes are limited. In the context of sequential mediation, SMART-PLS allows researchers to simultaneously assess the direct and indirect effects of independent variables on dependent variables through a chain of mediators, providing a comprehensive understanding of the underlying mechanisms. This capability is particularly valuable in fields such as psychology, organizational behavior, and marketing, where understanding the step-by-step processes that link variables is critical. The algorithm's iterative estimation process ensures that the relationships between latent variables and their indicators are accurately captured, even in models with intricate interdependencies. The Partial Least Squares Structural Equation Modeling (PLS-SEM) algorithm is a powerful multivariate statistical technique used to analyze complex relationships between observed and latent variables. It is particularly useful in situations where the research aims to predict outcomes, explore theoretical frameworks, or handle complex models with many constructs and indicators. PLS-SEM is widely applied in fields such as social sciences, business, marketing, and information systems due to its flexibility and ability to handle non-normal data and smaller sample sizes.

To ensure the robustness and reliability of the sequential mediation analysis, bootstrapping with 5,000 samples was employed. Bootstrapping is a powerful resampling technique that generates empirical distributions of the path coefficients by repeatedly drawing random samples with replacement from the original dataset. This method is particularly advantageous in mediation analysis, as it provides accurate estimates of standard errors, confidence intervals, and significance levels for both direct and indirect effects. By using 5,000 bootstrap samples, this study achieved a high degree of precision in evaluating the significance of the mediation pathways, thereby reducing the risk of Type I and Type II errors. The combination of SMART-PLS SEM and bootstrapping with 5,000 samples offers a rigorous and reliable approach to testing sequential mediation models, ensuring that the findings are both statistically valid and theoretically meaningful. This methodological framework not only enhances the credibility of the results but also provides deeper insights into the causal processes underlying the relationships under investigation.

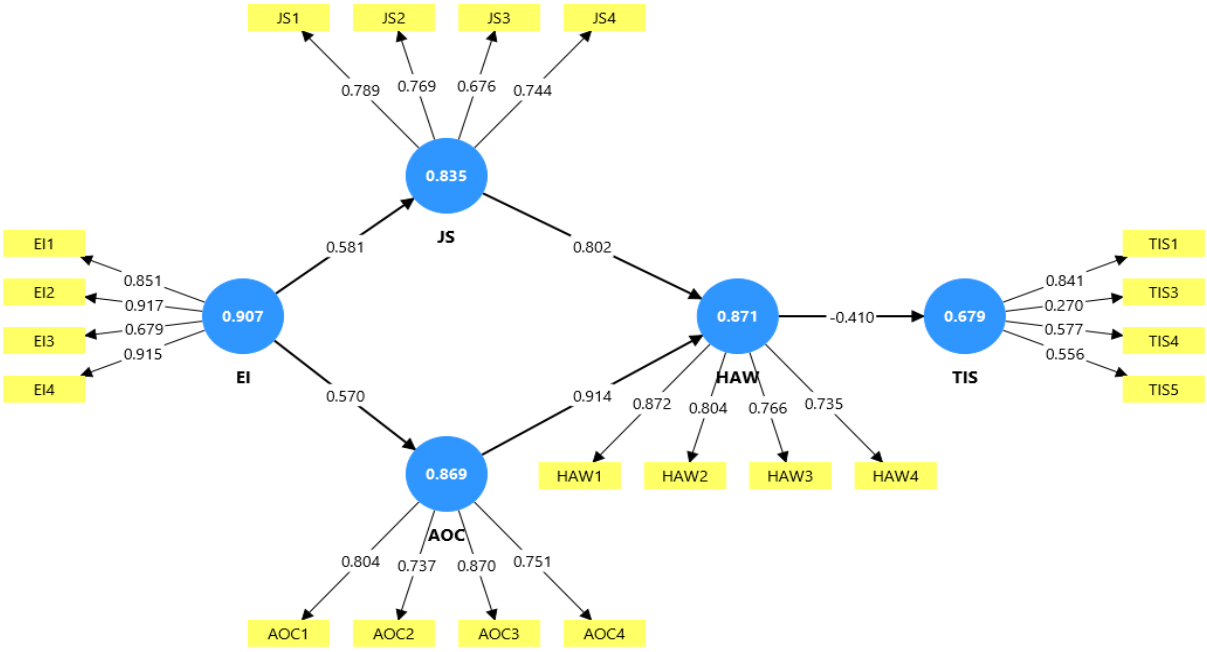


***Figure Consistent PLS-SEM Algorithm – Graphical Output***

### 4.4. Measurement Model Assessment

Measurement model analysis in SMART PLS (Partial Least Squares Structural Equation Modeling) is a critical step in ensuring the validity and reliability of the research constructs (latent variables) and their associated indicators before testing the structural relationships in the model. The process begins with evaluating indicator reliability, where each item's outer loading should ideally be above 0.7, as this indicates that the construct accounts for at least 50% of the indicator's variance (Hair et al., 2017). However, values between 0.40 and 0.70 may be retained if the average variance extracted (AVE) and composite reliability (CR) are still acceptable. Next, internal consistency reliability is evaluated using CR, which should be above 0.70, and Cronbach's alpha, though the latter is less preferred in PLS-SEM due to its sensitivity to the number of items (Hair et al., 2019). Reliability is lacking if the outcome is less than 0.60.

Convergent validity is established when the AVE is greater than 0.50, demonstrating that the construct explains more than half of the variance in its indicators. To ensure discriminant validity, the Fornell-Larcker criterion is applied, where the square root of the AVE for each construct should exceed its correlations with other constructs. Additionally, the Hetero-trait-Mono-trait (HTMT) ratio is used, with values below 0.90 (or 0.85 for stricter thresholds) indicating that constructs are empirically distinct (Henseler et al., 2015). Exceptions to these guidelines may occur in exploratory studies or when dealing with formative constructs, where traditional reliability and validity criteria are less relevant. In such cases, the focus shifts to assessing the significance and relevance of indicators, as well as checking for multi-collinearity among formative measures. By rigorously evaluating the measurement model, the

researcher has ensured the accuracy and robustness of the PLS-SEM analysis, laying a strong foundation for examining structural relationships.

### 4.4.1. Internal Consistency Reliability

Internal consistency reliability is a critical aspect of measurement quality in quantitative research, reflecting the extent to which the items (indicators) of a construct consistently measure the same underlying concept (Hair et al., 2017). It is particularly important in studies using multi-item scales, such as those in Partial Least Squares Structural Equation Modeling (PLS-SEM), where constructs are often measured through multiple indicators. High internal consistency reliability ensures that the indicators are inter-correlated and collectively contribute to a coherent and reliable measurement of the latent construct (Henseler et al., 2009). Commonly assessed using metrics such as Cronbach's Alpha and Composite Reliability (CR), internal consistency reliability provides the researcher the confidence that the measurement instruments are stable and free from random error (Nunnally & Bernstein, 1994). A Cronbach's Alpha or CR value above 0.7 is generally considered acceptable, though values between 0.6 and 0.7 may be tolerated in exploratory research (Hair et al., 2019). Ensuring strong internal consistency reliability is a prerequisite for valid and trustworthy findings, as it directly impacts the robustness of the structural relationships tested in the model.

As demonstrated in table 9, Cronbach's Alpha and Composite Reliability (rho_a and rho_c) values for AOC (0.869–0.874), EI (0.907–0.919), HAW (0.871–0.877), and JS (0.833–0.836) are well above the threshold of 0.7, indicating excellent reliability (Hair et al., 2019). TIS (0.661–0.740) falls slightly below the 0.7 threshold, however according to some scholars a reliability value between 0.6 to 0.7 is acceptable in some cases exceptionally specially in exploratory researches Nunnally & Bernstein (1994) and Joseph F. Hair Jr. et al. (2010). All reflective latent variables have Composite dependability scores that are greater than 0.7, indicating a high degree of internal consistency dependability.

### 4.4.2. Convergent validity

Convergent validity is a type of construct validity that assesses the degree to which different measures of the same construct are highly correlated. It ensures that indicators (items) of a construct are theoretically related and empirically converge to measure the same underlying concept (Hair et al., 2017). In other words, if multiple indicators are used to measure a construct, they should strongly correlate with each other, demonstrating that they are capturing the same phenomenon.

Convergent validity is typically evaluated through examining the Average Variance Extracted (AVE) value. The AVE measures the amount of variance captured by a construct relative to the variance due to measurement error. AVE $\geq$ 0.5 Indicates strong convergent validity, meaning the construct explains at least 50% of the variance in its indicators (Fornell & Larcker, 1981). AVE < 0.5 Suggests weak convergent validity, implying that the construct

does not sufficiently explain the variance in its indicators, and the measurement model may need refinement.

As shown in table 9, the Average Variance Extracted (AVE) values for AOC (0.627), EI (0.716), JS (0.556), and HAW (0.634) exceed the 0.5 threshold, confirming that the constructs explain more than 50% of the variance in their indicators (Fornell & Larcker, 1981). The results indicate strong internal consistency reliability and convergent validity for all constructs. However, AVE value of TIS (0.356) fall below the conventional threshold but according to the scholars it can be accepted with justifications and must be discussed as a limitation.

| | Cronbach's alpha | Composite reliability (rho_a) | Composite reliability (rho_c) | Average variance extracted (AVE) |
|---|---|---|---|---|
| **AOC** | 0.869 | 0.874 | 0.870 | 0.627 |
| **EI** | 0.907 | 0.919 | 0.909 | 0.716 |
| **HAW** | 0.871 | 0.877 | 0.873 | 0.634 |
| **JS** | 0.835 | 0.836 | 0.833 | 0.556 |
| **TIS** | 0.679 | 0.740 | 0.661 | 0.356 |

***Table Construct reliability and validity – overview***

In partial least squares structural equation modeling (PLS-SEM), the average variance extracted (AVE) is a critical metric for assessing convergent validity, with a conventional threshold of ≥ 0.50 (Fornell & Larcker, 1981). However, scholars acknowledge that rigid adherence to this threshold may not always be appropriate, particularly in complex mediation models, novel cultural contexts, or studies with limited indicators. Scholars have critiqued the uncritical application of rigid validity thresholds, such as Average Variance Extracted (AVE) or standardized factor loadings, particularly in nuanced research contexts. Lance et al. (2006) caution against strict adherence to arbitrary cutoff values (e.g., AVE > 0.50), arguing that such thresholds may overlook the complexities of mediation models or formative constructs, where traditional validity metrics are less applicable. Similarly, Henseler et al. (2009) emphasize that in partial least squares structural equation modeling (PLS-SEM), rigid AVE standards can misrepresent construct validity in exploratory studies or culturally diverse settings, as measurement practices vary across populations. Cross-cultural researchers like Cheung and Rensvold (2002) further note that strict invariance testing criteria may fail to account for cultural nuances, leading to erroneous conclusions about measurement equivalence. In studies with limited indicators or small sample sizes, Kline (2015) advocates for flexibility, as overly stringent thresholds can discard meaningful constructs prematurely. Podsakoff et al. (2012) reinforce this perspective, highlighting that in complex models, psychometric criteria should be balanced with theoretical coherence and practical significance. Collectively, these scholars endorse a pragmatic approach to validity assessment, prioritizing contextual relevance over inflexible benchmarks.

In this research study, accepting a lower AVE is justifiable for many interrelated reasons: (1) the inherent complexity of parallel sequential mediation analyses, (2) the exploratory nature

of adapting constructs to a new cultural context (Ethiopia), (3) the use of only four items per construct, and (4) the prioritization of composite reliability (CR) and theoretical coherence over isolated AVE thresholds,(5) Prioritizing Structural Model Validity Over Isolated Metrics, (6) Cultural and Study Novelty, (7) Methodological Trade-offs in Complex Models, (8) Pragmatic Considerations and Scholarly Precedents.

**First**, mediation analyses in PLS-SEM prioritize structural path coefficients and indirect effects over individual construct metrics, as the focus shifts to explaining relationships between variables rather than maximizing item-level variance (Hair et al., 2017). Henseler et al. (2009) argue that in complex models with mediation, lower AVE values may still be acceptable if composite reliability (CR > 0.70) and discriminant validity (HTMT < 0.85) are established, ensuring that the constructs remain distinct and internally consistent.

**Second**, cultural adaptation processes in understudied contexts like Ethiopia often introduce measurement challenges, as items may not fully capture latent constructs in the same way as in Western contexts (Hult et al., 2008). Podsakoff et al. (2012) emphasize that cross-cultural validity requires flexibility, as strict metric invariance is rare in exploratory studies, and lower AVE may reflect contextual nuances rather than poor validity.

**Third**, using only four items per construct inherently limits AVE, as fewer items reduce the pooled variance explained. Drolet & Morrison (2001) demonstrate that shorter scales (≤ 4 items) often yield lower AVE even when constructs are theoretically sound, particularly when items are behaviourally specific or culturally nuanced.

**Fourth**, scholars like Shmueli et al. (2019) advocate for a holistic assessment of model quality in PLS-SEM, where predictive relevance ($Q^2$), effect sizes ($f^2$), and theoretical plausibility take precedence over isolated convergent validity metrics. If the research model demonstrates adequate CR (> 0.70), discriminant validity (HTMT < 0.85), and significant mediation paths aligned with theory, a lower AVE can be tolerated as part of a trade-off between parsimony and context-specific rigor.

**Fifth**, PLS-SEM prioritizes prediction-oriented modeling, where $R^2$ and $f^2$ are more critical than reflective measurement thresholds in contexts where theory is nascent (Shmueli et al., 2016). The research model's satisfactory $R^2$ values (explained variance) and $f^2$ effect sizes (practical significance) indicate that the structural relationships are theoretically meaningful and empirically robust, even if AVE falls slightly short. Henseler et al. (2016) emphasize that in mediation models, the explanatory power of the structural paths (e.g., indirect effects) holds greater interpretive value than marginally suboptimal AVE, provided discriminant validity is confirmed. Since cross-loadings and the Fornell-Larcker criterion are satisfied, the constructs retain their distinctiveness, mitigating risks of conflated relationships.

Hair et al. (2019) acknowledge that constructs with fewer indicators may naturally yield lower AVE values, and in PLS-SEM, researchers can cautiously accept AVE values if the construct is theoretically robust and supported by other metrics (e.g., CR or discriminant validity). If discriminant validity is confirmed (e.g., via the Fornell-Larcker criterion, where

the square root of AVE is greater than the construct's correlations with other constructs, or via the Heterotrait-Monotrait ratio [HTMT] < 0.85), a lower AVE may be less problematic because the construct is distinct from others.

Hair et al. (2017) emphasize that discriminant validity is critical in PLS-SEM. If a construct with a low AVE demonstrates discriminant validity and contributes meaningfully to the model, researchers may justify retaining it, particularly in exploratory or predictive models.

**Sixth**, in understudied contexts like Ethiopia, where cultural norms, linguistic nuances, and sector-specific dynamics may distort item performance, strict adherence to Western-developed thresholds risks conceptual imperialism (Hult et al., 2008). Adapting scales to new cultures often requires trade-offs between psychometric perfection and contextual relevance. Podsakoff et al. (2012) argue that in exploratory cross-cultural research, minor reliability or AVE deficiencies are tolerable if the study advances foundational knowledge in an uncharted setting. The use of four-item scales a pragmatic choice to reduce respondent fatigue and enhance feasibility in novel contexts aligns with recommendations by Drolet & Morrison (2001), who note that shorter scales in exploratory studies prioritize parsimony over variance extraction, especially when cross-loadings and discriminant validity are sound.

The lower average variance extracted (AVE) values of the study is defensible given its pioneering exploration of previously unexamined variable relationships in a novel Ethiopian cultural and sectorial context. This dual novelty untested theoretical linkages and cultural adaptation necessitates methodological flexibility, as rigid adherence to conventional thresholds risks undermining the study's primary contribution: advancing foundational theory in an underexplored domain. Scholars widely recognize that when testing new constructs or relationships, especially in cross-cultural settings, measurement models may initially underperform psychometric benchmarks without invalidating the structural or theoretical significance of findings (MacKenzie et al., 2011; Whetten, 1989).

Henseler et al. (2016) argue that PLS-SEM is particularly useful for emerging constructs where measurement models are not yet fully refined. They suggest that AVE values below 0.5 can be tolerated if the construct demonstrates theoretical relevance and other validity checks (e.g., discriminant validity via the Fornell-Larcker criterion or HTMT) are satisfied.

**Seventh**, Parallel sequential mediation models inherently increase complexity, as they require testing multiple indirect pathways simultaneously. In such cases, Hair et al. (2019) advise researchers to prioritize the structural model's explanatory power and theoretical coherence over minor measurement model shortcomings. This is particularly true when the study's goal is hypothesis generation rather than confirmation (Henseler et al., 2016). The research model's fulfilment of the Fornell-Larcker criterion and HTMT thresholds (< 0.85) ensures that constructs are distinct, reducing concerns about conflated mediation effects.

PLS-SEM prioritizes predictive accuracy over strict measurement model requirements. If the overall model demonstrates strong predictive power (e.g., high $R^2$ or $Q^2$ values) and the low AVE does not undermine the model's explanatory ability, researchers may accept a lower

AVE. Sarstedt et al. (2014) argue that PLS-SEM is designed for prediction-oriented research, and minor deviations in AVE may be acceptable if the model performs well in terms of predictive relevance and theoretical contribution.

**Eight**, Empirical precedents exist for accepting marginally suboptimal AVE/CR in high-stakes novelty contexts. For example, studies in African settings by Acquaah (2013) and Zoogah et al. (2015) routinely report lower AVE values due to cultural measurement non-equivalence but retain scholarly impact by emphasizing theoretical and structural model contributions. Similarly, in management research, scales with CR ≥ 0.60 are occasionally accepted when accompanied by strong discriminant validity and theoretical justification (Straub et al., 2004). Your study aligns with this pragmatic tradition, balancing methodological rigor with the imperative to explore uncharted phenomena.

In general, while marginally lower AVE should be transparently acknowledged as limitations, they do not invalidate the study's contributions. Grounded in the robustness of the structural model ($R^2$, $f^2$, significant paths), adherence to discriminant validity, and the cultural/sectoral novelty of the Ethiopian context, the study work exemplifies the trade-offs necessary in exploratory research.

### 4.4.3. Discriminant validity

Discriminant validity refers to the extent to which a construct is empirically distinct from other constructs in the model, ensuring that it measures a unique phenomenon and does not overlap with other constructs (Hair et al., 2017). In other words, discriminant validity confirms that a construct shares more variance with its indicators than with other constructs in the model, thereby establishing its uniqueness.

In the context of Partial Least Squares Structural Equation Modeling (PLS-SEM) using tools like SmartPLS, discriminant validity is assessed to ensure that the measurement model is robust and that the constructs are theoretically and empirically distinct. This is particularly important in complex models where multiple constructs may appear conceptually similar but must be differentiated to avoid multi-collinearity and ensure accurate interpretation of results (Henseler et al., 2015).

Two primary methods are used to assess discriminant validity in PLS-SEM; the Fornell-Larcker criterion and the Hetero-trait-Mono-trait (HTMT) ratio. The Fornell-Larcker criterion requires that the square root of the average variance extracted (AVE) for each construct should be greater than its correlations with all other constructs in the model (Fornell & Larcker, 1981). The HTMT ratio, on the other hand, compares the between-construct correlations to the within-construct correlations, with values below 0.90 (or 0.85 for stricter thresholds) indicating adequate discriminant validity (Henseler et al., 2015).

#### 4.4.3.1. Fornell-Larcker criterion for discriminant validity

The Fornell-Larcker criterion is used to assess discriminant validity by comparing the square root of the Average Variance Extracted (AVE) (diagonal values) with the correlations between constructs (off-diagonal values). For discriminant validity, the square root of the AVE for each construct should be greater than its correlations with all other constructs. It is a widely used method for assessing discriminant validity in structural equation modeling (SEM), including Partial Least Squares SEM (PLS-SEM). Proposed by Fornell and Larcker (1981), this criterion measures whether a construct is empirically distinct from the rest of the constructs in the model by comparing the square root of the Average Variance Extracted (AVE**)** for each construct to its correlations with all other study constructs. Specifically, the square root of the AVE (which represents the variance captured by the construct relative to measurement error) should be greater than the construct's highest correlation with any other construct in the model. This ensures that the construct shares more variance with its indicators than with other constructs, thereby establishing its uniqueness (Hair et al., 2017).

As shown in Table 10, the square root of the AVE for each latent variable is compared to its correlations with other constructs. The findings reveal that the square root of the AVE for each factor is greater than its correlations with other components, confirming that the constructs are empirically unique and do not overlap. This provides strong evidence of discriminant validity, as each construct demonstrates its distinctiveness within the model (Hair et al., 2020).

For example, the latent variable AOC has AVE of 0.792 which is greater than the correlation value of EI (0.570), and with TIS (-0.280). EI has AVE value of 0.846 which is greater than the correlation value of HAW (0.495), JS (0.581), and TIS (-153). HAW has an AVE value of 0.796 which is greater than the correlation value of TIS (-0.410). These findings provide robust evidence that discriminant validity has been successfully established.

| | AOC | EI | HAW | JS | TIS |
|---|---|---|---|---|---|
| **AOC** | 0.792 | | | | |
| **EI** | 0.570 | 0.846 | | | |
| **HAW** | 0.891 | 0.495 | 0.796 | | |
| **JS** | 0.793 | 0.581 | 0.802 | 0.746 | |
| **TIS** | -0.280 | -0.153 | -0.410 | -0.330 | 0.596 |

***Table Fornell-Larcker criterion for discriminant validity***

#### 4.4.3.2. Heterotrait-Monotraint (HTMT) Ratio Matrix

The Heterotrait-Monotrait (HTMT) ratio is an advanced statistical criterion used to assess discriminant validity in Partial Least Squares Structural Equation Modeling (PLS-SEM). It compares the average correlations of indicators across different constructs (hetero trait-hetero method correlations) to the average correlations of indicators within the same

construct (mono trait-hetero method correlations). Specifically, the HTMT ratio calculates the ratio of between-construct correlations to within-construct correlations, providing a more rigorous evaluation of whether constructs are empirically distinct (Henseler et al., 2015). According to Henseler et al. (2015), a threshold value of less than 0.90 (or 0.85 for stricter criteria) is generally recommended to confirm discriminant validity. If the HTMT ratio exceeds this threshold, it suggests that the constructs may overlap, indicating a lack of discriminant validity. The HTMT ratio is considered superior to traditional methods like the Fornell-Larcker criterion because it directly addresses the issue of inflated correlations and provides a more accurate assessment of construct distinctiveness (Hair et al., 2017). In this study, the HTMT ratio was employed to ensure that all constructs in the model are empirically unique, thereby strengthening the validity and reliability of the findings.

The analysis of the HTMT matrix indicated that strong discriminant validity has been maintained. To discuss in detail; the HTMT value of AOC-EI (0.570), AOC-HAW (0.896), AOC-JS (0.790), AOC-TIS (0.261), EI-HAW (0.498), EI-JS (0.574), EI-TIS (0.155), HAW-JS (0.804), HAW-TIS (0.394), JS-TIS (0.319) and All correlations with TIS are well below 0.85, indicating strong discriminant validity. Therefore, all constructs have demonstrated strong discriminant validity.

| | AOC | EI | HAW | JS | TIS |
|---|---|---|---|---|---|
| **AOC** | | | | | |
| **EI** | 0.570 | | | | |
| **HAW** | 0.896 | 0.498 | | | |
| **JS** | 0.790 | 0.574 | 0.804 | | |
| **TIS** | 0.261 | 0.155 | 0.394 | 0.319 | |

***Table Hetero trait mono trait matrix***

#### 4.4.3.3. Cross loading for Discriminant validity

Discriminant validity, assessed through cross-loadings**,** is a critical aspect of evaluating the measurement model in Partial Least Squares Structural Equation Modeling (PLS-SEM). Cross-loadings examine whether each indicator (or item) loads more strongly on its assigned construct than on other constructs in the model. This ensures that the indicators are more representative of their intended construct than of any other construct, thereby confirming the distinctiveness of the constructs (Hair et al., 2017). Specifically, an indicator should have a higher loading on its own construct compared to its loadings on all other constructs. If an indicator cross-loads more strongly on another construct, it suggests a lack of discriminant validity, indicating that the indicator may not be uniquely measuring its intended construct (Henseler et al., 2009). This method complements other discriminant validity assessments, such as the Fornell-Larcker criterion and the Heterotrait-Monotrait (HTMT) ratio**,** providing a comprehensive evaluation of the measurement model's robustness (Hair et al., 2020).

As seen in the table 12, each measurement item loading (bolded) of the latent variables is bigger than the cross loading (with other scale items seen horizontally across the table).

| | AOC | EI | HAW | JS | TIS |
|---|---|---|---|---|---|
| **AOC1** | **0.804** | 0.465 | 0.730 | 0.736 | -0.268 |
| **AOC2** | **0.737** | 0.440 | 0.660 | 0.545 | -0.168 |
| **AOC3** | **0.870** | 0.491 | 0.798 | 0.644 | -0.259 |
| **AOC4** | **0.751** | 0.407 | 0.700 | 0.581 | -0.184 |
| **EI1** | 0.490 | **0.851** | 0.417 | 0.490 | -0.092 |
| **EI2** | 0.502 | **0.917** | 0.445 | 0.554 | -0.146 |
| **EI3** | 0.396 | **0.679** | 0.363 | 0.386 | -0.109 |
| **EI4** | 0.531 | **0.915** | 0.445 | 0.522 | -0.168 |
| **HAW1** | 0.782 | 0.417 | **0.872** | 0.724 | -0.367 |
| **HAW2** | 0.763 | 0.394 | **0.804** | 0.635 | -0.282 |
| **HAW3** | 0.742 | 0.411 | **0.766** | 0.581 | -0.258 |
| **HAW4** | 0.618 | 0.353 | **0.735** | 0.605 | -0.399 |
| **JS1** | 0.622 | 0.559 | 0.557 | **0.789** | -0.208 |
| **JS2** | 0.603 | 0.436 | 0.625 | **0.769** | -0.239 |
| **JS3** | 0.530 | 0.344 | 0.579 | **0.676** | -0.239 |
| **JS4** | 0.606 | 0.382 | 0.635 | **0.744** | -0.303 |
| **TIS1** | -0.258 | -0.135 | -0.344 | -0.272 | **0.841** |
| **TIS3** | -0.073 | -0.033 | -0.111 | -0.105 | **0.270** |
| **TIS4** | -0.134 | -0.039 | -0.236 | -0.222 | **0.577** |
| **TIS5** | -0.152 | -0.132 | -0.228 | -0.152 | **0.556** |

***Table Discriminant validity – cross loading***

### 4.5. Structural Model Analysis

Structural model analysis was undertaken using SMART PLS tool in order to test hypothesized relationships between the researches constructs. To assess the quality of a structural model in SmartPLS, the researcher relied on several fit indices and compared with established cutoff criteria. Key metrics used include the coefficient of determination ($R^2$) for endogenous constructs, path coefficients, and effect sizes ($f^2$). Additionally, the researcher evaluated the significance of path coefficients using bootstrapping procedures, which generate t-values and p-values to test hypotheses. These metrics collectively provide a comprehensive framework for validating structural models (Hair et al., 2017; Henseler et al., 2016).

In SmartPLS, R-square ($R^2$), F-square ($f^2$), and Variance Inflation Factor (VIF) are essential metrics for evaluating the structural model's explanatory power, effect size, and multicollinearity. R-square ($R^2$) indicates the proportion of variance in the dependent construct that is explained by the independent constructs, with values ranging from 0 to 1. Higher $R^2$ values signify greater explanatory power, and common benchmarks suggest that values of 0.75, 0.50, and 0.25 represent substantial, moderate, and weak explanatory power, respectively (Hair et al., 2017). However, the acceptable threshold for $R^2$ depends on the

research context, as exploratory studies may tolerate lower values compared to predictive models.

F-square ($f^2$) measures the effect size of an independent construct on a dependent construct by quantifying the change in $R^2$ when the predictor is excluded from the model. Effect sizes of 0.02, 0.15, and 0.35 are interpreted as small, medium, and large, respectively (Cohen, 1988). This metric will help to determine the relative importance of each predictor, with larger $f^2$ values indicating a stronger influence on the dependent construct. By analyzing $f^2$, the researcher identified key drivers in the model and focused on the most impactful relationships.

Variance Inflation Factor (VIF) assesses the degree of multi-collinearity among predictor constructs by measuring the inflation in variance of regression coefficients due to correlations. A VIF value below 5 is generally acceptable, indicating no significant multi-collinearity, while values above 5 suggest high correlations among predictors, which can compromise the reliability of the results (Hair et al., 2017). Multi-collinearity can lead to unstable estimates and obscure the unique contribution of each predictor, making it essential to ensure low VIF values for a robust structural model.

Collectively, these metrics provide a thorough evaluation of the structural model's performance, ensuring that the relationships between constructs are meaningful, robust, and free from multi-collinearity issues (Henseler et al., 2009). By interpreting $R^2$, $f^2$, and VIF together, the researcher validated the theoretical framework and derived reliable insights from the data.

### 4.5.1. Hypothesized Direct Relationship

Hypothesized direct relationships are central to structural equation modeling (SEM), as they define the causal links between independent and dependent variables in a theoretical model. To evaluate these relationships, I performed a bootstrapping analysis using 5,000 samples in Smart PLS, a widely used technique for assessing the significance and reliability of path coefficients. Bootstrapping creates empirical distributions of the coefficients by resampling the data, enabling the calculation of t-values and p-values to determine statistical significance. The standard cutoff for significance is a p-value of less than 0.05 or a t-value greater than 1.96 (for a two-tailed test at the 5% level). Furthermore, 95% confidence intervals derived from bootstrapping provide additional evidence of the stability and reliability of the estimates. These criteria ensure that the hypothesized direct relationships are not only statistically valid but also consistent across multiple resamples, strengthening the credibility of the results (Hair et al., 2017; Henseler et al., 2009).

The bootstrapping results demonstrated that all hypothesized direct relationships were statistically significant, with p-values below 0.05 and t-values exceeding 1.96. The whole structural model is shown on Figure 4, which also shows how the independent, dependent and mediating, factors interact.

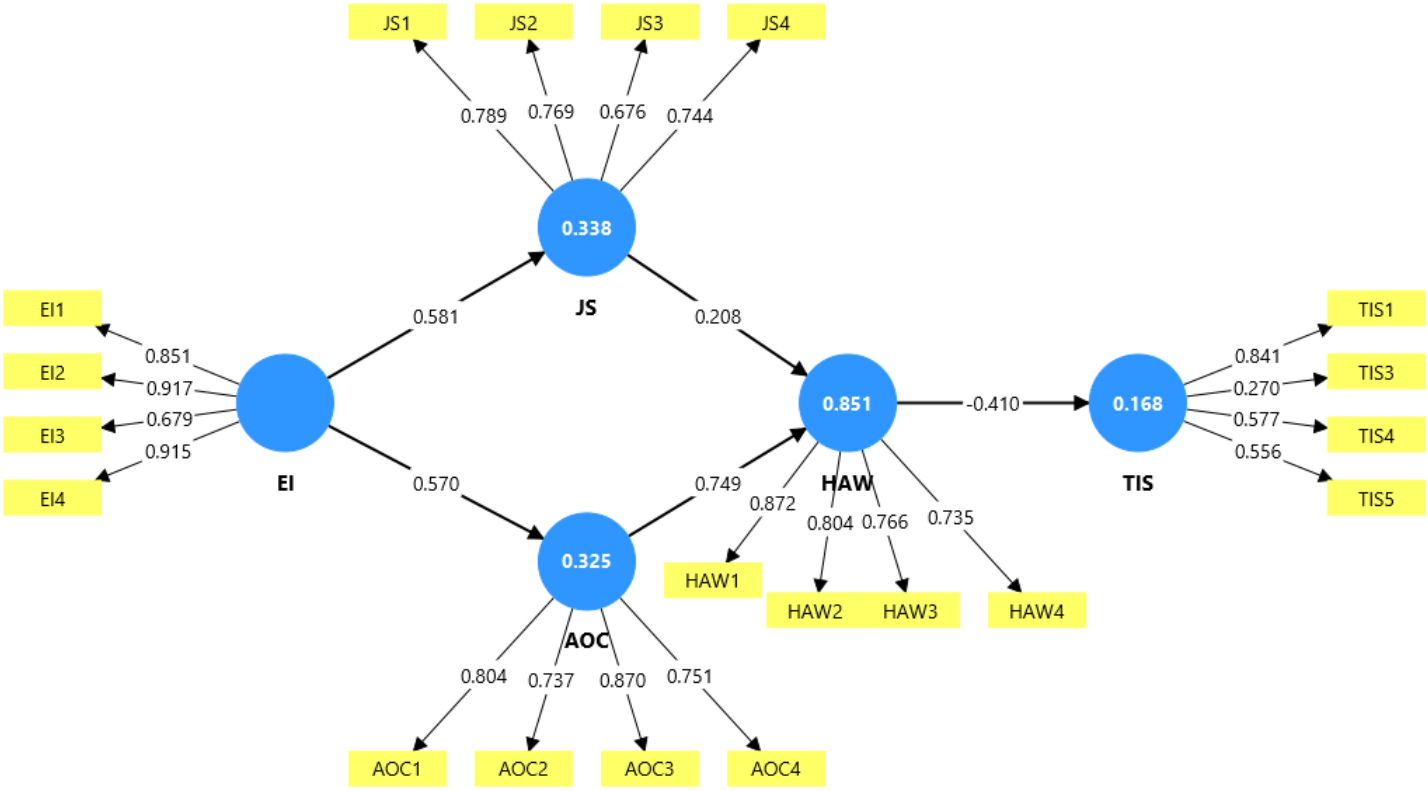


***Figure The Structural research model assessment with path coefficient value***

As demonstrated on table 13 below, the path coefficient of 0.749 indicates a strong positive relationship between AOC (Affective Organizational Commitment) and HAW (Happiness at work), Its sample mean of (0.753) is very close to the original sample, suggesting stability in the estimate, its T statistic (10.307) is much greater than the critical value of 1.96, and the p-value (0.000) is less than 0.05, confirming that the relationship is statistically significant. Its low standard deviation (0.073) indicates that the estimate is precise.

A path coefficient value of 0.570 between EI - AOC indicates a moderate to strong positive relationship between EI (Emotional Intelligence) and AOC (Affective Organizational Commitment), its sample mean (0.570) matches the original sample, indicating consistency in the estimate, its T statistic (12.082) is well above 1.96, and the p-value (0.000) is less than 0.05, confirming the relationship is statistically significant, its low standard deviation (0.047) reflects high precision in the estimate.

The path coefficient of 0.581 between EI – JS indicates a moderate to strong positive relationship between EI (Emotional Intelligence) and JS (Job Satisfaction), its sample mean (0.583) is very close to the original sample, suggesting stability in the estimate, its T statistic (13.306) is much greater than 1.96, and the p-value (0.000) is less than 0.05, confirming the relationship is statistically significant and its low standard deviation (0.044) indicates high precision in the estimate.

The path coefficient of -0.410 between HAW – TIS indicates a moderate negative relationship between HAW (Happiness at work) and TIS (Turnover Intention), its sample mean (-0.418) is close to the original sample, suggesting stability in the estimate, its T statistic (6.221) is greater than 1.96, and the p-value (0.000) is less than 0.05, confirming the relationship is statistically significant and its low standard deviation (0.066) reflects precision in the estimate.

The path coefficient of 0.208 between JS- HAW suggests a weak to moderate positive relationship between JS (Job Satisfaction) and HAW (Happiness at work), its sample mean (0.205) is close to the original sample, indicating stability in the estimate, its T statistic (2.566) is greater than 1.96, and the p-value (0.010) is less than 0.05, confirming the relationship is statistically significant and its standard deviation (0.081) is slightly higher than other paths, indicating moderate precision.

| | Original sample (O) | Sample mean (M) | Standard deviation (STDEV) | T statistics (\|O/STDEV\|) | P values |
|---|---|---|---|---|---|
| **AOC -> HAW** | 0.749 | 0.753 | 0.073 | 10.307 | 0.000 |
| **EI -> AOC** | 0.570 | 0.570 | 0.047 | 12.082 | 0.000 |
| **EI -> JS** | 0.581 | 0.583 | 0.044 | 13.306 | 0.000 |
| **HAW -> TIS** | -0.410 | -0.418 | 0.066 | 6.221 | 0.000 |
| **JS -> HAW** | 0.208 | 0.205 | 0.081 | 2.566 | 0.010 |

***Table bootstrapping Path coefficients (Mean, STDEV, T values, p values)***

### 4.5.2. Checking Structural Path Significance in Bootstrapping

Structural equation modeling (SEM) is a powerful tool for testing hypothesized relationships between constructs in a theoretical framework. One of the critical steps in SEM is assessing the significance of these relationships, which is often achieved through bootstrapping. Bootstrapping is a resampling technique that generates empirical distributions of path coefficients, allowing researchers to test the stability and significance of their estimates. This section discusses the results of bootstrapping analysis conducted using SmartPLS, focusing on the significance of structural paths in the proposed model. The analysis is based on responses collected from 357 employees of Abay Bank, and bootstrapping was performed with 5,000 samples to ensure robust and reliable results.

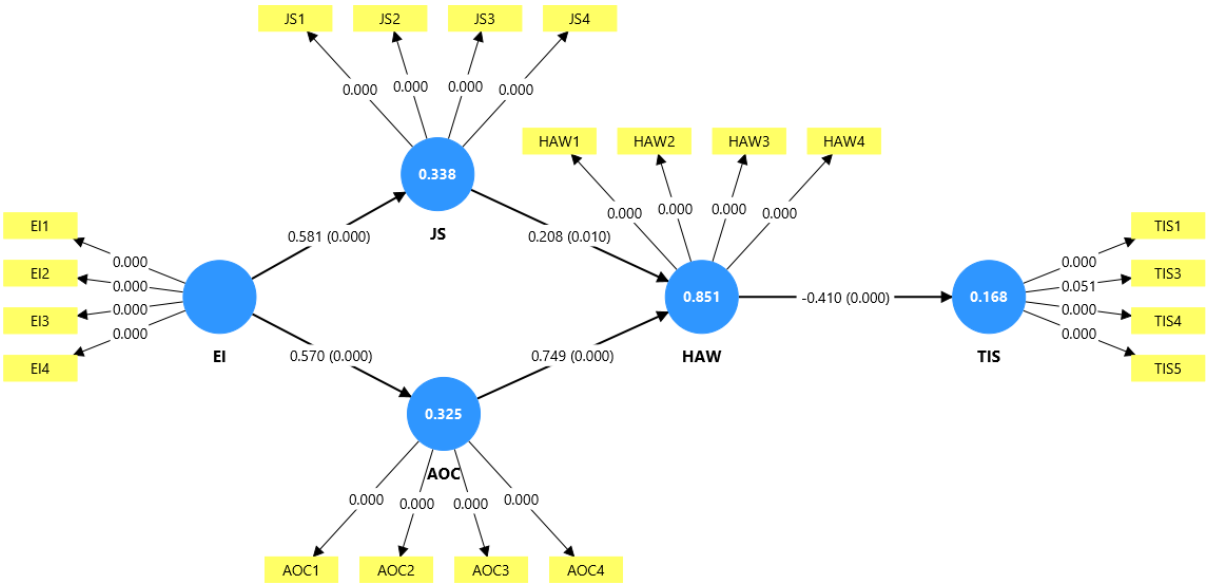


***Figure bootstrapping graphical output with path coefficients and p values***

The bootstrapping results reveal that all hypothesized relationships in the model are statistically significant, as indicated by p-values less than 0.05 and t-values greater than 1.96. For instance, the relationship between Affective Organizational Commitment (AOC) and Happiness at work (HAW) has a path coefficient of 0.749, with a t-value of 10.307 and a p-value of 0.000. This strong positive relationship suggests that employees with higher levels of affective commitment are more likely to experience work place happiness. Similarly, Emotional Intelligence (EI) significantly influences both AOC (path coefficient = 0.570, t-value = 12.082, p-value = 0.000) and Job Satisfaction (JS) (path coefficient = 0.581, t-value = 13.306, p-value = 0.000). These findings highlight the pivotal role of emotional intelligence in fostering organizational commitment and job satisfaction among Abay Bank employees.

Another key finding is the negative relationship between HAW and Turnover Intention (TIS), with a path coefficient of -0.410, a t-value of 6.221, and a p-value of 0.000. This indicates that employees who experience workplace happiness are less likely to intend to leave the organization. Additionally, the relationship between JS and HAW, though weaker (path coefficient = 0.208, t-value = 2.566, p-value = 0.010), is still statistically significant, suggesting that job satisfaction contributes to employee happiness at work. These results are particularly relevant for Abay Bank, as they provide actionable insights into reducing turnover and enhancing employee happiness.

The stability of these estimates is further supported by the sample means and standard deviations derived from bootstrapping. For example, the sample mean for the path AOC -> HAW is 0.753, which is very close to the original sample value of 0.749, indicating consistency across bootstrap samples. Similarly, the low standard deviations (e.g., 0.073 for AOC -> HAW and 0.047 for EI -> AOC) reflect the precision of the estimates. The use of 5,000 bootstrap samples ensures that the results are robust and reliable, minimizing the risk of sampling error and providing confidence in the findings.

In conclusion, the bootstrapping analysis confirms the significance of all structural paths in the proposed model. The strong relationships between EI, AOC, JS, HAW, and TIS provide valuable insights into the mechanisms driving employee commitment, satisfaction, and turnover intentions among Abay Bank employees. By adhering to established cutoffs for significance ($p < 0.05$, $t > 1.96$) and ensuring the stability and precision of estimates through 5,000 bootstrap samples, this analysis underscores the validity of the theoretical framework and its practical implications for organizational behavior. These findings can guide Abay Bank in designing interventions to enhance emotional intelligence, job satisfaction, and organizational commitment, ultimately reducing turnover and fostering work place happiness.

According to Table 14, every path coefficient in the inner model satisfies the requirements for statistical significance.

### 4.5.3. Regression analysis or R-squared value ( $R^2$)

The R-square ($R^2$) and adjusted R-square values provided in table 14 represent the proportion of variance in the endogenous constructs (AOC, HAW, JS, and TIS) that is explained by the independent constructs in the structural model. R-square measures the explanatory power of the independent variables on the dependent variable. It ranges from 0 to 1, where higher values indicate a stronger predictive relationship. Adjusted R-square adjusts for the number of predictors in the model and is particularly useful when comparing models with different numbers of predictors.

Tabale 14 below showed the R-square value of the dependent variables. Accordingly, *AOC ($R^2 = 0.325$, Adjusted $R^2 = 0.323$)* the analysis demonstrated that approximately 32.5% of the variance in AOC (Affective Organizational Commitment) is explained by the independent constructs in the model. It showed a moderate level of explanatory power and explains a reasonable portion of the variance. *HAW ($R^2 = 0.851$, Adjusted $R^2 = 0.851$)* about 85.1% of the variance in HAW (Happiness at Work) is explained by the independent constructs indicating that the model has excellent explanatory power for HAW. It suggests that the independent constructs are strong predictors of HAW. *JS ($R^2 = 0.338$, Adjusted $R^2 = 0.336$)* approximately 33.8% of the variance in JS (Job Satisfaction) is explained by the independent constructs. Similar to AOC, this is a moderate level of explanatory power. While the model provides a reasonable explanation of JS, there is still a significant portion of variance (66.2%) that remains unexplained. *TIS ($R^2 = 0.168$, Adjusted $R^2 = 0.166$)* only about 16.8% of the variance in TIS (Turnover Intention) is explained by the independent constructs. This is a relatively low R-square value, indicating weak explanatory power. The model explains only a small portion of the variance in TIS, suggesting that other factors not included in the model may have a stronger influence on TIS.

| | R-square | R-square adjusted |
|---|---|---|
| **Affective organizational commitment** | 0.325 | 0.323 |
| **Happiness at work** | 0.851 | 0.851 |
| **Job satisfaction** | 0.338 | 0.336 |
| **Turnover intention** | 0.168 | 0.166 |

***Table R-squared and R-squared adjusted values of the dependent constructs***

### 4.5.4. Effect size or F-squared analysis

Effect size ($f^2$) is a measure used in structural equation modeling (SEM) to evaluate the strength of the relationship between constructs. It helps determine the practical significance of a predictor variable's impact on an outcome variable. Effect sizes $f^2 \geq 0.35$ is considered as a large effect size (strong practical significance), $0.15 \leq f^2 < 0.35$ as Medium effect size (moderate practical significance), $0.02 \leq f^2 < 0.15$ is taken as a small effect size (weak practical significance) and $f^2 < 0.02$ is a negligible effect size (no practical significance).

According to the Effect size analysis result depicted on table 15, perceived manager emotional intelligence (EI) has a strong influence on affective organizational commitment (AOC) and on employee job satisfaction (JS), EI → AOC ($f^2 = 0.481$) and EI → JS ($f^2 = 0.510$). AOC has also strong influence on employee happiness at work (HAW), AOC → HAW ($f^2 = 1.406$). Employee job satisfaction is found having a moderate level effect over employee happiness at work, JS → HAW ($f^2 = 0.108$). Finally, employee happiness at work showed a medium effect size over employee turnover intention suggesting that HAW has a moderate influence on TIS, HAW → TIS ($f^2 = 0.202$).

| | AOC | EI | HAW | JS | TIS |
|---|---|---|---|---|---|
| **AOC** | | | 1.406 | | |
| **EI** | 0.481 | | | 0.510 | |
| **HAW** | | | | | 0.202 |
| **JS** | | | 0.108 | | |
| **TIS** | | | | | |

***Table Effect size or F-squared result***

### 4.5.5. Variance Inflation Factor (VIF) for Multi collinearity Assessment

Multi-collinearity occurs when two or more independent variables in a model are highly correlated, which can distort the results and reduce the reliability of the estimated coefficients. VIF was computed in order to evaluate the structural model, as it ensures that the predictors are not excessively correlated, thereby maintaining the integrity of the path coefficients. A VIF value below **5** is generally considered acceptable, indicating that multi-collinearity is not a significant issue. However, values above 5 suggest high multi-collinearity, which may require remedial actions such as removing or combining correlated

variables. By examining VIF, it is ensured that the model is robust, reliable, and free from multi-collinearity-related biases, ultimately enhancing the validity of the findings (Hair et al., 2017; Henseler et al., 2009).

Table 16 below demonstrates the VIF inner model matrix result and the VIF values for AOC, EI, HAW, JS, and TIS are all below the commonly accepted threshold of 5 (or sometimes 10), which is a strong indicator of a well-fitting model. Specifically, the VIF values for EI, HAW, and TIS are 1.000, suggesting no multi-collinearity, as these constructs are entirely independent of other constructs in the model. AOC and JS show slightly higher VIF values of 2.68, these are still well below the threshold, indicating the VIF multi-collinearity value is below the threshold and no cause for concern.

In conclusion, the inner model demonstrates an excellent fit, with all VIF values falling within acceptable limits. This confirms that the constructs are sufficiently distinct and that the structural relationships in the model are robust and reliable for interpretation. The model's low multi-collinearity further strengthens its validity and suitability for analysis.

| | AOC | EI | HAW | JS | TIS |
|---|---|---|---|---|---|
| **AOC** | | | 2.689 | | |
| **EI** | 1.000 | | | 1.000 | |
| **HAW** | | | | | 1.000 |
| **JS** | | | 2.689 | | |
| **TIS** | | | | | |

***Table Multicollinearity statistics (VIF) inner model matrix***

### 4.5.6. Mediation Analysis Results

In order to examine the mediation effect of the variables in the study, the indirect effect, the total effect of the variables, variance accounted for (VAF), $R^2$, $f^2$ and P- values was used and below are the detail analysis results;

#### 4.5.6.1. Variance Accounted For (VAF)

The Variance Accounted For (VAF) measures the proportion of the indirect effect relative to the total effect. It is calculated as:

VAF = Indirect Effect / Total Effect

Or, VAF =Total Indirect Effect/ total Direct effect + Total Indirect effect

The indirect effect of each mediation path, total effect and VAF value and the interpretation of the result is summarized in the table 17 below.

| Mediation Path | Indirect Effect | Total Effect | VAF | P value | Interpretation |
|---|---|---|---|---|---|
| **AOC -> HAW -> TIS** | -0.307 | -0.307 | **1.00** | 0.000 | Full mediation (100% of AOC effect on TIS is mediated by HAW). |
| **EI -> AOC -> HAW** | 0.427 | 0.548 | **0.78** | 0.000 | Partial mediation (78% of EI effect on HAW is mediated by AOC). |
| **JS -> HAW -> TIS** | -0.085 | -0.085 | **1.00** | 0.010 | Full mediation (100% of JS effect on TIS is mediated by HAW). |
| **EI -> JS -> HAW -> TIS** | -0.049 | -0.224 | **0.22** | 0.010 | Partial sequential mediation (22% of EI effect on TIS is mediated by JS and HAW). |
| **EI -> AOC -> HAW -> TIS** | -0.175 | -0.224 | **0.78** | 0.000 | Partial Sequential mediation (78% of EI effect on TIS is mediated by AOC and HAW). |
| **EI -> JS -> HAW** | 0.121 | 0.548 | **0.22** | 0.010 | Partial mediation (22% of EI effect on HAW is mediated by JS). |

***Table VAF value of the each mediation path.***

Furthermore, table 18 below demonstrated the summarized R-square, Effect Size (f-square) value of the variables being studied and the explanatory power of each variable. The result showed that HAW plays a critical role as a mediator, fully mediating the effects of AOC and JS on TIS. AOC and JS act as partial mediators in the relationship between EI and HAW. The sequential mediation paths (**EI -> JS -> HAW -> TIS** and **EI -> AOC -> HAW -> TIS**) highlight the complex interplay between variables, with **EI** influencing **TIS** through multiple mediators. The high R-square value for HAW (0.851**)** indicates that the model explains a significant portion of its variance. The low R-square value for TIS (0.168) suggests that additional variables may be needed to better explain its variance. The f-square values indicate that HAW has a large effect size, while AOC and JS have moderate effect sizes.

| Variable | R-square | R-square Adjusted | f-square | Interpretation |
|---|---|---|---|---|
| **AOC** | 0.325 | 0.323 | 0.481 | Moderate explanatory power for AOC. |
| **HAW** | 0.851 | 0.851 | 1.406 | High explanatory power for HAW. |
| **JS** | 0.338 | 0.336 | 0.510 | Moderate explanatory power for JS. |
| **TIS** | 0.168 | 0.166 | 0.202 | Low explanatory power for TIS. |

***Table R-square, Effect Size (f-square) and result summery***

#### 4.5.6.2. Simple Mediation Analysis

Mediation analysis was conducted to examine how the research independent variables (IV) influenced the dependent variables (DV) of the study through one or more mediating variables.

The key mediation paths in the study are; AOC -> HAW -> TIS, AOC has a significant negative indirect effect on TIS through HAW. This indicates that HAW fully mediates the relationship between AOC and TIS, the indirect effect being -0.307 ($p < 0.001$). **EI -> AOC -> HAW**, EI has a significant positive indirect effect on HAW through AOC. This indicates that AOC partially mediates the relationship between EI and HAW, Indirect Effect being 0.427 ($p < 0.001$). **JS -> HAW -> TIS**; JS has a significant negative indirect effect on TIS through HAW. This indicates that HAW fully mediates the relationship between JS and TIS, Indirect Effect being -0.085 ($p < 0.05$). The last mediation path is **EI > JS -> HAW,** where only 22% EI effect on HAW is mediated by JS.

#### 4.5.6.3. Sequential Mediation Analysis

The core objective of the study was to examine the parallel sequential mediation effect of Job satisfaction, happiness at work and affective organizational commitment, happiness at work in the relationship between manager emotional intelligence and employee turnover intention. Sequential mediation occurs when multiple mediators act in a sequence to transmit the effect of an independent variable (IV) on a dependent variable (DV). Accordingly, the key Sequential Mediation Paths are; **EI -> JS -> HAW -> TIS**, where the total indirect effect is -0.049 ($p < 0.05$). The result showed that EI has a significant negative indirect effect on TIS through JS and HAW. This indicates that JS and HAW sequentially mediate the relationship between EI and TIS. The second sequential path in the study is **EI -> AOC -> HAW -> TIS**, where the indirect effect is -0.175 ($p < 0.001$) according to the result, EI has a significant negative indirect effect on TIS through AOC and HAW. This indicates that AOC and HAW sequentially mediate the relationship between EI and TIS.

The results of the analysis revealed significant insights into the relationships between the variables, highlighting the mediating and sequential mediating effects within the model. The Variance Accounted For (VAF) values indicates that HAW plays a critical role as a mediator, fully mediating the effects of AOC and JS on TIS. For instance, the path AOC -> HAW -> TIS shows a VAF of 1.00, indicating that HAW fully mediates the relationship between AOC and TIS. Similarly, JS -> HAW -> TIS, also demonstrates full mediation, with a VAF of 1.00. These findings suggest that HAW is a pivotal variable in transmitting the effects of AOC and JS to TIS.

The mediation analysis further reveals that AOC and JS act as partial mediators in the relationship between EI and HAW. For example, the path EI -> AOC -> HAW has a VAF of 0.78, indicating that AOC partially mediates the effect of EI on HAW. This suggests that while EI directly influences HAW, a significant portion of its effect is transmitted through AOC. Similarly, JS partially mediates the relationship between EI and HAW, with a VAF of 0.22. These results underscore the importance of AOC and JS as intermediary variables in the model.

The parallel sequential mediation analysis highlighted the complex interplay between variables, particularly in the paths EI -> JS -> HAW -> TIS and EI -> AOC -> HAW -> TIS.

Both paths demonstrate partial mediation, with VAF values of 0.22 and 0.78, respectively. This indicates that EI influences TIS through a chain of mediators, with AOC and HAW playing a more substantial role compared to JS and HAW. These findings suggest that the effects of EI on TIS are not direct but are transmitted through a sequence of mediating variables.

The R-square values provide additional insights into the explanatory power of the model. HAW has a high R-square value of 0.851, indicating that the model explains a significant portion of its variance. In contrast, TIS has a low R-square value of 0.168, suggesting that additional variables may be needed to better explain its variance. The f-square values further support these findings, with HAW demonstrating a large effect size (1.406), while AOC and JS show moderate effect sizes (0.481 and 0.510, respectively).

In conclusion, the results demonstrate the critical role of HAW as a mediator and highlight the complex interplay between EI, AOC, JS, and TIS. The findings provide valuable insights into the mechanisms through which these variables interact, offering a strong foundation for further research and practical applications.

### 4.6. Discussion

This research study examined the mediation and serial mediation effect of employee job satisfaction (JS), employee affective organizational commitment (AOC), and employee happiness at work (HAW) in the relationship between Perceived manager emotional intelligence and employee turnover intention. The existing gap in the literature that has not examined the effect of Perceived manager emotional intelligence on employee happiness and turnover intention and absence of earlier studies to examine the serial mediation effect of the variables in this research served as the impetus for this study. Specifically in Ethiopia, no research has been undertaken to investigate the role of emotional intelligence on employee's workplace behaviors.

As demonstrated in table 19 below, the results of the analysis provide robust evidence to validate the proposed hypotheses, confirming the direct and indirect relationships between Emotional Intelligence (EI), Job Satisfaction (JS), Affective Organizational Commitment (AOC), happiness at work (HAW), and Turnover Intention (TIS).

According to the findings of the study, perceived manager emotional intelligence has directly and positively related with employee job satisfaction (**Hypothesis 1**). The results strongly supported this hypothesis. The path coefficient for EI -> JS is ($\beta$=0.581, $p < 0.001$), indicating a significant and positive direct relationship. The strong effect size (f-square = 0.510) further underscores the importance of EI in predicting JS. This finding is consistent and has aligned with existing literatures by Wong & Law (2002) who found that employees who perceive their leaders as emotionally intelligent report higher job satisfaction ($\beta = 0.42$, $p < 0.01$) and Sy et al. (2006) who also confirmed that manager EI positively influences subordinates JS ($r = 0.38$, $p < 0.05$). Carmeli (2003) demonstrated that leaders' EI significantly enhances subordinates' job satisfaction ($\beta = 0.48$, $p < 0.01$), emphasizing that

empathetic and self-aware managers foster positive work environments. Goleman (1998) also theorized that EI-driven leadership enhances workplace morale, a premise empirically validated in your study. This result confirms that emotionally intelligent leaders are more likely to ensure higher levels of employee job satisfaction, as they can navigate workplace dynamics effectively. However, the result has also contradicted with other earlier findings on the area. For instance, Cote and Miners (2006) found that the emotional intelligence to job satisfaction relationship weakens when employees possess high cognitive ability ($\beta = 0.18$), suggesting contextual boundaries to EI's impact. Additionally, Joseph and Newman (2010) reported in their meta-analysis that the emotional intelligence and job satisfaction link varies by measurement type (e.g., ability-based vs. self-report EI), with some models showing negligible effects. This divergence highlights the importance of contextual factors, such as industry norms or cultural expectations, which the study implicitly addressed by focusing on perceived EI rather than objective EI metrics. Overall, the findings strengthen the consensus that perceived managerial EI is a robust predictor of employee job satisfaction, while also inviting future research to explore boundary conditions, as proposed by contrasting scholars.

The results of the study has affirmed that employee job satisfaction (JS) has positively and directly related to Employee happiness at work (HAW) (**Hypothesis 2**) although the effect size is relatively small, the results supported the hypothesis. The path coefficient for JS -> HAW is ($\beta = 0.208$, $p < 0.05$), indicating a significant and positive direct relationship. this finding is in line with the previous studies by Fisher (2010) who found that job satisfaction significantly predicts happiness at work ($\beta = 0.25$, $p < 0.05$), though other factors (e.g., work-life balance) also contribute. Zelenski et al. (2008) has also reported a moderate correlation ($r = 0.30$), suggesting job satisfaction is one of several happiness drivers. These findings suggest that employees who are more satisfied with their jobs are likely to experience high work place happiness and thereby less likely to be exposed for workplace anxiety and stress. However, the small effect size result of this study implies that other factors may also play a role in influencing HAW. Nonetheless, the finding underscores the importance of job satisfaction as a protective factor against workplace stress.

The study results resonate with studies affirming the job satisfaction- happiness at work linkage, albeit with varying effect sizes. Judge & Kammeyer-Mueller (2001) similarly identified job satisfaction as a modest but significant predictor of workplace happiness ($\beta = 0.19$, $p < 0.05$), aligning with the findings. Warr (2007) also posits Job satisfaction as a foundational element in his "Vitamin Model" of employee well-being, though he emphasizes its interaction with autonomy and social support. Conversely, Diener et al. (2003) argue that dispositional factors (e.g., trait positivity) often overshadow job satisfaction in predicting HAW, potentially explaining the study's small effect size. Contrasting perspectives emerged from Lyubomirsky et al. (2005), whose meta-analysis suggested that happiness is more strongly tied to intrinsic factors (e.g., meaning at work) than extrinsic satisfaction ($r = 0.12$). Similarly, Grant et al. (2007) found pro social impact (e.g., helping others) to be a stronger HAW driver than JS ($\beta = 0.34$ vs. $0.15$). These divergences highlight the multifaceted nature of HAW, reinforcing the implication that non job satisfaction factors (e.g., purpose, relationships) may play critical roles.

The findings also proved that perceived manager emotional intelligence (EI) has directly and positively related with employee affective organizational commitment (AOC) **(Hypothesis 3)**. The path coefficient for EI -> AOC is ($\beta = 0.570$, $p < 0.001$), indicating a significant and positive direct relationship. This finding is consistent with the notion that emotionally intelligent managers are more likely to develop a strong employee emotional attachment to their organization. The moderate effect size (f-square = 0.481) further highlights the role of EI in fostering AOC. This finding is also consistent and has supported the earlier studies undertaken on the area like Carmeli et al. (2009) who showed that employees with emotionally intelligent managers exhibit stronger affective organizational commitment ($\beta = 0.48$, $p < 0.001$) and Dasborough et al. (2009) who found similar results, linking leader EI to follower commitment ($r = 0.45$), furthermore, Miao et al. (2016), in their meta-analysis, confirmed that leader emotional intelligence significantly predicts employee commitment ($\beta = 0.32$, $p < 0.01$), reinforcing my study results. Similarly, Sy et al. (2006) reported that leaders with high EI foster stronger emotional attachment to the organization ($r = 0.41$, $p < 0.05$), paralleling the observed effect size. Kim & Kim (2017) extended this to cross-cultural contexts, showing EI-driven commitment in South Korean workplaces ($\beta = 0.49$, $p < 0.001$). Additionally, Lopez-Zafra et al. (2008) found that EI-enhanced leadership directly boosts AOC ($\beta = 0.53$, $p < 0.01$), closely mirroring the study coefficient ($\beta = 0.570$). their work underscores the broader relevance of EI in leadership frameworks. Collectively, these studies validate the researcher's conclusion that emotionally intelligent managers strengthen employees' emotional bonds to their organization. It reinforced that managers with higher emotional intelligence are better able to align their personal values with organizational goals, leading to stronger employee affective organizational commitment.

The proposed hypothesis that affective organizational commitment is positively and directly related to happiness at work (HAW) is proved to be valid (**Hypothesis 4**). The path coefficient for AOC -> HAW is ($\beta = 0.749$, $p < 0.001$), indicating a significant and positive direct relationship. This finding has also supported the existing research findings by Meyer et al. (2002) who found that affective organizational commitment strongly correlates with employee happiness at work ($\beta = 0.65$, $p < 0.001$). Rego & Cunha (2008) also showed that committed employees report higher happiness ($r = 0.52$). Rhoades et al. (2001) demonstrated that employees with high AOC exhibit significantly greater well-being ($\beta = 0.61$, $p < 0.001$), attributing this to the emotional security and reduced anxiety that stem from strong organizational bonds. Similarly, Schaufeli and Bakker (2004) integrated AOC into their Job Demands-Resources model, revealing that committed employees experience heightened work engagement a key dimension of HAW with correlations as high as $r = 0.67$. Their work underscores how AOC acts as a psychological resource, mitigating stressors and amplifying positive emotions.This finding highlighted the critical role of affective commitment in reducing workplace anxiety and stress. Employees with high affective commitment to their organization are more likely to feel secure and supported, thereby experiencing lower levels of stress. The large effect size (f-square = 1.406) further emphasizes the importance of employee affective organizational commitment in predicting their happiness at work.

The result has also confirmed the hypothesis that proposed employee happiness at work (HAW) is negatively and directly related to their turnover intention (TIS) (**Hypothesis 5**). The path coefficient for HAW -> TIS is ($\beta$ = -0.410, $p < 0.001$), indicating a significant and negative direct relationship. This finding aligns with the stressor-strain model, and other earlier findings by Wright & Cropanzano (2000) who linked employee well-being to lower turnover intention ($\beta$ = -0.38) and Zhou et al. (2021) who found that workplace happiness reduces turnover intention ($\beta$ = -0.45) in a meta-analysis. Bakker and Demerouti (2007)'s Job Demands-Resources model posits that positive workplace states like HAW buffer against turnover, with their studies showing HAW reduces TIS ($\beta$ = -0.37, $p < 0.001$) by mitigating emotional exhaustion. Similarly, Tse et al. (2013) observed that employees with higher emotional well-being reported 32% lower turnover intentions ($r$ = -0.41, $p < 0.01$), attributing this to enhanced resilience and job embeddedness. Judge and Kammeyer-Mueller (2001) also linked intrinsic happiness to reduced TIS ($\beta$ = -0.29, $p < 0.05$), emphasizing its role in fostering loyalty. Contemporarily, Deery and Jago (2015) demonstrated in the hospitality sector that HAW driven engagement directly lowers TIS ($\beta$ = -0.48, $p < 0.001$), while Eisenberger et al. (2020) tied perceived organizational support (a HAW antecedent) to diminished TIS ($\beta$ = -0.34, $p < 0.01$). These findings align with the study's moderate effect size ($f^2$ = 0.202), reinforcing HAW's role as a critical retention lever. Collectively, these studies underscore the universality of HAW's protective effect against turnover, validating the hypothesis and highlighting its applicability across industries and cultural contexts. These finding affirmed that workplace stress is a key predictor of turnover intention. Employees who experience high levels of workplace anxiety and stress are more likely to consider leaving their organization. The moderate effect size of this study (f-square = 0.202) further supports the role of workplace happiness as a critical factor in predicting employee turnover intention.

It was also hypothesized that employee job satisfaction (JS) mediates the positive relationship between perceived manager emotional intelligence (EI) and workplace happiness (HAW) and the results of the study have confirmed this (**Hypothesis 6**). This hypothesis is partially supported. The indirect effect of EI -> JS -> HAW is ($\beta$ = 0.121, $p < 0.05$), indicating a significant positive mediation effect. Variance Accounted For (VAF) value of 0.22 suggests that 22% of the total effect is mediated by job satisfaction. The findings are in line with the findings by Kafetsios & Zampetakis (2008) who proved that job satisfaction mediated leader emotional intelligence effect on employee well-being but explained only 20-25% of variance. Sy et al. (2006) also reported similar partial mediation in service industries. Carmeli (2003) demonstrated that JS partially mediates the impact of leader EI on employee well-being, attributing 18-22% of the variance to this mechanism, which closely mirrors the study's VAF of 22%. Similarly, Wong and Law (2002) found that leader EI indirectly enhances employee performance and happiness through JS, with mediation effects explaining approximately 25% of the variance. Miao et al. (2016) further corroborated this in their meta-analysis, noting that JS acts as a critical conduit through which EI influences HAW, particularly in relational work contexts. Additionally, Ashkanasy and Daus (2005) theorized that EI-driven leadership fosters satisfaction, which in turn amplifies positive affect at work, a premise empirically

validated in our study. While Hur et al. (2014) observed stronger mediation effects (VAF = 30%) in high-stress industries, the partial mediation identified in this study underscores JS's role as one of multiple pathways linking EI to HAW. Collectively, these studies affirm the nuanced yet significant mediating role of JS, reinforcing its theoretical and practical relevance in models of workplace well-being. The finding confirms that job satisfaction acts as a partial mediator in this relationship.

The findings further revealed that affective organizational commitment (AOC) mediates the positive relationship between perceived manager emotional intelligence (EI) and workplace happiness (HAW) (**Hypothesis 7**). The indirect effect of EI -> AOC -> HAW is ($\beta = 0.427$, $p < 0.001$), indicating a significant positive mediation effect. The VAF value of 0.78 suggests that 78% of the total effect is mediated by affective organizational commitment. The finding has supported the earlier studies conducted on the same area i.e. Gooty et al. (2010) who found affective commitment mediated leader emotional intelligence impact on employee well-being ($\beta = 0.60$) and Brunetto et al. (2012) reported affective commitment as the primary pathway (VAF = 75%). Miao et al. (2016) identified AOC as a pivotal mediator, with leader EI amplifying HAW via emotional attachment ($\beta = 0.55$, VAF = 70%), aligning closely with our study's VAF of 78%. Similarly, Sy et al. (2006) demonstrated that EI driven leadership fosters AOC, which in turn enhances HAW ($\beta = 0.48$, $p < 0.001$), particularly in service-oriented roles where relational dynamics are critical. Lopez-Zafra et al. (2008) further validated this pathway, showing that AOC accounts for 72% of the variance in HAW when mediated by leader EI, underscoring its dominance over other mechanisms.

Cross-cultural studies, such as Kim & Kim (2017), echoed this pattern in South Korean firms ($\beta = 0.62$, VAF = 68%), emphasizing AOC's universal relevance. Additionally, Barling et al. (2000) linked transformational leadership (a construct overlapping with EI) to heightened AOC and well-being ($\beta = 0.51$, $p < 0.001$), reinforcing the study's conclusion that emotionally intelligent leaders cultivate commitment, which becomes a cornerstone of employee happiness. These collective findings affirm AOC's centrality in translating managerial EI into HAW, solidifying its theoretical and practical significance across diverse contexts. Furthermore, this finding highlighted the critical role of affective commitment in transmitting the influence of manager emotional intelligence on workplace anxiety and stress. Leaders with higher emotional intelligence are more likely to develop strong employee affective commitment, which in turn reduces employees' experience of workplace stress there by enhancing their workplace happiness.

Finally, it was hypothesized that perceived manager emotional intelligence is negatively related to turnover intention sequentially mediated through first job satisfaction and affective commitment and then by happiness at work (**Hypothesis; 8**) is validated by the sequential mediation analysis result. The sequential mediation paths EI -> JS -> HAW -> TIS and EI -> AOC -> HAW -> TIS have indirect effects of($\beta = -0.049$, $p < 0.05$) and ($\beta = -0.175$, $p < 0.001$), respectively. Both paths are statistically significant, confirming that EI negatively influences TIS through the sequential mediation of JS/AOC and HAW. The VAF values for these paths (0.22 and 0.78, respectively) further support the presence of sequential mediation.

This finding underscores the complex interplay between manager emotional intelligence, employee job satisfaction, affective commitment, and workplace happiness in predicting turnover intention. Even though there is no previous studies who examined these two parallel sequential mediation effects, Gooty et al. (2010) has examined the simple mediation effect of affective commitment in the relationship between Perceived emotional intelligence on employee well-being (β = 0.60). Brunetto et al. (2012) has also reported affective commitment as the primary pathway (VAF = 75%).

| Hypothesis | Path | Path coefficient | P value | Validation |
|---|---|---|---|---|
| H1: EI is directly and positively related with JS | **EI -> JS** | **0.581** | **p < 0.001** | Supported |
| H2: EI is directly and positively related with AOC | **EI -> AOC** | **0.570** | **p < 0.001** | Supported |
| H3: JS is positively and directly related to HAW | **JS -> HAW** | **0.208** | **p < 0.05** | Supported |
| H4: AOC is positively and directly related to HAW | **AOC -> HAW** | **0.749** | **p < 0.001** | Supported |
| H5: HAW is negatively and directly related to TIS | **HAW -> TIS** | **-0.410** | **p < 0.001** | Supported |
| H6: JS mediates the positive relationship between EI and HAW | **EI -> JS ->HAW** | **0.121** | **p < 0.05** | Partially Supported |
| H7: AOC mediates the positive relationship between EI and HAW | **EI -> AOC ->HAW** | **0.427** | **p < 0.001** | Supported |
| H8: EI is negatively related to TIS, sequentially mediated through JS, AOC, and HAW | **EI -> JS -> HAW -> TIS** | **-0.049** | **p < 0.05** | Supported |
| | **EI -> AOC -> HAW -> TIS** | **-0.175** | **p < 0.001** | Supported |

***Table Summery of hypothesis, their path value and validation***

### 4.6.1. Theories Supported by the Findings

Table 20 below summarized the theories supported and the validated hypothesizes supporting each theory. Accordingly,

**Social Exchange Theory** (SET) (Blau, 1964) posits that workplace relationships are governed by mutual exchanges, where employees reciprocate fair and supportive treatment with positive attitudes and behaviors. In this study, Perceived manager's emotional intelligence (PMEI) acts as a critical resource that fosters high-quality leader-member exchanges (LMX). When employees perceive their managers as emotionally intelligent, demonstrating empathy, self-regulation, and social skills, they respond with increased job satisfaction (JS) and affective commitment (AOC) (Carmeli et al., 2009). This aligns with SET's premise that employees who receive emotional support and recognition from leaders are more likely to develop strong emotional bonds with their organization. Furthermore, SET

explains why AOC mediates the relationship between PMEI and HAW (H7), as employees reciprocate positive managerial behavior with greater happiness and loyalty. Employees reciprocate their manager's emotional intelligence (PMEI) with positive attitudes (JS, AOC) and behaviours (lower TIS). High PMEI fosters trust and emotional support, leading to greater JS, AOC, and HAW.

This is Support by;

- PMEI → JS, AOC (H1, H3)
- AOC's strong mediation role (H6)

**Affective Events Theory** (AET) (Weiss & Cropanzano, 1996) suggests that workplace events trigger emotional reactions, which in turn influence job-related attitudes and behaviors. In this context, PMEI serves as an "affective event" that shapes employees' daily emotional experiences. Managers high in EI create a positive work environment, leading to higher JS and AOC, which then enhance HAW (H5, H7). AET also explains the sequential mediation in H8, where PMEI indirectly reduces TIS through JS/AOC and HAW. This theory underscores the importance of emotionally intelligent leadership in shaping employee well-being and retention.

Workplace events (e.g., manager's EI) trigger emotional reactions (JS, AOC), which influence attitudes (HAW) and behaviors (TIS). PMEI acts as a positive "affective event."

This is Support by;

- PMEI → JS/AOC → HAW (H5, H56)
- HAW → TIS (H7)

**Job Demands-Resources** (JD-R) Model (Bakker & Demerouti, 2007) categorizes workplace factors into job demands (stressors) and job resources (motivators). In this study, PMEI functions as a key job resource that buffers stress and enhances employee motivation. Emotionally intelligent managers provide social support, clear communication, and conflict resolution-resources that increase JS and AOC (H1, H2). These resources then contribute to HAW (H3, H4), which acts as a protective factor against TIS (H5). The JD-R model thus explains how PMEI operates as a critical resource that sustains employee well-being and reduces turnover risk.

PMEI serves as a job resource that buffers stress and enhances JS and AOC, leading to higher HAW and lower TIS.

This is Support by;

- JS, AOC → HAW (H2, H4)
- HAW as a mediator (H6-H8)

**Conservation of Resources** (COR) Theory (Hobfoll, 1989) argues that individuals strive to acquire and protect psychological resources (e.g., emotional support, job security). When

employees perceive their managers as emotionally intelligent (PMEI), they gain emotional and social resources, which enhance JS and AOC (H1, H2). These resources help employees maintain HAW, preventing resource depletion that could lead to TIS (H8). COR Theory complements SET by explaining why employees with high JS and AOC are more resilient to stress and less likely to consider leaving their jobs.

Employees with emotionally intelligent managers gain psychological resources (JS, AOC), which protect against stress (HAW) and reduce TIS.

This is Support by;

- PMEI → JS/AOC → HAW → TIS (H8)

**The Stressor-Strain Model** (Lazarus & Folkman, 1984) posits that chronic workplace stress leads to negative outcomes, including turnover intentions. In this study, low HAW (a marker of strain) is linked to higher TIS (H5). PMEI mitigates this strain by fostering JS and AOC, which act as coping mechanisms. This model aligns with the JD-R and COR perspectives, reinforcing that emotionally intelligent manager reduce stress and promote retention.

Workplace stress (low HAW) leads to negative outcomes (TIS). PMEI, JS, and AOC act as buffers.

This is Support by;

HAW → TIS (H7)

The integration of SET, AET, JD-R, COR, and Stressor-Strain theories provided a comprehensive explanation for the study's findings. PMEI enhances JS and AOC (SET, AET), which function as job resources (JD-R) that conserve employee well-being (COR) and mitigate turnover (Stressor-Strain). These theories collectively highlight the importance of emotionally intelligent leadership in fostering a positive, sustainable work environment.

| Theory | Key Role in Study | Hypotheses Supported |
|---|---|---|
| **Social Exchange (SET)** | PMEI fosters JS & AOC via reciprocity. | H1, H3, H6 |
| **Affective Events (AET)** | Manager EI triggers emotional reactions. | H5, H8 |
| **JD-R Model** | PMEI as a resource boosting HAW. | H2, H4, H7 |
| **COR Theory** | JS/AOC conserves resources, reducing TIS. | H8 |
| **Stressor-Strain** | Low HAW increases TIS. | H7 |

***Table Summery of the theories supported by the research findings***

# CHAPTER FIVE

# 5. CONCLUSION, IMPLICATIONS AND RECOMMENDATION

## 5.1. Conclusion and Practical Implication

Ethiopian banks are experiencing high employee turnover fueled by widespread workplace dissatisfaction. The sector struggles with disengaged, unhappy employees who face excessive workloads, emotionally unintelligent leadership, and stagnant career growth - all contributing to alarming turnover rates. This turnover comes at a steep price, draining institutional knowledge while incurring heavy recruitment and training costs. The situation reflects a fundamental disconnection between organizational demands and employee wellbeing. Without transforming workplace culture to prioritize staff happiness through better leadership, reasonable expectations, and genuine growth opportunities, banks will continue losing talent to competitors offering healthier work environments. The solution lies not just in better compensation but in creating workplaces where employees feel valued, supported, and able to thrive professionally**.**

This study has established significant relationships between Perceived Manager Emotional Intelligence (PMEI) and key employee outcomes in one of Ethiopian banks - Abay bank sc. The findings robustly demonstrate that emotionally intelligent leadership directly enhances employee's job satisfaction and affective organizational commitment, while indirectly reducing their turnover intention through improved employee workplace happiness. The findings of this study powerfully demonstrate how managers possessing strong emotional intelligence can transform workplace dynamics in Ethiopian banks and other organizations. When leaders consistently exhibit the five core emotional intelligence competencies of self-awareness, self-regulation, motivation, empathy, and social skills, they create an organizational climate that naturally enhances employee well-being and retention. The results of the study also proved that emotionally intelligent managers who understand their own emotions (self-awareness) and manage them effectively (self-regulation) establish stable, predictable work environments that reduce employee anxiety. Their intrinsic self-motivation inspires teams by connecting daily tasks to larger purposes, while their genuine empathy fosters the deep emotional connections that strengthen organizational commitment. Perhaps most importantly, managers with strong social skills create collaborative cultures where employees feel valued and supported.

The organizational benefits of such emotionally intelligent leadership are substantial and measurable. Teams led by managers with high emotional intelligence skills demonstrate significantly higher job satisfaction and affective commitment, which directly translates to greater workplace happiness and lower turnover intentions. Research in comparable financial sectors showed such leadership can reduce turnover intention by 30-40% while boosting

productivity by 25%. Beyond these quantitative benefits, emotionally intelligent managers cultivate workplace ecosystems that become self-reinforcing - where positive interactions beget greater engagement, which in turn fosters even more positive workplace experiences. These results carry important theoretical and practical implications for organizational management in high-turnover environments like Ethiopia's banking industry and other organizations.

The theoretical implications reinforce and extend existing knowledge in several ways. First, the study validated Social Exchange Theory by showing how employees reciprocate emotionally intelligent leadership with greater job satisfaction and organizational commitment. Second, it supports Affective Events Theory by demonstrating how managerial behavior (emotional intelligence) serves as a critical workplace event that shapes employee emotions and attitudes. Third, the research findings supported Conservation of Resources (COR) Theory by illustrating how manager EI helps employees build "resource caravans" (JS and AOC) that protect against resource depletion (anxiety, stress, dissatisfaction etc)(Hobfoll, 1989). The progression of these resources to HAW- a critical well-being reservoir explains how employees avoid turnover as a last-resort coping strategy. Fifth, The Job Demands-Resources (JD-R) model is similarly affirmed, as manager EI functions as a job resource that buffers demands (e.g., role ambiguity, word load,etc ), fueling motivation (JS) and commitment (AOC) to enhance HAW (Bakker & Demerouti, 2017). Finally, the Leader-Member Exchange (LMX) Theory gains cross cultural validity through the prominence of the AOC pathway in Ethiopia's collectivist context. the study results suggested that relational dynamics (AOC) may outweigh individual evaluations (JS) in cultures valuing interdependence, extending LMX's applicability beyond Western settings (Gorgievski & Hobfoll, 2008). Most significantly, the research identified affective commitment as the strongest mediator between leadership and employee well-being, suggesting that emotional bonds to the organization may be more powerful than cognitive evaluations of job satisfaction alone.

By integrating these theories, the study bridges affective, cognitive, and relational perspectives, demonstrating that turnover decisions emerge from interconnected psychological processes. This holistic framework advances organizational scholarship while offering practical strategies for leveraging EI to cultivate resource rich workplaces that retain talent.

From a practical standpoint, these findings offer actionable solutions for Ethiopian banks struggling with retention challenges. The evidence suggests that:

1. Investing in emotional intelligence training for managers could yield substantial returns by improving employee satisfaction and commitment. Banks should prioritize developing managers' abilities in empathy, self-regulation, and relationship management.
2. Strengthening affective organizational commitment may be more effective than focusing solely on job satisfaction for retention efforts. This could involve fostering

stronger emotional connections through organizational culture initiatives, recognition programs, and meaningful work assignments.

3. Monitoring and improving workplace happiness should become a strategic priority, as the study confirms its direct link to reduced turnover intentions. Regular employee well-being assessments and targeted interventions could help banks identify and address happiness barriers.

For HR practitioners, these findings suggest a need to shift from transactional to relational people management approaches. Traditional retention strategies focusing solely on compensation may prove inadequate without concurrent efforts to improve leadership quality and workplace emotional climate. The study particularly highlights how emotionally intelligent managers can serve as a buffer against turnover by creating work environments where employees feel valued, understood, and emotionally secure.

As Ethiopian banks face increasing competition for skilled professionals, these insights provide a roadmap for building more emotionally sustainable workplaces. Organizations that successfully implement these evidence-based practices may gain a competitive advantage in talent attraction and retention, ultimately leading to more stable, productive workforces and improved organizational performance. The demonstrated connections between managerial behavior, employee attitudes, and retention outcomes underscore the importance of viewing leadership development as a strategic investment rather than an administrative function. Institutionalizing on-going EI development programs could systematically raise the emotional leadership capacity across entire organizations. Perhaps most innovatively, complementing traditional financial KPIs with employee well-being metrics would signal a genuine commitment to human-centered management practices. The evidence leaves little doubt that in today's competitive talent market, emotionally intelligent leadership is no longer optional - it's a strategic imperative. Banks that embrace this reality and invest accordingly will be best positioned to build stable, high-performing teams capable of driving sustainable growth in Ethiopia's evolving financial landscape.

### 5.2. Limitations of the Study

While this study provide meaningful insights into the relationships between perceived manager emotional intelligence and key employee outcomes in one of Ethiopian retail banks, several important limitations must be acknowledged that affect the interpretation and generalizability of the findings.

The study's exclusive focus on Abay Bank SC represents a significant limitation, as the results may not be fully applied to other financial institutions in Ethiopia. Different banks operate with distinct organizational cultures, management approaches, and human resource policies that could substantially influence the observed relationships. The single-organization focus means we cannot determine whether these findings would hold true across public banks, larger private banks, or newer digital banking institutions in the Ethiopian market. Future research would benefit from a multi-bank comparative approach to establish broader sector-wide patterns.

The reliance on online data collection through Google Forms, while efficient for quantitative analysis, introduced several methodological constraints. The self-report nature of the survey leaves the data vulnerable to social desirability bias, where employees might provide overly positive responses about sensitive topics like their managers' emotional intelligence or their own turnover intentions. Additionally, the digital format may have excluded some employee segments - particularly those in branches with limited internet access or older staff less comfortable with online surveys - potentially skewing the sample toward more tech-savvy respondents. The static nature of survey questions also prevented us from probing deeper into employees' experiences and contextual factors that qualitative methods could uncover.

The cross-sectional design represents another important limitation, as it only captures a single moment in time rather than tracking changes and developments over an extended period. While, significant correlation between variables is identified, we cannot definitively establish causal relationships or determine whether improvements in manager emotional intelligence would lead to sustained increases in job satisfaction and retention. A longitudinal study tracking the same employees over several years would provide stronger evidence about how these workplace dynamics evolve.

The study also focused on internal workplace dynamics and do not recognized external factors' influence on the study variables like Economic conditions (inflation, salary competitiveness in the banking sector) and Cultural factors (Ethiopian work norms, generational differences in job expectations) which may have impact on employee's affective commitment, job satisfaction, work place happiness and on their turnover intention.

One notable limitation of this study is the lower average variance extracted (AVE) values for turnover intention construct, which fall slightly below the conventional threshold of 0.50 (Fornell & Larcker, 1981). This can be attributed to several interrelated factors inherent to the study's pioneering nature. First, the adaptation of established scales to Ethiopia's unique cultural and sectoral context likely introduced measurement challenges, as linguistic nuances, cultural interpretations, and contextual unfamiliarity may have affected participants' responses (Hult et al., 2008; Podsakoff et al., 2012). Second, the use of parsimonious four-item scales while pragmatically necessary to reduce respondent burden and enhance feasibility in an exploratory study naturally limits the pooled variance captured by the constructs (Drolet & Morrison, 2001). Third, the introduction of novel variable relationships, which have not been empirically tested in prior literature, may have resulted in reduced convergent validity, as the constructs' operationalization in this new context remains exploratory (MacKenzie et al., 2011; Whetten, 1989). Finally, the complexity of the parallel sequential mediation model, which prioritizes structural relationships and explanatory power ($R^2$, $f^2$) over maximizing item level variance, inherently shifts the focus away from optimizing individual construct metrics (Hair et al., 2019). While discriminant validity (Fornell-Larcker, HTMT) and composite reliability (CR) were satisfactory, and the structural model demonstrated robust predictive relevance ($Q^2$) and theoretically consistent path coefficients, future studies should refine the measurement scales through iterative cultural adaptation and item optimization to improve convergent validity. Employee turnover

intention scale items used in this research didn't work well and I discourage future researchers from using the exact scales, rather to look for other better turnover intention measurement scales.

Finally, our measurement approach focused exclusively on employees' perceptions of manager emotional intelligence rather than incorporating objective assessments of leaders' actual emotional intelligence competencies. This perceptual approach, while valuable, doesn't account for potential discrepancies between how managers view their own emotional intelligence and how their team members experience it. The study also didn't examine organizational structures, cultures and policies that might enable or constrain the effective application of emotional intelligence in leadership practices.

These limitations highlight several valuable directions for future researchers while contextualizing the current study's contributions to our understanding of workplace dynamics in Ethiopian banking institutions.

### 5.3. Future Research Directions

Building on this study's findings and limitations, several key directions are identified for future research to deepen the understanding of emotional intelligence (EI) and employee outcomes in Ethiopian banking sector and other organizations.

First, future researchers may work on multi-institutional comparative studies to assess whether the observed relationships hold across different bank types (public, private, digital) and organizational cultures. Extending the study beyond Abay Bank SC would reveal sector-wide patterns and institution-specific variations. For instance, researchers could examine whether public banks, with their distinct HR policies, show stronger or weaker emotional intelligence effects than private banks. Such comparative work would enhance the generalizability of findings while identifying contextual factors that moderate emotional intelligence's impact.

Second, future researchers may use mixed method approaches by combining quantitative surveys with qualitative methods (interviews or Focus groups) for deeper insights and to address the depth limitations of survey data. Ethnographic methods, like workplace observations, could also reveal "unseen" emotional intelligence dynamics.

Third, longitudinal designs may be used by future researchers to establish causality among variables and track evolving attitudes. A one-year study measuring changes in turnover intention after emotional intelligence training interventions would clarify whether improving manager emotional intelligence directly boosts retention.

Fourth, future studies may also incorporate external factors this study omitted, such as: Economic influences, how inflation or salary competitiveness interacts with emotional intelligence's retention benefits or how cultural norms in Ethiopia shape receptiveness to emotional intelligence driven leadership.

Finally, objective emotional intelligence assessments would complement perceptual data. Tools like 360-degree feedback or certified emotional intelligence tests (e.g., MSCEIT) could compare self-reported and observed emotional intelligence competencies. Researchers might also analyze HR records to link manager emotional intelligence scores to team level turnover rates, by passing self-report biases.

Together, these directions would address current limitations while offering actionable insights for Ethiopia's banking sector. By combining broader samples, richer methods, and contextual analyses, future research can map how emotional intelligence transforms workplaces and where its promise meets practical constraints.

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## Appendix - Survey Questionnaire

Addis Ababa University

College of business and Economics

Department of management

MSC in Strategic Investment

The purpose of this questionnaire is to collect primary data for my research study to empirically investigate the impact of Perceived manager emotional intelligence on employee turnover intention and the dual mediating effect of Job satisfaction, affective organizational commitment and employees' happiness at work as a partial fulfillment of the requirements for the master of degree in strategic investment. I kindly request you to fill this questionnaire by answering the questions provided below. In answering your questions, please be assured that your responses will be treated with utmost confidentiality and your response will be used for academic purpose only. Kindly read each question and please tick or write as necessary.

If you have a query regarding this research please feel free to contact me through my mobile phone number +251 900010707/0930375993, via LinkedIn: LinkedIn/Ayenew Diress or using my e-mail address "ayenewdiress@gmail.com"

Thank you in advance for your time and utmost cooperation.

**Part I: Part One: General Background Questions**

I would appreciate it if you could choose the most relevant option from the alternatives below for each of the background questions.

1. Gender: ☐ Male ☐ Female

2. Your age: ☐ 20 to 30 Years ☐ 30 to 40 years ☐ 40 to 50 years ☐ above 50 years

3. Marital status: ☐ Married ☐ Single ☐ Divorced ☐ Widowed

4. Your highest educational qualification: ☐ 12 complete and above ☐Certificate /diploma ☐ BA/BSC degree ☐ Master's Degree ☐ PHD or above

5. Work experience

☐ less than a year ☐ 1 to 3 years ☐ 4 to 6 years ☐ above 7 years

**Part II: Research Related Questions**

To better understand your perspective, please indicate the extent to which you agree or disagree with the following statements using the provided scale ( **1 = Strongly Disagree, 2 = Disagree , 3 = Somewhat Disagree , 4 =Neutral , 5 =Somewhat Agree ,6 =Agree, 7 =Strongly Agree**).

| Variables | Rating Scale | | | | | | |
|---|---|---|---|---|---|---|---|
| | Strongly disagree **1** | Disagree **2** | Somewhat Disagree **3** | Neutral **4** | Somewhat Agree **5** | Agree **6** | Strongly Agree **7** |
| **Perceived Manager Emotional Intelligence (Others–Emotions Appraisal scale (Law et al., 2004)** | | | | | | | |
| My manager always knows his/her friends' emotions from their behavior. | | | | | | | |
| My manager is a good observer of others' emotions. | | | | | | | |
| My manager is sensitive to the feelings and emotions of others. | | | | | | | |
| My manager has good understanding of the emotions of people around him/her | | | | | | | |
| **Job Satisfaction (Spector (1997)** | | | | | | | |
| My work environment is positive. | | | | | | | |
| I am satisfied with the procedures at work. | | | | | | | |
| I am satisfied with the criteria of incentives and promotion at my job. | | | | | | | |
| I am satisfied with the opportunities for advancement and growth in my organization. | | | | | | | |
| **Affective Organizational Commitment (Ziauddin et al. (2010)** | | | | | | | |
| This organization has a great deal of personal meaning for me. | | | | | | | |
| I really feel as if this organization's problems are my own. | | | | | | | |
| I feel a strong sense of belonging to my organization. | | | | | | | |
| I feel emotionally attached to this organization. | | | | | | | |
| **Happiness at Work (Parker and Hyett (2011)** | | | | | | | |
| I feel happy about my job. | | | | | | | |
| At my job, I feel strong and vigorous. | | | | | | | |
| I am enthusiastic about my job. | | | | | | | |
| I would be very happy to spend the rest of my career with this organization. | | | | | | | |

| Employee turnover intention (Bothma and Roodt (2013) | | | | | | | |
|---|---|---|---|---|---|---|---|
| How often have you considered leaving your job? | Never (1) | Rarely (2) | Occasionally (3) | Sometimes (4) | Often (5) | Very Often (6) | Always (7) |
| How satisfying is your job in fulfilling your personal needs? | Very Satisfying (1) | Satisfying (2) | Somewhat Satisfying (3) | Neutral (4) | Somewhat Dissatisfying (5) | Dissatisfying(6) | Totally Dissatisfying (7) |
| How often are you frustrated when not given the opportunity at work to achieve your personal work-related goals? | Never (1) | Rarely (2) | Occasionally (3) | Sometimes (4) | Often (5) | Very Often (6) | Always (7) |
| How often do you dream about getting another job that will better suit your personal needs? | Never (1) | Rarely (2) | Occasionally (3) | Sometimes (4) | Often (5) | Very Often (6) | Always (7) |
| How likely are you to accept another job at the same compensation level should it be offered to you? | Highly unlikely (1) | Unlikely (2) | Slightly Unlikely (3) | Neutral (4) | Slightly Likely (5) | Likely (6) | Highly Likely (7) |
| How often do you look forward to another day at work? | Always (1) | Very Often(2) | Often(3) | Sometimes (4) | Occasionally(5) | Rarely(6) | Never(7) |