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## The Influence of Emotional Intelligence, Self Efficacy, and Employee Engagement on Employee Commitment in Digital Sector

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**Abstract:** This study examines the impact of Emotional Intelligence, Self-Efficacy, and Employee Engagement on Organizational Commitment among employees in digital companies, utilizing data from 147 respondents. Emotional Intelligence significantly enhances Organizational Commitment through Employee Involvement. Employees with high EI are better at building strong interpersonal relationships and communicating effectively, which leads to higher levels of involvement and commitment to the organization. This is supported by the mediation effect found between EI and Organizational Commitment, emphasizing the importance of employee involvement. Self-Efficacy also positively influences Organizational Commitment through its effect on Employee Involvement. Employees with high self-efficacy are more confident and involved in their work, resulting in greater attachment and commitment to their organization. Direct relationships were found between Emotional Intelligence and Employee Involvement, indicating that higher EI leads to increased engagement and proactive behavior in the workplace. This further contributes to better job performance and organizational commitment. Additionally, Employee Involvement significantly enhances Organizational Commitment. However, Self-Efficacy does not have a significant direct impact on Employee Involvement, suggesting that other factors, such as organizational culture or leadership style, might play a more crucial role. Overall, fostering Emotional Intelligence and self-efficacy is essential for enhancing Employee Engagement and Organizational Commitment in digital companies.

**Keyword:** Self-Efficacy, Emotional Intelligence, Organizational Commitment, Organizational Commitment, Digital.

## INTRODUCTION

The development of information technology, especially in the digital era, has significantly transformed the business landscape. Digital companies, operating in various sectors such as technology, e-commerce, and digital services, have become the backbone of

the global economy. In this context, the role of employees in digital companies is becoming increasingly crucial, as they are not only expected to adapt to rapid changes but also to contribute maximally to the innovation and growth of the organization (Wijaya et al., 2023). Human Resources are an important factor in the sustainability of an organization or company. Therefore, it is also important for companies to continuously maintain, develop, and manage their human resources. This needs to be done so that the human resources within the company continue to perform well. Additionally, for the sustainability of the company's business processes and to achieve the company's goals, employees with good organizational commitment are always expected by the company. Various methods will be employed by the company to retain employees. Besides good organizational commitment, companies also desire employees who are proactive and take initiative in their work. They also need employees who are enthusiastic, highly dedicated, and have a good understanding of their work. Employees with a high level of commitment to their work play a crucial role in achieving organizational goals. Work commitment, as a complex concept, can be influenced by various factors, including emotional intelligence, self-efficacy, and the level of employee engagement in the workplace. Although digital companies offer a dynamic environment and high career development potential, there are still significant challenges related to the lack of employee commitment. Employee commitment encompasses engagement, loyalty, and motivation to optimally contribute to the organization. In the context of digital companies, a lack of employee commitment can be a serious obstacle to achieving organizational goals, innovation, and maintaining competitiveness. Digital companies often operate in rapidly changing environments, with demands to continuously innovate and compete in a competitive market. Employees in digital companies face high work pressure and the need to continuously develop their skills to stay relevant in an ever-evolving industry. This factor can affect stress levels, fatigue, and ultimately reduce employee commitment to the company.

Digital companies often involve employees from various generations with different values, preferences, and expectations. A lack of deep understanding of the needs and expectations of employees from various age groups can lead to dissatisfaction and lack of commitment. Therefore, it is important to align employee expectations with the human resource management strategy of digital companies. Additionally, digital companies face several challenges such as intense business competition, which requires a lot of support from their employees; in this case, employee commitment is needed to fight together as part of the strategy to face this competition. This research will examine several factors that can support organizational commitment, including: Emotional intelligence, as the ability to understand and manage emotions, has been recognized as a factor that can influence performance and interpersonal relationships in the workplace. The level of employee emotional intelligence can directly impact their commitment to their work. By understanding the role of emotions in the work context, organizations can develop strategies to enhance employees' emotional intelligence and positively influence their level of commitment. Self-efficacy reflects employees' confidence in their ability to successfully perform job tasks. Employees with high levels of self-efficacy tend to be more motivated and have strong commitment to their work. Conversely, low self-efficacy can hinder the willingness to contribute optimally, which can negatively impact employee commitment to the organization. Employee engagement encompasses emotional, psychological, and behavioral aspects towards work and the organization. A high level of engagement can be a strong indicator of employees' commitment to organizational goals and values. Therefore, understanding the extent to which employees are engaged in their work can provide valuable insights into their level of commitment.

Although much research has been conducted on the factors influencing work commitment, there is still a lack of understanding regarding the relationship between

emotional intelligence, self-efficacy, and employee engagement with the level of work commitment. Therefore, this study aims to bridge this knowledge gap and investigate the extent to which emotional intelligence, self-efficacy, and employee engagement contribute to the level of employee commitment in the current work environment. Based on the above background, this study aims to understand the factors contributing to the lack of employee commitment in digital companies through several variables, namely emotional intelligence, self-efficacy, employee engagement, and organizational commitment with the research title "The Influence of Emotional Intelligence, Self-Efficacy, Employee Engagement on Employee Commitment in the Digital Sector." By understanding these dynamics, it is hoped that effective solutions and strategies can be identified to increase employee commitment, improve employee well-being, and support the sustainable growth of digital companies amidst continuously evolving challenges. Through a deep understanding of this issue, this research is expected to provide valuable contributions to business practitioners, researchers, and policymakers in optimizing the productivity and sustainability of digital companies. Based on the above background, this study aims to investigate the influence of Emotional Intelligence, Self-Efficacy, and Employee Engagement on the commitment of employees working in the digital sector. By understanding these dynamics, it is hoped that effective solutions and strategies can be identified to increase employee commitment, improve employee well-being, and support the sustainable growth of digital companies amidst continuously evolving challenges. Through a deep understanding of this issue, this research is expected to provide valuable contributions to business practitioners, researchers, and policymakers in optimizing the productivity and sustainability of digital companies.

## METHOD

This research employs a quantitative approach with an explanatory or causal design, aiming to explain how one variable influence or is responsible for changes in other variables. The respondents are employees working in the digital sector in Indonesia, specifically those who have been employed for a minimum of five years to allow for a more in-depth exploration (*Cooper and Schindler 2011*, n.d.). This research is cross-sectional, a type of study that collects information or questionnaires at a single point in time (*Malhotra et al.*, n.d.). Since the data is gathered at one specific time and only once, it involves distributing questionnaires to the employees.

The study seeks to determine the influence of Emotional Intelligence, Self-Efficacy, and Employee Engagement on Organizational Commitment among employees working in digital companies with 147 respondents. All measures are validated using a 5-point Likert scale ranging from "strongly disagree" (1) to "strongly agree" (5). The questions are modified to explicitly refer to leaders and the work environment, with some items substituting "digitalization" with the term "change" as used in the original scale. The questionnaire results will then be tested using SMART PLS to further analyze the inner and outer models (*Wijaya, 2019*).

**Table 1.**

NO	Variabel	Indikator
1	Organizational Commitment	I am very happy to spend the rest of my career with this organization.
		The organization is meaningful for me.
		It is very difficult for me to leave this organization.
		Leaving the organization requires a great personal sacrifice
		eaving this organization requires a great sacrifice because other organizations might not be a good fit for me.
		Loyalty is the main reason for continuing to work at the current organization.

2	Emotional Intelligence	I can manage my own emotions
		I can persevere in the face of failures.
		I can sense how others are feeling..
		I can handle other people's emotions..
3	Self Efficacy	I can complete the tasks
		I am confident in the results
		I am a diligent worker.
		I am confident in my behavior.
		I am not limited to specific situations.
4	Employee Involvement	I have a willingness to doing my work.
		I am persistent in facing difficulties.
		I am enthusiastic and proud of my work.
		I am interested in my work and find it difficult to detach from it.

## Research Paradigm

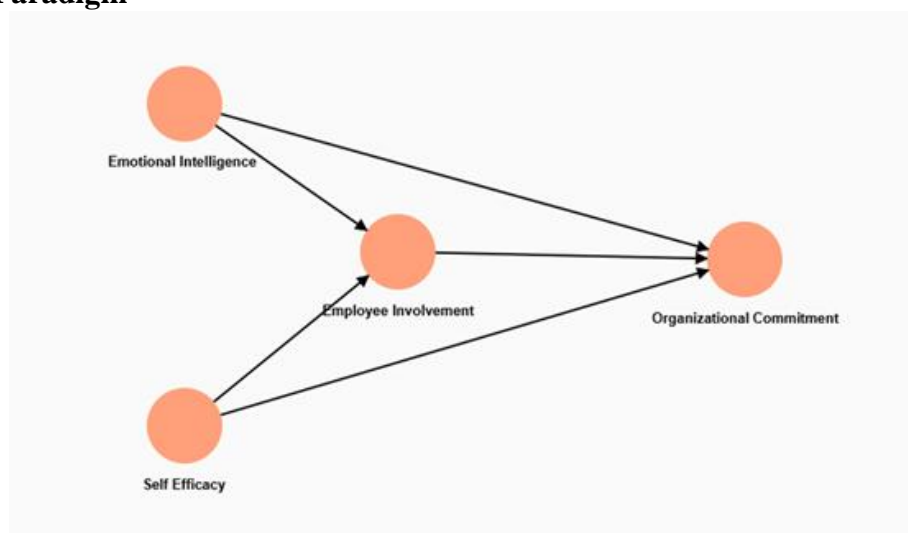


Figure1 : Research Paradigm

## RESULTS AND DISCUSSION

### Definition of Organizational Commitment

According to Robbins and Judge (2013), organizational commitment is defined as a state in which an individual aligns with the organization, its goals, and desires to maintain membership in the organization (*Robbins & Judge 2013*, n.d.). In 2017, Robbins and Judge added that organizational commitment can also be interpreted as how individuals identify with the organization and bind themselves to its goals (Dessler et al., 2014). Luthans (2011) described organizational commitment as a strong desire to remain a member of the organization, work hard according to organizational goals, and have certain beliefs and acceptance of organizational values and objectives. In this sense, organizational commitment can be seen as employee loyalty to the organization, a continuous process where employees demonstrate their loyalty to the organization (Luthans et al., 2011). It reflects employees' attitudes of loyalty and continuous process of expressing concern for the organization and its ongoing success and progress (Christian et al., 2023). Allen and Meyer, as cited in Utaminingsih, define organizational commitment as "a psychological state that binds the individual to the organization."

### Dimensions and Indicators of Organizational Commitment

Robbins and Judge (2015) identified three dimensions of organizational commitment:

1. **Affective Commitment:** Emotional attachment and involvement of employees in the organization.

2. **Continuance Commitment:** Commitment based on the costs associated with leaving the organization, such as losing seniority or benefits.
3. **Normative Commitment:** Feeling of obligation to remain in the organization because it is the right thing to do.

Chait (*Wahyudi 2011*, n.d.) noted that individuals might have organizational commitment and/or commitment to their workgroup. Using these three dimensions, someone might have affective commitment to their workgroup but normative commitment to their organization. Employee commitment in an organization does not happen overnight but through a lengthy and gradual process.

Mowday, Steers, and Porter, as cited in Luthans (2011), described the dimensions and indicators of organizational commitment as follows:

1. **Affective Commitment:** Willingness to remain due to goal alignment with the organization. Indicators include: (1) enjoying work until retirement, (2) positive thoughts about the organization, (3) a sense of belonging, (4) the value of the organization to the individual, (5) pride in the organization.
2. **Continuance Commitment:** Willingness to stay due to lack of alternatives. Indicators include: (1) difficulty adjusting to a new organization, (2) limited choices, (3) feeling of loss if leaving, (4) established career, (5) personal sacrifices.
3. **Normative Commitment:** Willingness to stay due to external pressure. Indicators include: (1) maintaining leader's trust, (2) responsibility to the organization and family, (3) performing duties to remain part of the organization, (4) considering leaving unethical, (5) importance of being an exemplary employee (Luthans et al., 2011).

### Definition of Emotional Intelligence

Emotional intelligence is considered essential in the workplace for achieving high-quality work results. Armstrong (2009) defines emotional intelligence as a combination of skills and abilities such as self-awareness, self-control, empathy, and sensitivity to others' feelings. Goleman (1991) popularized the concept and defined emotional intelligence as abilities to motivate oneself, persist in the face of frustration, control impulses, delay gratification, regulate moods, prevent distress from interfering with thinking, empathize, and maintain hope. In simpler terms, it is the ability to recognize and manage one's own and others' emotions.

### Indicators of Emotional Intelligence

Cooper and Sawaf (2002) identify four cornerstone dimensions of emotional intelligence:

1. **Emotional Literacy:** Building self-confidence through recognizing and honestly dealing with emotions.
2. **Emotional Fitness:** Enhancing enthusiasm and resilience to face challenges and changes, including trusting others and managing conflicts.
3. **Emotional Depth:** Aligning life and work with one's unique potential and talents.
4. **Emotional Alchemy:** Creatively managing problems and pressures without being overwhelmed, exploring hidden solutions and opportunities.

### Self-Efficacy

Self-efficacy is a crucial aspect of self-knowledge that influences daily human life. It affects individuals' actions to achieve goals, including estimating possible events. Woolfolk (2004) describes self-efficacy as a specific assessment related to competence in performing a specific task. Bandura (1997) states that one's belief in their abilities influences their response to situations. Ormrod explains self-efficacy as a belief in one's ability to execute specific



behaviors or achieve specific goals. Bandura emphasizes its role in social cognitive theory, highlighting observational learning, social experiences, and reciprocal determinism in personality development.

### Indicators of Self-Efficacy

Bandura (1997) identified three dimensions of self-efficacy:

1. **Level/Magnitude:** Related to the difficulty level of tasks an individual believes they can handle.
2. **Strength:** Related to the strength of an individual's assessment of their capability, determining persistence and resilience.
3. **Generality:** The extent to which self-efficacy beliefs apply across various situations.

### Employee Engagement

Employee engagement refers to employees' enthusiastic and committed attitude towards their work, aiming to give their best to the organization. Engaged employees positively impact the work environment and foster a positive work atmosphere. According to Robbins and Judge (2013); Christian (2024), engaged employees experience a positive state of fulfillment, feel a sense of belonging, and find it hard to disengage from their work.

### Indicators of Employee Engagement

Schaufeli and Bakker (2003) identify three dimensions of employee engagement:

1. **Vigor:** High energy and mental resilience while working, willingness to invest effort and persistence.
2. **Dedication:** A sense of significance, enthusiasm, inspiration, pride, and challenge.
3. **Absorption:** Being fully concentrated and happily engrossed in work, finding it hard to detach.

### Relationships Between Variables and Hypotheses

1. **Emotional Intelligence and Organizational Commitment:** Studies suggest a relationship between emotional intelligence and organizational commitment  
**H1:** Emotional intelligence influences organizational commitment.(Anggarani & Filicia, 2017)
2. **Self-Efficacy and Organizational Commitment:** Research shows self-efficacy affects organizational commitment ((Ashfaq et al., 2021); (Ochoa Pacheco et al., 2023)).  
**H2:** Self-efficacy influences organizational commitment.
3. **Employee Engagement and Organizational Commitment:** Studies reveal employee engagement impacts organizational commitment ((Na-Nan et al., 2021); (Linggiallo et al., 2021); (Albdour & Altarawneh, n.d.)).  
**H3:** Employee engagement influences organizational commitment.
4. **Emotional Intelligence and Employee Engagement:** Research indicates emotional intelligence affects employee engagement ((Saraswati & Hastasari, 2020); ("Geraci 2023);(Mérida-López et al., 2023) ).  
**H4:** Emotional intelligence influences employee engagement.
5. **Self-Efficacy and Employee Engagement:** Studies show self-efficacy affects employee engagement ((Zhu et al., 2024); (Johnson, 2022); (Song et al., 2018); (Han & Wang, 2021); (Uppathampracha & Liu, 2022)).  
**H5:** Self-efficacy influences employee engagement.
6. **Mediating Role of Employee Engagement Between Emotional Intelligence and Organizational Commitment:** Research indicates that employee engagement mediates

the relationship between emotional intelligence and organizational commitment ((Bagis F. Darmawan, 2021); (Nadeem et al., 2019)).

**H6:** Employee engagement mediates between emotional intelligence and organizational commitment.

7. **Mediating Role of Employee Engagement Between Self-Efficacy and Organizational Commitment:** Studies suggest that employee engagement mediates the relationship between self-efficacy and organizational commitment ((Albrecht 2020, n.d.); (Sarumaha et al., n.d.)).
8. Employee engagement mediates between self-efficacy and organizational commitment.

### Description of Respondent's Gender

The description of the frequency of respondents based on the gender of the respondents is shown in Table 2 below.

**Table 2: Survey of Gender Respondent**

No	Gender	Amount
1	Man	92
2	Woman	55

Based on research data obtained from 147 respondents related to gender, it can be concluded that the majority of respondents are men, with a percentage of 63%, women with a percentage of 37% from a total of 100%.

### Description of Respondent's Education Level

The description of the frequency of respondents based on the education level of the respondents is shown in Table 3

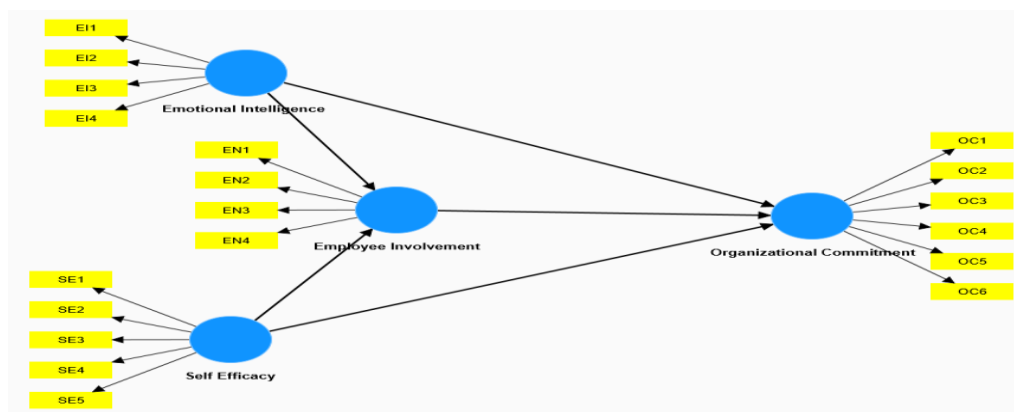
**Table 3 : Level of Education**

No	Level of education	Amount
1	Senior high school	46
2	Graduate	84
3	Post Graduate	17

Based on Table 2, it can be concluded that the majority of respondents have an undergraduate education background with a percentage of 57%, followed by high school education at 31% and Post Graduate for the rest, accounted for 12%

### Data Analysis and Interpretation

Data analysis in this study used SMART PLS with the following research model



**Figure 2: SMRATPLS output**

This section must answer the problems or research hypotheses that have been formulated previously. In this section, there are two main part to be analyzed, it including inner model and outer model

Outer Model; In the outer model test, several stages will be carried out, namely validity testing and reliability testing.

Validity test; convergent validity test

**Table 4. Convergent Validity Test**

	Cronbach's alpha	Composite reliability (rho_a)	Average variance extracted (AVE)
Emotional Intelligence	0,745	0,784	0,745
Employee Involvement	0,722	7,635	0,786
Organizational Commitment	0,734	0,768	0,814
Self Efficacy	0,741	0,754	0,741

According to the convergent validity test carried out in Figure 4 below, it shows that the AVE value has met the valid requirements, which is above the value of 0.5 (Wijaya 2019).

**Table 5: Discriminant Validity Test**

	Emotional Intelligence	Employee Involvement	Organizational Commitment	Self Efficacy
Emotional Intelligence	0,680			
Employee Involvement	0,529	0,565		
Organizational Commitment	0,628	0,770	0,785	
Self Efficacy	0,565	0,618	0,654	0,697

Furthermore, it can be concluded that they have met the validity requirements (Wijaya 2019).

Reliability Test; The value of the reliability test can be seen in Figure 6, show that each variable has exceeded the reliable requirements, which is above 0.6 (Wijaya 2019)..

**Table 6: Reability Test**

	Cronbach's alpha	Composite reliability (rho_a)	Average variance extracted (AVE)
Emotional Intelligence	0,745	0,784	0,745
Employee Involvement	0,722	7,635	0,786
Organizational Commitment	0,734	0,768	0,814
Self Efficacy	0,741	0,754	0,741

Inner Model Test; The Inner test model show R square value and significance test.

**Table 7: R square Test**

	R-square	R-square adjusted
Employee Involvement	0,465	0,453
Organizational Commitment	0,811	0,805

Based on the results of the R square test, it can be concluded that Employee Involvement had been exoplain 45.3% and Organizational Commitment can be elucide in this study by 80.5%, and 19.5% can be concluded by other variable excluded in this study.



**Table 8: Sample Significance Test**

	T statistics ( O/STDEV )	P values
Emotional Intelligence -> Employee Involvement	3,254	0,000
Emotional Intelligence -> Organizational Commitment	2,914	0,001
Employee Involvement -> Organizational Commitment	8,311	0,000
Self Efficacy -> Employee Involvement	1,075	0,283
Self Efficacy -> Organizational Commitment	2,719	0,001

Thereby, on the results of the study, The T-statistic of 3.254 and a P-value of 0.000 indicate a highly significant relationship between Emotional Intelligence and Employee Involvement at the 99.9% confidence level ( $P\text{-value} < 0.001$ ). This suggests that higher levels of Emotional Intelligence in individuals lead to increased employee involvement. Emotional Intelligence (EI) involves the ability to understand and manage one's own emotions and those of others. Employees with high EI are more engaged and involved in their work because they can effectively navigate social complexities, manage stress, and build strong interpersonal relationships. They are better at teamwork, more resilient, and display a greater commitment to their tasks and organizational goals. This engagement and involvement can lead to higher productivity and job satisfaction. Research has shown that employees with high EI are more likely to be engaged and exhibit proactive behaviors in the workplace (Libbrecht et al., 2010a). High EI contributes to better job performance and organizational citizenship behaviors, which are critical for employee involvement (Carmeli, 2003a). The result of the T-statistic of 2.914 and a P-value of 0.001 indicate a highly significant relationship between Emotional Intelligence and Organizational Commitment. This implies that individuals with higher EI exhibit greater organizational commitment. Organizational Commitment refers to the psychological attachment and loyalty an employee feels towards their organization. Employees with high EI are more committed because they are better at understanding and aligning with organizational values and goals. Their ability to manage emotions and foster positive work relationships enhances their sense of belonging and loyalty to the organization, reducing turnover intentions and increasing retention. Studies have found a positive correlation between EI and organizational commitment, with emotionally intelligent employees displaying stronger commitment to their organizations (Mayer & Salovey 1997, n.d.). High EI helps employees cope with workplace challenges and stress, thereby enhancing their commitment and reducing turnover (Lockwood et al., 2002).

Therefore, T-statistic of 8.311 and a P-value of 0.000 indicate an extremely significant relationship between Employee Involvement and Organizational Commitment at the 99.9% confidence level ( $P\text{-value} < 0.001$ ). This suggests that higher employee involvement significantly enhances organizational commitment. Employee Involvement involves the degree to which employees participate in decision-making processes and have a sense of ownership and responsibility towards their work. High involvement leads to a stronger emotional and psychological connection to the organization, thereby boosting organizational commitment. Involved employees are more motivated, exhibit higher job satisfaction, and are less likely to leave the organization. Employee involvement has been positively linked to job satisfaction and organizational commitment, highlighting its importance in retaining talented employees (Lawler, 1992). Increased involvement in decision-making processes enhances employees' sense of importance and belonging, leading to higher commitment (Cotton et al., 1988).

Additionally, The T-statistic of 1.075 and a P-value of 0.283 indicate a non-significant relationship between Self-Efficacy and Employee Involvement at any conventional confidence level ( $P\text{-value} > 0.05$ ). This suggests that Self-Efficacy does not have a significant direct impact on employee involvement. Self-Efficacy refers to an individual's belief in their ability to perform tasks and achieve goals. While self-efficacy is crucial for individual

performance and motivation, this result suggests it may not directly influence the extent of employee involvement in organizational activities or decision-making processes. Other factors, such as organizational culture or leadership style, might play a more significant role in determining employee involvement. Although self-efficacy is important for personal achievement and performance, its direct effect on broader organizational involvement may be limited (Efendi & Psikologi, 2013). Factors like job design, leadership support, and organizational policies might mediate the relationship between self-efficacy and involvement (Spreitzer, 1995).

Furthermore, The T-statistic of 2.719 and a P-value of 0.001 indicate a highly significant relationship between Self-Efficacy and Organizational Commitment at the 99.8% confidence level (P-value < 0.01). This implies that higher self-efficacy contributes to greater organizational commitment. Employees with high self-efficacy believe in their capabilities to accomplish tasks and overcome challenges, leading to greater job satisfaction and commitment to the organization. Such employees are more resilient, proactive, and likely to take on responsibilities, fostering a strong sense of loyalty and attachment to their organization. Self-efficacy has been positively correlated with job performance, job satisfaction, and organizational commitment, highlighting its importance in employee retention (Judge & Bono, 2001). Employees with high self-efficacy are more engaged and committed, as they are confident in their ability to contribute meaningfully to the organization (Nurbaity & Sulisty, 2013).

**Table 9: Mediating Test**

	T statistics ( O/STDEV )	P values
Emotional Intelligence -> Employee Involvement -> Organizational Commitment	3,470	0,001
Self Efficacy -> Employee Involvement -> Organizational Commitment	2,157	0,001

Firstly, Based on the table, it was concluded The T-statistic of 3.470 and a P-value of 0.001 indicate a highly significant mediation effect of Employee Involvement between Emotional Intelligence and Organizational Commitment at the 99.9% confidence level (P-value < 0.01). This suggests that Emotional Intelligence enhances Organizational Commitment through its positive impact on Employee Involvement. Emotional Intelligence (EI) involves the ability to recognize, understand, and manage one's own emotions and those of others. Employees with high EI are better at building strong interpersonal relationships and effective communication, which leads to higher levels of employee involvement. When employees are more involved, they feel a greater sense of responsibility and belonging to the organization, which strengthens their organizational commitment. High EI employees are also more adept at navigating workplace dynamics and contributing positively to team efforts, further increasing their commitment to the organization. Research indicates that EI is positively correlated with job involvement and organizational commitment, as emotionally intelligent employees are more engaged and motivated (Libbrecht et al., 2010b). Studies have shown that employee involvement mediates the relationship between EI and organizational outcomes, highlighting the importance of involvement in enhancing commitment (Carmeli, 2003).

Secondly, The T-statistic of 2.157 and a P-value of 0.001 indicate a significant mediation effect of Employee Involvement between Self-Efficacy and Organizational Commitment at the 99.9% confidence level (P-value < 0.01). This implies that Self-Efficacy contributes to Organizational Commitment through its influence on Employee Involvement. Self-Efficacy refers to an individual's belief in their capacity to execute tasks and achieve goals. Employees with high self-efficacy are more confident in their abilities, which leads to

higher levels of involvement in their work. As they become more involved, their sense of attachment and commitment to the organization increases. This commitment is driven by their belief in their ability to contribute meaningfully to the organization and their engagement in organizational activities. Research shows that self-efficacy is a significant predictor of job involvement and organizational commitment, as confident employees are more likely to engage in and commit to their work (Efendi & Psikologi, 2013). Studies also suggest that employee involvement mediates the relationship between self-efficacy and organizational commitment, demonstrating that self-efficacy enhances commitment through increased involvement (Luthans & Peterson, 2002).

## CONCLUSION

The results demonstrate that Higher levels of Emotional Intelligence in individuals lead to increased employee involvement. Employees with high EI are better at managing emotions, navigating social complexities, and building strong interpersonal relationships. This results in greater engagement, resilience, teamwork, and a stronger commitment to organizational goals. Consequently, these employees exhibit higher productivity and job satisfaction. Individuals with higher EI exhibit greater organizational commitment. These employees are better at understanding and aligning with organizational values and goals, managing emotions, and fostering positive work relationships. This enhances their sense of belonging and loyalty to the organization, reducing turnover intentions and increasing retention. Higher employee involvement significantly enhances organizational commitment. When employees are involved in decision-making processes and feel a sense of ownership and responsibility towards their work, they develop a stronger emotional and psychological connection to the organization. This leads to higher motivation, job satisfaction, and a lower likelihood of leaving the organization.

Self-Efficacy does not have a significant direct impact on employee involvement. While self-efficacy is crucial for individual performance and motivation, other factors such as organizational culture or leadership style might play a more significant role in determining employee involvement. Higher self-efficacy contributes to greater organizational commitment. Employees with high self-efficacy believe in their capabilities to accomplish tasks and overcome challenges, leading to greater job satisfaction and a stronger sense of loyalty and attachment to the organization. These employees are more resilient, proactive, and likely to take on responsibilities, fostering a strong commitment to their organization. Organizations aiming to boost commitment and involvement should focus on enhancing Emotional Intelligence and Self-Efficacy among employees while promoting an inclusive culture that values and encourages employee involvement.

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