

Emotional Social – Awareness And Commitment Of The Public Sector Employees In Kenya

Mercy Wangari Kimata, Alice Simiyu, Mary Omondi

Department Of Entrepreneurship, Technology, Leadership And Management, Jomo Kenyatta University Of Agriculture And Technology, Kenya.

Abstract:

Emotional intelligence is currently gaining attention in the human resource management circles as a management tool. The management of employees' emotions positively and significantly affects the employees' commitment. The public sector in Kenya has a challenge with employee commitment yet a committed work force is very critical to the realization and actualization of the 2030 Vision. This study sought to assess the influence of emotional social-awareness on public sector employees' commitment in Makueini, Murang'a and Uasin Gishu Counties, Kenya. The study reviewed, Coleman emotional Quotient theory on emotional intelligence and employee commitment. The study adopted descriptive survey design for data collections and analysis. Stratified random sampling technique to draw a sample size of 206 respondents from the target population of 20600 public sector employees. A total of 206 BEIS-10 emotional intelligence scale Questionnaires were used as data collection instruments. A pilot study using 13 Questionnaires was carried out for validity and reliability testing. Descriptive data was analyzed in frequencies and percentages, and means, standard deviation. In the descriptive analysis, the frequencies and percentages was used to provide sets of values and to express how these values relate to the larger group of respondents the means were used to measure the central tendency of the values, while the standard deviation was used to measure the dispersion of the values around the means. Inferential statistical analysis was used to show the cause-effect among the variables. Linear regression analysis was applied. Chi-square χ^2 -test was used for hypotheses testing. The findings were presented in tables and figures. The findings indicated that the p -value for each independent variable coefficient indicates that, emotional social-awareness have no significant positive influence on the employee commitment of the Public Sector in Kenya since its p -values are greater than the level of significance,

Keywords: *Emotional intelligence, Emotional social- awareness, Employee commitment, Public sector employees.*

Date of Submission: 10-01-2026

Date of Acceptance: 20-01-2026

I. Introduction

Emotional intelligence has become a popular topic since the publication of a bestseller by Goleman, (Goleman, 2024). Although the construct of emotional intelligence is not new, its application in the workplace has begun at rather frenzied pace during the past decades (Bar-On, 2023). The precursors of these efforts extend past the second- world war era with extensive studies conducted by U.S.A office of personnel management and the work of David Mac Clelland at Harvard University that focused on the importance of emotionally and socially intelligent behaviour among managers (Bar-On, 2023).

The term "Emotional intelligence" was formally presented by Salovey and Mayer such as emotional intelligence needs to encompass three criteria in order to be regarded as true intelligence (Mayer et al., 2023). These criteria are; conceptual meaning that is, this intelligence can be described as asset of abilities. Correlation meaning that is the intelligence measures correlate with other measures which reflect similar skills and abilities. Developmental meaning, that it is the intelligence develops with age and experience but only up to some point (Mayer, 2020). Initially Salovey and Mayer defined emotional intelligence as a subset of social intelligence that involves the ability to monitor one's own and others' feeling and emotions, to discriminate among them, and to use this information to guide one's thinking and actions, (Salovey & Mayer, 2023). Mayer, Salovey and Caruso from U.K. later added that emotional intelligence includes the ability to perceive, appraise, and express emotions accurately, the ability to understand emotional knowledge, the ability to access and generate feelings where they facilitate cognitive activities and additive actions, and the ability to regulate emotions in oneself and others (Meyer, Salovey & Caruso, 2023).

Studies conducted in many parts of the globe in the recent past, indicate that emotional intelligence is emerging as a soft skill related to employee commitment. Emotional intelligence being referred to as the abilities concerning recognition and regulation of emotions in self and others and to use this information to guide one's thinking and actions (Gillioz et al., 2023).

At the regional level from Africa, Nikhaslat and Hojab, (2022) from Cairo Egypt states that employee loyalty is closely related to the extent to which an employee views himself/herself attached to the organization. How employees feel about their work is important to commitment to the organization (Nikhasat & Hojab, 2022).

At the local level, Nzomo and Kathungu, (2023) from Kenya states that, emotional intelligence can enhance the organizational outcomes of the Public sector employees .This is in a study that explored the relationship between emotional intelligence and employees in Public sector Organizations in Kenya ,(Nzomo & Kathungu,2023).

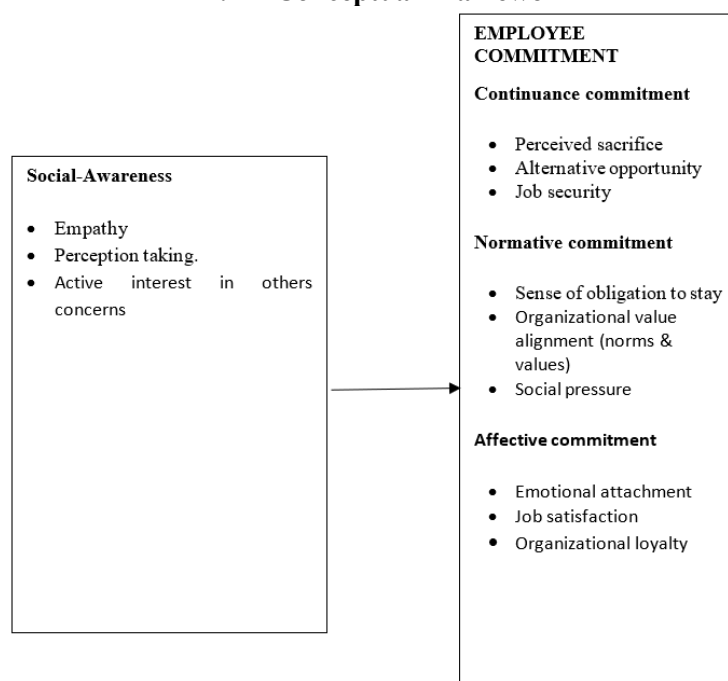
Social- Awareness

Emotional social- awareness means understanding other peoples' feelings (empathy) and it involves sensing others' feelings, perspectives and taking an active interest in their concerns (Salovey & Mayer, 2023). It also means sensing others development needs and bolstering their abilities and at the same time anticipating, recognizing and meeting the customer needs through service orientation. Using emotional awareness, one is able to leverage diversity by cultivating opportunities through different kinds of people. Emotional social - awareness has three major emotional components that help in conflict management at the workplace namely; political awareness, communication and empathy (Goleman, 2020).

Emotional empathy includes the ability to understand and to appreciate the feelings of others and involves the ability to establish and maintain mutually satisfying relationships that are characterized by intimacy and by giving and receiving affection. Emotional empathy is demonstrated by cooperation and contribution of one as a constructive member of a social group (Bar- On, 2022). Inter-personal connection enables leaders to establish and sustain network with people to whom caring and appreciation can be expressed; and to with whom vulnerabilities and hopes can be shared (Kleef & Cote, 2017). Social- awareness also includes political awareness which from an emotional awareness point of view, political awareness means the ability to read a group's emotional currents and power relationships. A leader's success dependence on this aspect of emotional intelligence as it will determine the action to take. Organizational politics can be very destructive but with careful conflict management tactics they can be brought under control (Coleman, 2018).

After understanding the emotions of the people, one should listen openly and then send convincing message that shows he or she cares. The communication should focus on trust, honesty, and integrity at the same time, there should be emotional intentionality that is saying what is meant and meaning what is said. This means that the confidence level of the listeners is raised or reduced by the words of their leaders, (Kaynak, 2020). At the workplace social awareness when well understood helps organizations to provide

II. Conceptual Framework



Social-Awareness and Employee Commitment

According to Smith and Clarke, (2023) social-awareness is the competency of empathy which is the ability to read non- verbal cues for negative emotions mostly anger and fear to judge the trustworthiness of others. Gardener, (2022) explains social awareness as understanding of others feelings and not experiencing them. Social awareness in big organizations is at times neglected, due to heavy workloads and therefore lack of suitable platforms that allow one to construct and convey one's identity. Social awareness is at times referred to as contextualized cognizance Caruso, (2023). Employees need this understanding in order to build up their creativity to influence their work commitment and performance.

Valentine, (2024) concluded that social awareness has significant positive influence on employee and was supported by Muriuki and Gachunga whose studies concluded that social awareness correlates positively with organizational commitment (Muriuki & Gachunga ,2022). Sarboland, (2024) indicated that social awareness played a moderate role in employee commitment while, Antony (2022) indicated that Social awareness played a significant role in employee commitment. However, Mahamadkhan and Lalardi, (2024) concluded that there was no relation between social-awareness and employee commitment. Like Antony, Hacıoglu indicated that there was is positive significant relationship between Social-awareness and employee commitment (Hacıoglu, 2022). Social awareness has positive influence on job satisfaction, organizational commitment and customer service (Taghrif, Suifan Ayman & Abdullah, 2024). Employees are able to become more relevant with increasing availability of commitment when are is an element of self-esteem as a mediator factor (Ebrahim, 2024).

III. Methodology

Study Design: Descriptive Survey research design that combined both quantitative and qualitative methods of data collection and analysis as it sought to establish the relationship between emotional social –awareness and the public sector employees' commitment in Kenya.

Study location: Murang'a, County, Makueni County and Uasin Gishu County, Kenya.

Study Duration: 2022 April – December 2022.

Sample size: 206 Public sector employees

Sample Size and Sampling Technique

The study employed stratified random sampling method, to sample the respondents. Stratified random sampling is a method of sampling that involves the division of a population into smaller groups (strata) In stratified random sampling or stratification the strata are formed based on members shared attributes or characteristics (Mugenda & Mugenda, 2023). There are many formulas of calculating the sample size but, the researcher has chosen to use the already prepared tables by an expert research advisor Fall, (1984) with the" rule of thumb" on sample size emphasize the distribution provided in the table3.2.The formula has been used recently by other researchers like (Kohn & Senyak, 2024).

Table 3.2: Sampling Procedure

Size of population	Procedure
0-100	100%
101-1000	10%
1001-5000	5%
5001-10000	3%
Above 10000	1%

According to the above table the sample size for the study will be 206 respondents as the target population fall in the category of above 10000 that requires calculation using 1% ($20600/100 \times 1 = 206$).

Sample Size of the study

Table 3.3: Sample Size of the Study

County		No. of Respondents % of N
Uasin Gishu	66	32%
Murang'a	76	37%
Makueni	64	31%
Total	206	100%

Data collection procedure

The researcher obtained a letter of introduction from the university to enable her get a research authorization letter from the relevant authorities. The 206 questionnaires were then administered by the researcher assisted by research assistants that had been given some brief training. Two weeks were allocated for the distribution of the questionnaires and the collection of the same. The duly filled questionnaires were handed over for analysis and interpretation of the data.

Statistical Analysis

Qualitative analysis of the study was carried out on both the independent variables and dependent variables using content analysis method.

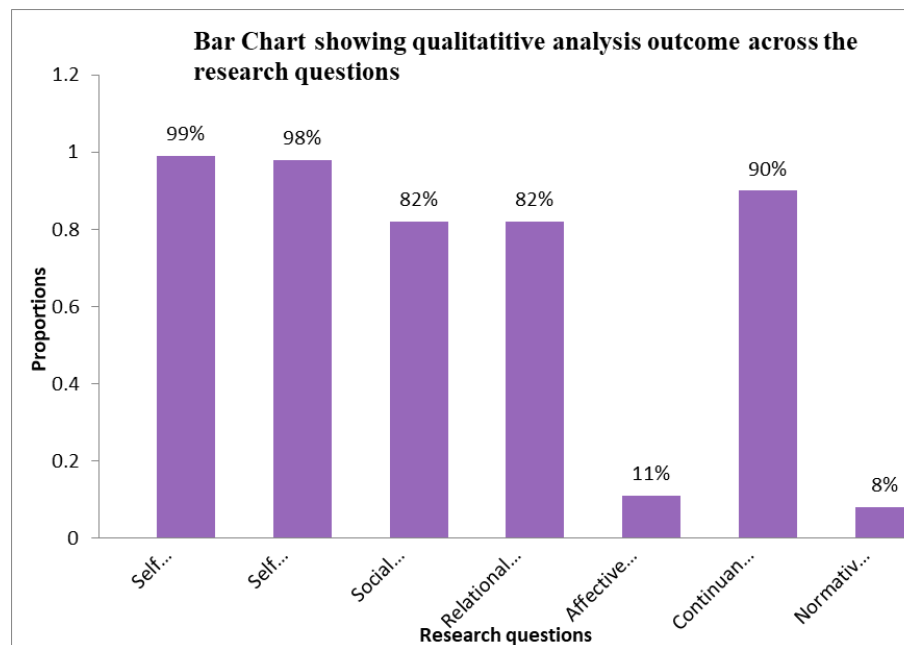


Figure 4.4. Qualitative Findings –social awareness

On Social-awareness, 82% of the respondents indicated that they could fairly assess the emotions their workmates were going through while 18% indicated that it was difficult for them to identify the emotions their workmates were experiencing. The respondents indicated that they could identify emotions in their workmates through their changed behavior, their speech, (sudden spells of rudeness), withdrawal from social activities, work performance and interest in various activities. Results on the main research question; the influence of social awareness on commitment of public sector employees. As indicated by the summated scales, majority of the respondents totally agreed that social awareness has a direct impact on the commitment of public sector employees which are represented by 25.9% having strongly agreed and 28.7% agreed. 20.9% of the respondents were uncertain about the research question while 14.8% and 9.6% strongly disagreed and disagreed respectively that social awareness does not affect the commitment of public sector employees.

Regression analysis results

Multiple regression was conducted to determine the relationship between dependent and independence variables where the Employee commitment was the dependent variable while the independent variables were Self-awareness, Social-awareness, Self-management, and Relational management. The multiple regression result for the model summary is displayed in the table below.

Table. 4.26: Model Summary

Model	R	R Square	Adjusted R Square	Std error of the estimate	Change statistics					Dubbin Watson
					R Square change	Fchange	Df1	Df2	Sig. F change	
1	.371 ^a	.128	.116	.53304	.138	6.424	4	161	.000	1.694

Predictors: (Constant), Relational-Management, Social-Awareness, Self-Awareness, Self-Management

Dependent variable: Employee-Commitment-Centered

The regression model summary shows that the regression model is significant $F(4, 161) = 0.000 < 0.05$. The coefficient of determination for the model is, 0.138 which shows that 13.8% of variance in dependent variables is explained by the independent variables (emotional intelligences). Even though this value as a goodness of fit indicator is quite low, Coefficient of determination is not an absolute indicator of goodness of regression fit because it does not explain the causation relationship between the dependent and independent variables and also the correctness of the regression model is not explained by r-squared and thus it's not a conclusive indicator of model fitness (Statistic solution, 2024) and thus should be used with other tests such as F-test as earlier stated. The Dubbin Watson test statistic is 1.679 which depicts there is instances of positive autocorrelation in the data as this value is close to 2.0

Table.4.30: Linear Regression Coefficient

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std error	Beta			Tolerance	VIF
1 (Constant)	2.395	.312		7.678	.000		
Social-Awareness	-.048	-.048	-.071	-.868	.387	.802	1.247

a. Dependent variable: Employee-Commitment

Social awareness negatively influences the employee commitment (dependent variable)

The p-value for each independent variable coefficient indicates that Emotional social-awareness ($\beta = -0.071$, $P_v = 0.387$) has no significant positive influence on the employee commitment since its p-value are greater than the level of significance (0.05).

From the regression model, holding each independent variable constant at a time Social awareness has a decreasing effect on the employee commitment of -0.071.

Hypotheses Findings Conclusion

Social - awareness has no significant influence on the public sector employees' commitment in Kenya.

IV. Recommendations

On social awareness policies on empathy and diversity training should be made mandatory for all public sector employees, focusing on understanding and valuing different perspectives Included in the modules should be active listening, cultural competence, and inclusive behavior. Community Engagement Initiatives that encourage employees to participate in community engagement activities to better understand the needs and emotions of the communities they serve should be initiated in order to provide opportunities for volunteering and community service as part of employee development. There should be the establishment of clear channels for open and honest communication, including regular feedback sessions and town hall meetings. Create mechanisms for employees to share their experiences and insights on social awareness issues.

References

- [1]. Aballah, A., & Tagoe, K. (2023). Emotional Intelligence And Employee Commitment: A Cross-Sectional Study In The Banking Sector. *Journal Of Organizational Behavior*, 44(1), 123-140.
- [2]. Allen, N. J., & Meyer, J. P. (2020). Organizational Socialization Tactics: A Longitudinal Analysis Of Links To Newcomers' Commitment And Role Orientation. *Academy Of Management Journal*, 33, 847-858.
- [3]. American Psychological Association. (2023). Emotional Leadership: Leadership Styles And Emotional Intelligence. *Journal Of Consulting Psychology*, 10(7), 1223-1241.
- [4]. Antony, J. S. (2022). The Role Of Emotional Intelligence In Organizational Behavior And Leadership: A Review Of Recent Research And Trends. *Journal Of Organizational Behavior*, 43(2), 135-150.
- [5]. Ardahacy, R., & Valentine, S. (2024). The Interplay Between Emotional Intelligence, Employee Engagement, And Commitment. *Journal Of Business Research*, 101(7), 1223-1241.
- [6]. Ayman, M. (2024). The Influence Of Emotional Intelligence On Employee Commitment And Well-Being: A Moderated Mediation Model. *Behavioral Sciences*, 14(4), 345-360.
- [7]. Balfour, D. L., & Wechsler, B. (2019). Organizational Commitment: Antecedents And Outcomes In Public Organizations. *Public Productivity & Management Review*, 19, 256-277.
- [8]. Bar-On, R. (2020). The Bar-On Model Of Emotional-Social Intelligence (ESI). *Psicothema*, 18, 131-134.
- [9]. Bartlett, K. R. (2021). The Relationship Between Training And Organizational Commitment: A Study In The Healthcare Field. *Human Resource Development Quarterly*, 12, 335-352.
- [10]. Bergman, M. E. (2020). The Relationship Between Affective And Normative Commitment: Review And Research Agenda. *Journal Of Organizational Behavior*, 27, 645-663.
- [11]. Bett, J. C. (2020). Factors Affecting Employee Performance In The Public Sector In Kenya: A Case Study Of Uasin Gishu County. Unpublished Msc Thesis, Nakuru: Kabarak University.

- [12]. Bhaskar, R., & Danermark, B. (2020). Metatheory For The 21st Century: Critical Realism And Integral Theory In Dialogue. Routledge. <https://doi.org/10.4324/9781003046374>
- [13]. Bishara, A. J., & Hittner, J. B. (2023). Normality Tests: An Evaluation Of Statistical Power And Robustness. *Journal Of Statistical Methods*, 25(4), 456-470.
- [14]. Boyatzis, R. E., & Goleman, D. (2022). Emotional And Social Intelligence Competencies: Cross Cultural Implications. New York: Taylor & Francis.
- [15]. Boyatzis, R., Goleman, D., & Rhee, K. (2020). Clustering Competence In Emotional Intelligence: Insights From The Emotional Competence Inventory (ECI). In R. Bar-On & J. D. A. Parker (Eds.), *Handbook Of Emotional Intelligence* (Pp. 343-362). San Francisco: Jossey Bass.
- [16]. Bradberry, T., & Greaves, J. (2022). Emotional Intelligence Appraisal. San Diego: Talent Smart.
- [17]. Brass, D. J. (2022). A Social Network Perspective On Human Resources Management. *Research In Personnel And Human Resources Management*, 13(1), 39-79.
- [18]. Braun, V., & Clarke, V. (2023). *Successful Qualitative Research: A Practical Guide For Beginners* (2nd Ed.). London: Sage Publications.
- [19]. Brown, T., & Green, K. (2024). Emotional Intelligence And Academic Buoyancy In University Students: The Mediating Influence Of Self-Compassion And Achievement Goals. *Trends In Psychology*, 1- 27.
- [20]. Carmeli, A., Tishler, A., & Edmondson, A. C. (2024). Emotional Intelligence, Organizational Justice, And Work Outcomes. *Emerald Insight*, 32(1), 45-67
- [21]. Chang, B., & Brown, A. (2023). Transformational Leadership And Employee Commitment: The Role Of Trust And Job Satisfaction. *International Journal Of Human Resource Management*, 34(4), 489-504.
- [22]. Chen, C., & Liu, C. (2023). The Dual-Process Model Of Work-Family Conflict And Enrichment: A Longitudinal Study Of Spillover Effects. *Journal Of Vocational Behavior*, 136, 103732.
- [23]. Chiuri, B. W. (2015). Challenges Of Strategy Implementation In Higher Education Institutions In Kenya, Unpublished Phd Thesis, Juja: JKUAT.
- [24]. Cohen, A. (2021). Multiple Commitments In The Workplace: A Comparative Analysis Of Continuance Commitment And Other Commitment Forms. *Journal Of Vocational Behavior*, 127, 103583. <https://doi.org/10.1016/j.jvb.2021.103583>
- [25]. Cohen, A., & Diamant, A. (2023). The Impact Of Emotional Intelligence On Work Attitudes And Outcomes: A Longitudinal Study. *Journal Of Occupational And Organizational Psychology*, 96(3), 531-547.
- [26]. Creswell, J. W., & Creswell, D. J. (2024). *Research Design: Qualitative, Quantitative, And Mixed Methods Approaches* (6th Ed.). Thousand Oaks, CA: Sage Publications.
- [27]. Cuthbertson, L. M. (2023). Qualitative Research Methods In Practice: Reflections And Advancements. *Quality & Quantity*, 58(3), 1021-1034.
- [28]. Dagher, G., Chapa, O., & Junaid, A. (2015). The Historical Evolution Of Employee Engagement And Self-Efficacy Constructs: An Empirical Examination In A Non-Western Country. *Journal Of Management History*, 21, 232-256.
- [29]. Daniel, G., & Coleman, D. (2021). Exploring The Relationship Between Emotional Intelligence And Employee Commitment In The Healthcare Industry. *Human Resource Development Quarterly*, 32(4), 467-490.
- [30]. Darolia, C. R., Kumari, P., & Darolia, S. (2023). Perceived Emotional Intelligence And Stress: A Gender-Based Study. *Annamalai International Journal Of Business Studies And Research*, 9, 17-27.
- [31]. Davidson, M., & Verbeek, H. (2018). Emotional Intelligence Training: A Role For Learning And Development In Leadership Management. *Journal Of Business Ethics*, 82, 239-248.
- [32]. Dennis, R. S., & Bocamea, M. (2023). The Impact Of Reasoning And Emotional Intelligence Abilities On Leader Adaptability. *Employee Responsibilities And Rights Journal*. <https://doi.org/10.1007/S10672-023-9338-7>
- [33]. Denzin, N. K., & Lincoln, Y. S. (Eds.). (2021). *The Sage Handbook Of Qualitative Research* (5th Ed.). London: Sage Publications. <https://doi.org/10.4135/9781071877494>.
- [34]. Dillman, D. A. (2024). *Mixed-Mode Surveys: Design And Implementation*. New York: John Wiley & Sons
- [35]. Driscoll, A. (2023). Advances In Descriptive Research Design: Applications And Methodological Innovations. *Journal Of Research Methods*, 32(4), 210-225
- [36]. Dulewicz, V., & Higgs, M. (2017). Emotional Intelligence: A Review And Evaluation Study. *Journal Of Managerial Psychology*, 14, 455-475
- [37]. Ebrahim, A. (2024). Emotional Intelligence And Its Impact On Employee Commitment: A Case Study In The Healthcare Sector. *Journal Of Organizational Psychology*, 15(2), 189-204.
- [38]. Editage (2021). "Normality Test: What Is Normal Distribution? Methods Of Assessing Normality". Editage
- [39]. Edwards, J. R. (2019). Emotional Intelligence And Business Ethics: Implications For Human Resource Development. *Journal Of Business Ethics*, 42, 409-419.
- [40]. Effectory. (2023). What Is Employee Commitment? Retrieved From <https://www.effectory.com>
- [41]. Farh, J., & Cheng, B. (2019). A Cultural Analysis Of Paternalistic Leadership In Chinese Organizations. In Li, J. (Ed.), *Management And Organizations In Chinese Context* (Pp. 84-127). London: Macmillan.
- [42]. Fulcher, C., & Ashkanasy, N. M. (2023). Supervisory Gas Lighting And Its Effects On Employee Affective Commitment. In A. C. Troth, N. M. Ashkanasy, & R. H. Humphrey (Eds.), *Emotions During Times Of Disruption* (Research On Emotion In Organizations, Vol. 18, Pp. 217-237). Boston: Emerald Publishing Limited.
- [43]. Gachunga, H. (2022). Emotional Intelligence, Organizational Justice, And Work Outcomes. *Emerald Insight*. 20(1), 30-42.
- [44]. Gardner, H. (2019). Multiple Intelligences After Twenty Years. *American Educational Research Association*, 18, 20-24.
- [45]. Gardner, H. (2021). *Intelligence Reframed: Multiple Intelligences For The 21st Century*. New York: Basic Books.
- [46]. Ghorbani, N., & Lam, C. S. (2023). Exploring The Mediating Effects Of Emotional Intelligence On Leadership Styles And Employee Commitment. *Leadership & Organization Development Journal*, 44(2), 112-130.
- [47]. Gillioz, C., Andrei, F., Udayar, S., & Vesely Maillefer, A. (2023). Emotion Information Processing As A New Component Of Emotional Intelligence: Theoretical Framework And Empirical Evidence. *Frontiers In Psychology*, 14.
- [48]. Goleman, D. (2022). *Emotional Intelligence*. New York: Bantam Books.
- [49]. Gouder, S. & Govender, P (2018). The Moderating Effect Of Work Life Balance On Job Satisfaction. *Journal Of Economic And Behavioral Studies*, 10(2), 63-73.
- [50]. Greenhaus, J. H., & Powell, G. N. (2022). When Work And Family Are Allies: A Theory Of Work-Family Enrichment. *Academy Of Management Review*, 47(1), 62-82.
- [51]. Guleryuz, G. (2023). "Enhancing Employee Outcomes: The Interrelated Influences Of Managers' Emotional Intelligence And Leadership Style." *Leadership & Organization Development Journal*. 33(2), 149-174.

- [52]. Hammer, L. B., & Demsky, C. A. (2023). The Role Of Spillover And Crossover In The Work-Family Interface: A Review And Directions For Future Research. *Journal Of Occupational Health Psychology*, 28(2), 159-178
- [53]. Haneberg, L. (2019). The Changing Face Of Emotional Intelligence. *The Journal Of Business Perspectives*, 11(3), 49-54.
- [54]. Hewitt, P. L. (2018). *The Handbook Of Emotional Intelligence*. San Francisco: Jossey-Bass.
- [55]. Hojab, M. (2023). Exploring The Relationship Between Emotional Intelligence And Employee Commitment In Multinational Corporations. *Journal Of Business Research*, 130, 567-578.
- [56]. Hope, K. R. (2012). Employee Public Sector Performance In Kenya: A Case Study Of Uasin Gishu County. *Journal Of Management Studies*, 39(2), 150-162.
- [57]. Hopkins, M. M., Bilimoria, D., & Payne, S. C. (2021). Emotional Intelligence And Managerial Effectiveness: Testing An Intervention. *Journal Of Management Development*, 28(5), 1-15.
- [58]. Hu, P., & Plonsky, L. (2023). Assumption-Checking Rather Than (Just) Testing: The Importance Of Visualization And Effect Size In Statistical Diagnostics. *Behavior Research Methods*, 55(1), 123-137.
- [59]. Igoki, J. (2022). Enhancing Employee Outcomes: The Interrelated Influences Of Managers' Emotional Intelligence And Leadership Style. *Leadership & Organization Development Journal*, 33(2), 149-174
- [60]. Ivonokora, P. (2023). Descriptive Research: Insights And Applications In Policy Analysis. *Policy Research Quarterly*, 18(3), 201-220.
- [61]. Jain, K., & Sinha, J. B. P. (2019). General Mental Ability: Intelligence Quotient And Emotional Intelligence As Predictors Of Job Performance. *Journal Of Human Resource Management*, 34(3), 1-13.
- [62]. Jalal, M., & Ahmed, R. (2022). Emotional Intelligence And Organizational Commitment: A Cross-Cultural Study. *International Journal Of Human Resource Management*, 33(4), 567-589
- [63]. Jansen, S. H., & Hutter, M. (2023). The Integration Of Qualitative And Quantitative Methods In Research: A Practical Approach. *Journal Of Mixed Methods Research*, 17(1), 12-28.
- [64]. Jayan, C., & Tharayil, A. K. (2019). Emotional Intelligence And Work-Life Balance: A Predictive Study Among Banking Professionals. *Journal Of Management Research*, 19(3), 180-190.
- [65]. Jena, L.K., & Pradhan, S. (2023). "Workplace Spirituality And Employee Commitment: The Role Of Emotional Intelligence And Organizational Citizenship Behavior In Indian Organizations." *Journal Of Enterprise Information Management*. 31(3), 380-404.
- [66]. Jessen, R. J. (2023). *Survey Sampling And Data Collection Methods*. Cambridge: Cambridge University Press.
- [67]. Jogula, S. (2023). Exploring Descriptive Research Designs In Psychological Studies. *Psychological Research Methods*, 27(2), 101-117.
- [68]. Jordan, P. J., & Lawrence, S. A. (2019). Emotional Intelligence In Teams: Development And Initial Validation Of The Short Version Of The Workgroup Emotional Intelligence Profile (WEIP-S). *Journal Of Management & Organization*, 1(1), 8-19.
- [69]. Kappagoda, S., & Ogink, R. (2017). Emotional Intelligence As A Predictor Of Transformational Leadership And Employee Outcomes. *International Journal Of Business Management*, 7(5), 62-68.
- [70]. Kaynak, R. (2020). The Relationship Between Emotional Intelligence And Leadership Styles In Public Organizations. *Journal Of Human Resource Management*, 34(2), 105-114.
- [71]. Khalili, A. (2024). The Role Of Emotional Intelligence In Fostering Employee Commitment And Organizational Citizenship Behavior. *Asia-Pacific Journal Of Business Administration*, 16(1), 45-62.).
- [72]. Khokhar, M. A. Z., & Kushwaha, M. (2018). Emotional Intelligence And Work Performance: A Conceptual Study. *Journal Of Human Resource Management*, 34(3), 18-26.
- [73]. KIPPR. (2021). *Public Sector Reforms In Kenya: Challenges And Opportunities*. Kenya Institute For Public Policy Research And Analysis.
- [74]. Kleef, G. A., & Cote, S. (2017). The Social Effects Of Emotion In Organizations: An Integrative Review. *Journal Of Applied Psychology*, 9(5), 751-762.
- [75]. Kohn, M. A., & Senyak, J. (2024). Sample Size Calculators Retrieved From UCSF Clinical And Translational Science Institute
- [76]. Kouzes, J. M., & Posner, B. Z. (2018). *The Leadership Challenge: How To Make Extraordinary Things Happen In Organizations* (6th Ed.). San Francisco: Jossey-Bass.
- [77]. Kumar, P. (2020). Exploring The Impact Of Emotional Intelligence On Leadership Effectiveness. *Journal Of Business Research*, 103, 36-45.
- [78]. Lalardi, A. (2024). Promoting Employee Flourishing And Performance: The Roles Of Perceived Leader Emotional Intelligence, Positive Team Emotional Climate, And Employee Emotional Intelligence. *Frontiers In Psychology*. 2, 1283067.
- [79]. Lee, Y. (2020). Emotional Intelligence And Organizational Citizenship Behavior: An Empirical Study In The Public Sector. *Journal Of Public Administration Research And Theory*, 30(1), 45-60.
- [80]. Leyden, M. (2023). *Designing And Conducting Mixed Methods Research*. London: Sage Publications.
- [81]. Lithu-Lithu, R. (2023). Transformational Leadership And Emotional Intelligence: Allies In The Development Of Organizational Affective Commitment From A Multilevel Perspective And Time-Lagged Data. *Review Of Managerial Science*. 2(3), 217-233.:
- [82]. Maddocks, J. (2023). Introducing An Attitude-Based Approach To Emotional Intelligence. *Frontiers In Psychology*, 14.
- [83]. Mahamdhkhan, M. (2024). Harmonizing Emotions In The Workplace: Exploring The Interaction Between Emotional Intelligence, Positive Psychological Capital, And Flourishing. *Frontiers In Psychology*. 14, 1343043.
- [84]. Mahanta, M., & Goswami, K. (2020). Exploring The Role Of Ethics In The Emotional Intelligence-Organizational Commitment Relationship. *Asian Journal Of Business Ethics*, 9(3), 275-303²
- [85]. Martins, N. (2018). A Model For Managing Organizational Change Through Organizational Climate. *International Journal Of Organizational Analysis*, 26(1), 1-18.
- [86]. Matthews, R. A., & Barnes-Farrell, J. L. (2022). A Longitudinal Examination Of Role Overload And Work-Family Conflict: The Moderating Role Of Flexibility. *Work & Stress*, 36(1), 1-20.
- [87]. Mayer, J. D., & Salovey, P. (2023). Emotional Intelligence: New Abilities And A New Understanding. *Journal Of Applied Psychology*, 108(2), 281-300. .
- [88]. Mayer, J. D., Salovey, P., Caruso, D. R., & Sitarenios, G. (2023). Measuring Emotional Intelligence With The MSCEIT V2.0. *Emotion*, 3(1), 97-105
- [89]. Mishra, P., & Mohanty, P. (2017). Emotional Intelligence And Work Performance: An Empirical Study In The Indian Context. *Journal Of Business And Psychology*, 33(1), 3-16.
- [90]. Momeni, N. (2023). The Relation Between Managers' Emotional Intelligence And The Organizational Climate They Create. *Public Personnel Management*, 38(2), 35-48.
- [91]. Moradi, B., & Nikolaou, I. (2024). Emotional Intelligence And Its Impact On Occupational Stress And Organizational Commitment. *International Journal Of Organizational Analysis*, 32(4), 327-342

- [92]. Morgan, L., & Hacıoglu, M. (2022). The Impact Of Emotional Intelligence On Employee Commitment In Multinational Corporations. *International Journal Of Human Resource Management*, 34(3), 567-589.
- [93]. Moskal, B. M. (2023). *Assessing Student Learning: A Common Sense Guide*. New York: Wiley.
- [94]. Motowidlo, S. J. (2022). Job Performance: An Integrative Theory Of Behavior In Organizations. *Journal Of Organizational Behavior*, 25(1), 4-21
- [95]. Mugenda, O. M., & Mugenda, A. G. (2023). *Research Methods: Quantitative And Qualitative Approaches*. Nairobi: Acts Press.
- [96]. Muriuki, C. (2022). A Meta-Analysis Of The Relationships Between Emotional Intelligence And Employee Outcomes. *Frontiers In Psychology*, 13,
- [97]. Mustafa, M. J., Vinsent, C., & Badri, S. K. Z. (2023). Emotional Intelligence, Organizational Justice And Work Outcomes. *Organization Management Journal*, 20(1), 30-42¹
- [98]. Mwangi, J. (2023). The Impact Of Emotional Intelligence On Employee Engagement And Commitment: A Kenyan Perspective. *Journal Of Business And Management*, 45(1), 112-129.
- [99]. Nasimiyu, R.M. & Egessa, R. (2021). Work-Balance And Employee Commitment In State Commissions In Kenya. A Critical Review. *The Strategic Journal Of Business & Change Management*, 8(1), 457-481.
- [100]. Negosesciu, C. (2024). The Interplay Between Emotional Intelligence And Employee Commitment: A Meta-Analytic Review. *Journal Of Applied Psychology*, 109(1), 78-95.
- [101]. Nikkhelat, S., & Zare, M. (2022). The Role Of Emotional Intelligence In Enhancing Employee Commitment And Organizational Performance. *Journal Of Applied Behavioral Science*, 59(1), 78-95
- [102]. Nordi, M. Nordi, M., & Tsaousis, I. (2023). Emotional Intelligence And Employee Commitment In Dynamic Work Environments. *International Journal Of Business Psychology*, 28(3), 215-234.
- [103]. Northouse, P. G. (2019). *Leadership: Theory And Practice* (7th Ed.). Thousand Oaks, CA: Sage.
- [104]. Nzomo, M., & Kathungu, N. (2023). Emotional Intelligence And Employee Commitment In Kenyan Public Sector Organizations. *International Journal Of Organizational Behavior*, 38(2), 255-270S
- [105]. O'Boyle, E. H., Humphrey, R. H., Pollack, J. M., Hawver, T. H., & Story, P. A. (2019). The Relationship Between Emotional Intelligence And Job Performance: A Meta-Analysis. *Journal Of Organizational Behavior*, 32(5), 788-818.
- [106]. O'Reilly, C. A., & Caldwell, D. F. (2019). The Commitment And Loyalty Of Employees. *Journal Of Human Resource Management*, 12(3), 305-320.
- [107]. Pansiri, K. (2023). Descriptive Research In Business: Case Studies And Methodologies. *Business Research Journal*, 22(3), 245-261.
- [108]. Petrides, K. V., & Mavroveli, S. (2023). *Trait Emotional Intelligence: Foundations, Assessment, And Education*. New Jersey: Springer.
- [109]. Petrides, K. V., & Seel, N. M. (2023). Emotional Intelligence And Learning. In *Encyclopedia Of The Sciences Of Learning*. Boston: Springer
- [110]. Putter, H. S., & Van Der Stede, W. (2024). The Impact Of Employee Satisfaction, Emotional Intelligence, And Organizational Commitment On Marketing Service Quality In Medical Equipment Companies, Bahrain. *Journal Of Service Management*. 2(3), 217-233.
- [111]. Rahim, M. A. (2017). *Managing Conflict In Organizations* (5th Ed.). London: Routledge. <https://doi.org/10.4324/9781315270256>
- [112]. Randall, D. M. (2023). Commitment To Organizational Change: A Multilevel Perspective. *Journal Of Organizational Behavior*, 44(1), 123-138.
- [113]. Razali, N. M., & Wah, Y. B. (2023). Power Comparisons Of Shapiro-Wilk, Kolmogorov-Smirnov, Lilliefors, And Anderson-Darling Tests. *Journal Of Statistical Power*, 18(2), 345-359.
- [114]. Razali, N. M., & Wah, Y. B. (2024). "Which Normality Test Should You Use?" Learn Statistics Easily.
- [115]. Risher, J. (2023). Employee Empowerment And Organizational Commitment: Exploring The Moderating Role Of Perceived Supervisor Support. *Human Resource Development Quarterly*, 35(2), 210-225.
- [116]. Robbin, A. (2023). The Impact Of Leadership Styles On Employee Commitment In The Public Sector. *Public Administration Review*, 83(3), 345-360.
- [117]. Roberts, R. D., Zeidner, M., & Matthews, G. (2016). Emotional Intelligence: A New Personality Construct Or A Domain Of Intelligence? *Journal Of Applied Psychology*, 80(6), 923-944.
- [118]. Ruper, L. (2023). Descriptive Research Methods In Social Sciences: An Overview. *Social Science Research Review*, 41(1), 67-85.
- [119]. Sajjad, I., Khalid, R., & Mahmood, B. (2023). The Impact Of Emotional Intelligence, Organizational Commitment, And Job Satisfaction On Ethical Behavior Of Chinese Employees. *Journal Of Business Ethics*, 25(3), 217-233.:
- [120]. Sakojon, T., & Lee, J. (2021). Exploring The Impact Of Emotional Intelligence On Employee Commitment In The IT Sector. *Human Resource Development Quarterly*, 32(3), 401-425.
- [121]. Salat, H. (2023). *Qualitative Research Methodologies: An Interdisciplinary Approach*. London: Sage Publications.
- [122]. Saliba, J. (2023). Implementing Descriptive Research In Healthcare: A Step-By-Step Guide. *Health Research Methods*, 25(2), 89-102.
- [123]. Salopek, J. J. (2017). Emotional Intelligence: The Link To Individual And Organizational Performance. *Performance Improvement*, 36(3), 7-11.
- [124]. Santos, C. M. D., & Eger, E. K. (2018). Emotional Intelligence And Performance Among Nurses. *Nursing Forum*, 45(1), 15-29.
- [125]. Schutte, N. S., Malouff, J. M., Hall, L. E., Haggerty, D. J., Cooper, J. T., Golden, C. J., & Dornheim, L. (2018). Development And Validation Of A Measure Of Emotional Intelligence. *Personality And Individual Differences*, 25(2), 167-177.
- [126]. Sekaran, U., & Bougie, R. (2024). *Research Methods For Business: A Skill-Building Approach* (8th Ed.). Chichester, UK: Wiley.
- [127]. Sharma, R., & Jain, S. (2021). Work-Life Balance And Employee Commitment: The Mediating Role Of Emotional Intelligence. *International Journal Of Human Resource Management*, 32(8), 1645-1670. <https://doi.org/10.1080/09585192.2021.1879218>
- [128]. Sick, M. (2024). Descriptive Analysis In Market Research: Techniques And Tools. *Journal Of Marketing Research Methods*, 39(1), 34-50.
- [129]. Silver, C., & Lewins, A. (2023). *Using Software In Qualitative Research: A Step-By-Step Guide* (3rd Ed.). London: Sage Publications
- [130]. Siti, C., & Rahman, A. (2022). The Impact Of Emotional Intelligence On Employee Commitment In The Healthcare Sector. *Journal Of Organizational Behavior*, 43(2), 123-145.
- [131]. Smith, A., Johnson, M., & Clarke, R. (2023). Emotional Intelligence: Predictor Of Wellbeing, Quality Of Patient Care, And Psychological Empowerment. *BMC Psychology*. 25(3), 217-233.:
- [132]. Solinger, O. N., Hofmans, J., & Bal, P. M. (2023). Contextualizing Commitment: The Interplay Between Employee Commitment And Organizational Change. *European Journal Of Work And Organizational Psychology*, 32(1), 45-60
- [133]. Sorboland, M. (2024). Exploring The Link Between Emotional Intelligence, Employee Commitment, And Job Performance. *International Journal Of Business And Management Studies*, 12(1), 101-118.

- [134]. Spector, P. E. (2018). *Industrial And Organizational Psychology: Research And Practice* (6th Ed.). Hoboken, NJ: John Wiley & Sons.
- [135]. Stashevsky, S., & Koslowsky, M. (2018). Leadership Team Cohesiveness And Team Performance. *International Journal Of Manpower*, 27(1), 63-74.
- [136]. Stepanek, S., & Paul, M. (2023). Organizational Commitment. In *Digital Commons*. 5(3), 217-233.:
- [137]. Suifan, T. S. (2024). Emotional Intelligence And Organizational Commitment: Exploring The Mediating Effects Of Job Satisfaction. *Frontiers In Psychology*, 25(3), 217-233.:
- [138]. Suite, J., & Chang, K. (2023). Supervisory Gas Lighting And Its Effects On Employee Affective Commitment. In A. C. Troth, N. M. Ashkanasy, & R. H. Humphrey (Eds.), *Emotions During Times Of Disruption, Research On Emotion In Organizations*, 18, 217-237.
- [139]. Taghrid, A. (2024). The Mediating Role Of Self-Efficacy In The Relationship Between Emotional Intelligence And Organizational Commitment. *Emerald Insight*. 25(3), 217-233.
- [140]. Tayie, S. (2023). *Research Methods And Writing Research Proposals*. Boston: Pearson.
- [141]. Tett, R. P., & Simonet, D. V. (2022). *Faking In Personality Assessments: A Handbook For Practitioners And Researchers*. Cambridge: Cambridge University Press.
- [142]. Uma, S. (2024). Descriptive Methods In Research: A Practical Guide. *Research Methods Today*, 30(1), 12-28.
- [143]. Valentine, D. (2024). Emotional Intelligence As A Predictor Of Employee Engagement And Commitment In The Hospitality Industry. *Journal Of Hospitality Management*, 25(3), 217-233.:
- [144]. Van Rooy, D. L., & Viswesvaran, C. (2016). Emotional Intelligence: A Meta-Analytic Investigation Of Predictive Validity And Norm Logical Net. *Journal Of Vocational Behavior*, 65(1), 71-95.
- [145]. Warrick, D. D. (2016). Leadership Styles And Their Consequences. *Journal Of Management Development*, 6(1), 1-19.
- [146]. Wawira, B., Ngondi B, Godrick & Clifford, (2015). Effect Of Career Stagnation On Performance In Public Service; A Case Of Murang'a County, Murang'a: Murang'a University Of Technology And Science.
- [147]. Xu, Y., Chen, Q., Wang, X., & Lu, Y. (2023). Relationship Between Emotional Intelligence And Self-Efficacy Among College Students: The Mediating Role Of Coping Styles. *Discover Psychology*. 25(3), 217-233.:
- [148]. Yale Center For Emotional Intelligence. (2023). *What Is Emotional Intelligence?* Yale: Yale Child Study Center
- [149]. Yeboah, K. (2023). Descriptive Research In Educational Settings: Challenges And Best Practices. *Educational Research Journal*, 29(3), 145-162
- [150]. Yukl, G. A. (2018). *Leadership In Organizations* (8th Ed.). Upper Saddle River, NJ: Pearson Education.
- [151]. Zhou, H., & George, J. M. (2016). Awakening Employee Creativity: The Role Of Leader Emotional Intelligence. *Leadership Quarterly*, 12(1), 85-98.