
Research

The Bedrock of Loyalty: How Self-Awareness and Empathy Drive Affective and Normative Commitment in a Nigerian Manufacturing Firm

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Abstract:

This study examines the influence of two emotional intelligence competencies, emotional self-awareness and empathy, on specific dimensions of employee commitment within a Nigerian manufacturing context.

A cross-sectional survey design was adopted. Data were collected from 125 employees of Bond Chemical Limited, Awe, Oyo State, using stratified random sampling. Pearson's correlation and multiple regression analysis were employed to test the relationships between emotional intelligence components and the affective and normative dimensions of commitment. Cronbach's alpha coefficients ranged from 0.82 to 0.89.

Both competencies exhibited strong positive correlations with commitment (self-awareness: $r = 0.978$, $p < 0.01$; empathy: $r = 0.991$, $p < 0.01$). Empathy was the strongest predictor of affective commitment ($B = 1.425$, $p < 0.01$), while both self-awareness ($B = 1.251$, $p < 0.01$) and empathy ($B = 0.847$, $p < 0.01$) significantly predicted normative commitment.

Organisations operating in collectivist cultural contexts may benefit from structured training programmes focused on empathy development and self-awareness enhancement as strategic tools for building a committed and stable workforce.

This study provides empirical evidence from the Nigerian manufacturing sector on how distinct emotional intelligence competencies differentially relate to specific forms of organisational commitment, addressing a significant gap in the extant African management literature.

Keywords: Emotional Self-Awareness; Empathy; Affective Commitment; Normative Commitment; Emotional Intelligence; Nigerian Manufacturing

1. Introduction

The relationship between employees and their organisations has received sustained scholarly attention in management research. Employee commitment, conceptualised as the psychological attachment individuals develop towards their organisations, has been consistently associated with positive organisational outcomes, including reduced voluntary turnover, heightened discretionary effort, and enhanced overall organisational performance (Meyer & Allen, 1997; Oyoru & Ambali, 2022). Identifying the antecedents of employee commitment, therefore, remains a central preoccupation for researchers and practitioners alike.

Emotional intelligence has emerged as a construct of significant interest in understanding workplace behaviour. Mayer, Salovey, and Caruso (2004) conceptualised emotional intelligence as the capacity to perceive, understand, regulate, and purposefully leverage emotions in oneself and in others. Subsequent research has documented empirical associations between emotional intelligence and a range of workplace outcomes, encompassing job performance, interpersonal relationship quality, and employee well-being (Cherniss, 2010; Joseph & Newman, 2010).

Within the Nigerian context, the operation of emotional intelligence is potentially shaped by salient cultural characteristics, including high collectivism and pronounced power distance (Lu, While, & Barriball, 2005). Nigerian manufacturing enterprises face particular challenges in retaining skilled employees within competitive labour markets characterised by high mobility and skill shortages (Adeyemo & Ogunyemi, 2014). Understanding how emotional competencies relate to employee dedication in this context carries direct practical relevance for organisations seeking to strengthen workforce stability.

Prior empirical investigations have documented positive associations between emotional intelligence and organisational commitment (Anthonia & Christiana, 2020; Sembiring, Nimran, Astuti, & Utami, 2020). However, a significant proportion of this scholarship has examined emotional intelligence as a unitary global construct, potentially obscuring the differential effects that specific competencies may exert on distinct commitment dimensions. The question of how particular emotional intelligence competencies relate to specific forms of organisational commitment remains substantively underexplored, particularly within the Nigerian manufacturing sector.

The present study focuses on two specific emotional intelligence competencies drawn from Goleman's (1995) influential framework: emotional self-awareness and

empathy. These competencies were selected because they represent foundational interpersonal and intrapersonal capacities that may operate differentially in shaping employee-organisation bonds. The study further distinguishes between affective commitment - characterised by emotional attachment to the organisation - and normative commitment - characterised by a felt sense of obligation to remain - following Meyer and Allen's (1997) three-component model of organisational commitment.

Specifically, this investigation addresses three research questions: (1) What is the nature of the relationship between emotional self-awareness and employee commitment? (2) What is the nature of the relationship between empathy and employee commitment? (3) How do emotional self-awareness and empathy differentially predict affective and normative commitment?

2. Literature Review and Theoretical Framework

2.1 Conceptual Underpinnings

2.1.1 Emotional Self-awareness

Emotional self-awareness refers to the capacity to recognise, monitor, and comprehend one's own emotions and their consequent effects on thoughts, judgments, and behaviour (Goleman, 1995). Individuals with well-developed emotional self-awareness attend accurately to their affective states as they unfold, differentiate between distinct emotional experiences, and understand the causal pathways through which particular feelings shape their responses to situational demands (Bradberry & Greaves, 2009). Research has documented associations between this competency and salient workplace outcomes. Joseph and Newman (2010), in a meta-analytic investigation encompassing multiple occupational samples, identified emotional self-awareness as a positive predictor of performance in roles characterised by high interpersonal demands. Goleman, Boyatzis, and McKee (2013) further observed that leaders demonstrating elevated emotional self-awareness exhibited superior understanding of their personal strengths, developmental limitations, and core motivations. Crucially, emotional self-awareness is theorised to be foundational to the broader architecture of emotional competencies; accurate recognition of one's own emotional states is considered a prerequisite for effective emotion regulation and for responding appropriately to others' affective expressions (Goleman, 1995).

2.1.2 Empathy

Empathy involves the capacity to sense, understand, and respond appropriately to others' emotions and perspectives (Goleman, 1995). This competency encompasses a

cluster of interrelated abilities: reading emotional cues transmitted through nonverbal communication, adopting others' cognitive perspectives, and demonstrating genuine concern for others' welfare (Decety & Jackson, 2004; Riess, 2017). The literature distinguishes between multiple forms of empathy. Cognitive empathy refers to the ability to represent and comprehend another person's mental state or perspective without necessarily experiencing that state affectively. Emotional or affective empathy involves vicariously experiencing others' feelings. Compassionate empathy combines accurate understanding with a motivational orientation towards providing support and assistance (Gerdes, Segal, Jackson, & Mullins, 2011; Smith, 2006). In workplace settings, empathy has been empirically associated with improved interpersonal relationship quality and enhanced team functioning (Scott et al., 2015). In collectivist cultural contexts - such as Nigerian society - where group harmony, social cohesion, and mutual obligation are normatively emphasised, empathy may carry particular salience in shaping employee attitudes and relational behaviours (Lu et al., 2005).

2.1.3 Organisational Commitment

Organisational commitment refers to the psychological bond connecting employees to their employing organisations. Committed employees demonstrate attachment to organisational goals and values, a willingness to exert discretionary effort on behalf of the organisation, and a desire to sustain their organisational membership (Obiekwe, Mobolade, & Akinade, 2021; Nwachukwu, Vu, Chládková, & Agboga, 2022). Meyer and Allen (1991, 1997) proposed the seminal three-component model that conceptually distinguishes between qualitatively distinct forms of commitment. Affective commitment refers to the employee's emotional attachment to, identification with, and involvement in the organisation; employees with strong affective commitment remain because they genuinely desire continued membership. Normative commitment reflects a perceived obligation to continue employment, often developing through socialisation processes and the receipt of organisational benefits; employees with strong normative commitment remain because they feel morally obliged to do so. Continuance commitment involves a calculative awareness of the accumulated costs associated with departure; employees with strong continuance commitment remain primarily because the perceived costs of leaving outweigh available alternatives (Adam & Gabay-Mariani, 2021). The present study concentrates specifically on affective and normative commitment as theoretically proximate targets for emotional intelligence influences.

2.2 Theoretical Framework

2.2.1 Goleman's Model of Emotional Intelligence

Goleman's (1995) competency model of emotional intelligence constitutes the theoretical framework for the study's independent variables. Goleman conceptualised emotional intelligence as an integrated cluster of competencies organised hierarchically across five core domains: self-awareness, self-regulation, motivation, empathy, and social skills (Goleman, 1998; Stein & Book, 2011). Self-awareness is positioned as the most foundational competency, enabling the development of all remaining competencies. This model has achieved extensive application in organisational research and practice, providing direct conceptual linkages between specific emotional competencies and measurable workplace outcomes (Cherniss, 2010).

2.2.2 Meyer and Allen's Three-Component Model

Meyer and Allen's (1997) three-component model provides the theoretical foundation for the study's dependent variables. This model frames organisational commitment as a multidimensional psychological state characterising the employee–organisation relationship, with each component reflecting a qualitatively distinct form of psychological attachment. Integrating the two frameworks, the present study proposes that employees with developed emotional self-awareness - possessing clarity about their personal values and how they align with organisational expectations - may experience heightened normative commitment. Employees with developed empathy - capable of forming supportive and meaningful interpersonal relationships within the organisation - may experience heightened affective commitment through the cultivation of positive organisational identification.

2.3 Empirical Review

Several pertinent empirical investigations inform the present study. Roy (2023) investigated emotional intelligence and job satisfaction among hospital nurses in Jaipur, India, reporting a significant positive relationship. Abeyi-Otor and Jato (2023) examined emotional intelligence and teacher performance in secondary schools in Benue State, Nigeria, reporting consistent positive associations across emotional intelligence dimensions and performance indicators. Bayu, Susita, and Parimita (2023) investigated the combined effects of emotional intelligence and the work environment on affective commitment among 102 elementary school teachers in Indonesia, confirming that emotional intelligence directly influenced affective commitment. Within the Nigerian context, Nnadi and

colleagues (2022) identified a significant positive relationship between emotional intelligence and job commitment among secondary school counsellors in Enugu State.

Notably, however, not all scholars have endorsed the construct's theoretical distinctiveness or incremental validity. Locke (2005) raised substantive concerns regarding the overlap between emotional intelligence and established personality dimensions, particularly conscientiousness and agreeableness. O'Boyle and colleagues (2011), in a comprehensive meta-analysis, found that emotional intelligence demonstrated limited incremental validity beyond cognitive ability and personality traits in predicting job performance. The present study responds to these debates by disaggregating emotional intelligence into specific competencies and examining their differential predictive relationships with distinct commitment dimensions in a context that has received comparatively limited empirical attention.

2.4 Hypothesis Development

Drawing from the theoretical frameworks and the reviewed empirical literature, the following hypotheses were formulated for empirical testing:

H₁: Emotional self-awareness has a significant positive relationship with overall employee commitment.

H₂: Emotional self-awareness has a significant positive predictive relationship with normative commitment.

H₃: Empathy has a significant positive relationship with overall employee commitment.

H₄: Empathy has a significant positive predictive relationship with affective commitment.

3. Methodology

3.1 Research Design

A cross-sectional survey design was adopted for this study. This approach enables the simultaneous collection of data from respondents at a defined point in time, permitting examination of the variables of interest and their interrelationships without longitudinal tracking. The design was judged appropriate, given the study's primary objective of examining associations and predictive relationships between emotional intelligence competencies and dimensions of organisational commitment among employees of a single organisation.

3.2 Study Context and Target Population

The study was conducted at Bond Chemical Limited, a pharmaceutical manufacturing company situated in Awe, Oyo State, Nigeria. Established initially as a pharmaceutical retail outlet in 1976, the company transitioned into manufacturing operations in 1988. The facility currently holds an annual production capacity of approximately 5 billion tablets, 28 million bottles of oral liquids, 48 million capsules, and 6.8 million units of creams and ointments. The target population comprised all employees of the organisation across various departments and employment cadres, estimated at a total of 150 individuals at the time of data collection.

3.3 Sample Size and Sampling Techniques

A census approach was initially adopted, with questionnaires distributed to all 150 employees. Of these, 125 questionnaires were returned in a completed and usable form, yielding a response rate of 83.3%. Stratified random sampling was employed to ensure adequate representation across organisational units, with the workforce stratified by departmental affiliation - Administrative, Accounts, Works, and Others - and respondents selected proportionate to stratum size.

3.4 Instrumentation

Data were collected using a structured self-report questionnaire organised into four sections. Part A captured demographic information, including gender, age, marital status, educational attainment, employment duration, cadre, and departmental affiliation. Part B contained five items measuring emotional self-awareness, adapted from Goleman's (1995) competency framework (sample item: "I can identify my own emotions as I experience them"). Part C contained five items measuring empathy (sample item: "I support colleagues who are going through a difficult time"). Part D contained 15 items measuring employee commitment, subdivided into normative (five items), affective (five items), and continuance commitment (five items) subscales, informed by Meyer and Allen's (1997) validated scales.

All substantive items were measured on a five-point Likert scale ranging from 1 (Strongly Disagree) to 5 (Strongly Agree). Internal consistency reliability was assessed using Cronbach's alpha coefficients: emotional self-awareness ($\alpha = 0.84$), empathy ($\alpha = 0.87$), affective commitment ($\alpha = 0.82$), normative commitment ($\alpha = 0.85$), and continuance commitment ($\alpha = 0.89$). All values exceeded the conventional threshold of 0.70 recommended by Nunnally and Bernstein (1994), confirming satisfactory internal consistency reliability across all constructs.

3.5 Data Collection Procedure

Questionnaires were administered in person to employees across all functional departments of Bond Chemical Limited over a period of two weeks. Prior to distribution, participants received a brief introduction to the study's purpose and were explicitly assured of the confidentiality and anonymity of their responses. Completed questionnaires were returned in sealed envelopes to preserve data integrity and encourage candid responses.

3.6 Data Analysis

Data were analysed using IBM SPSS Statistics version 25. Descriptive statistics were computed to summarise the demographic characteristics of the sample and respondents' item-level responses. Pearson's product-moment correlation coefficients were computed to test the bivariate hypothesised relationships between the emotional intelligence competencies and overall employee commitment (H_1 and H_3). Multiple regression analysis was subsequently employed to examine the predictive relationships between the emotional intelligence competencies and the specific dependent variable dimensions of affective and normative commitment (H_2 and H_4). The threshold for statistical significance was established at $p < 0.05$.

3.7 Ethical Considerations

Informed consent was obtained from all study participants prior to the distribution of the questionnaire. Participation was explicitly framed as voluntary, with participants informed of their right to withdraw from the study at any point without consequence. Organisational approval for the conduct of the study was formally obtained from the management of Bond Chemical Limited. All data were treated with strict confidentiality, and the anonymity of respondents was guaranteed throughout all phases of data handling, analysis, and reporting.

4. Results

4.1 Response Rate and Demographic Profile

Of the 150 questionnaires distributed, 125 were completed and returned, representing an 83.3% response rate - sufficient for the planned statistical analyses. Table 1 presents the demographic distribution of respondents.

Table 1: Demographic Distribution of Respondents

Variable	Category	Frequency	Percentage (%)
Gender	Male	78	62.4
	Female	47	37.6
Age	< 31 years	24	19.2
	31–40 years	46	36.8
	41–50 years	42	33.6
	≥ 51 years	13	10.4
Marital Status	Married	70	56.0
	Single	53	42.4
	Widow/er	2	1.6
Education	Postgraduate	24	19.2
	B.Sc./HND	40	32.0
	OND/NCE	42	33.6
	SSCE/GCE	19	15.2
Employment Duration	< 5 years	46	36.8
	5–10 years	30	24.0
	11–15 years	24	19.2
	> 15 years	25	20.0
Cadre	Management Staff	30	24.0
	Senior Staff	28	22.4
	Junior Staff	34	27.2
	Contract Staff	24	19.2
	Others	9	7.2
Department	Administrative	60	48.0
	Account	36	28.8
	Works	16	12.8
	Others	13	10.4

The sample comprised 62.4% male and 37.6% female respondents. The modal age cohort was 31–40 years (36.8%), followed closely by 41–50 years (33.6%). Married respondents constituted the majority (56.0%). In terms of educational attainment, respondents holding OND/NCE qualifications (33.6%) and B.Sc./HND qualifications (32.0%) were the most numerically represented. The largest proportion of respondents had

been employed for fewer than five years (36.8%), while those employed for more than fifteen years constituted 20.0% of the sample. Junior staff represented the numerically dominant employment cadre (27.2%), and the Administrative Department accounted for the largest departmental proportion (48.0%).

4.2 Descriptive Statistics for Study Variables

Tables 2 and 3 present the frequency distribution of respondents' item-level ratings on the emotional self-awareness and empathy scales, respectively.

Table 2: Respondents' Item Ratings on the Emotional Self-Awareness Scale

Item	SA (%)	A (%)	N (%)	D (%)	SD (%)
I can identify my own emotions as I experience them	32.6	40.0	19.2	8.8	0.0
I pay attention to how I feel throughout the workday	35.2	33.6	24.0	4.8	2.4
I have a good understanding of my own emotions	27.2	49.6	11.2	9.6	2.4
I am aware of how my emotions impact my behaviour	16.0	40.0	30.4	6.4	7.2
I understand how my emotions influence my commitment	14.4	36.8	24.0	14.4	10.4

Note: SA = Strongly Agree; A = Agree; N = Neutral; D = Disagree; SD = Strongly Disagree.

Table 3: Respondents' Item Ratings on the Empathy Scale

Item	SA (%)	A (%)	N (%)	D (%)	SD (%)
I try to understand coworkers' perspectives when we disagree	16.0	51.2	19.2	8.8	4.8
I listen attentively when colleagues share problems	22.4	57.6	12.8	4.8	2.4
I support colleagues going through difficult times	36.8	46.4	8.0	6.4	2.4
I treat coworkers with kindness and respect	32.6	40.0	14.4	7.2	4.8
I care about the well-being of my colleagues	16.0	40.0	24.0	11.2	8.8

Note: SA = Strongly Agree; A = Agree; N = Neutral; D = Disagree; SD = Strongly Disagree.

4.3 Hypothesis Testing

4.3.1 H₁ and H₃: Bivariate Correlations

Pearson's product-moment correlation analysis was conducted to test H₁ and H₃. Table 4 presents the results.

Table 4: Pearson's Correlation Coefficients - Emotional Intelligence Components and Overall Employee Commitment

Relationship	N	r-value	p-value	Decision
Emotional Self-Awareness ↔ Employee Commitment	125	0.978**	0.000	Significant
Empathy ↔ Employee Commitment	125	0.991**	0.000	Significant

Correlation is significant at the 0.01 level (two-tailed).

The analysis revealed a strong positive correlation between emotional self-awareness and employee commitment ($r = 0.978$, $p < 0.01$), thus supporting H₁. A similarly strong positive correlation was observed between empathy and employee commitment ($r = 0.991$, $p < 0.01$), thus supporting H₃. Both relationships were statistically significant at the 0.01 level.

4.3.2 H₂ and H₄: Multiple Regression Analysis

Multiple regression analysis was conducted to test H₂ and H₄, examining the predictive relationships of emotional self-awareness and empathy with affective and normative commitment, respectively. Table 5 presents the regression results.

Table 5: Multiple Regression Results - Emotional Intelligence Components Predicting Affective and Normative Commitment

Dependent Variable	Predictor	B	t	p-value
Affective Commitment	(Constant)	-0.033	-1.239	.218
	Emotional Self-Awareness	-0.394	-2.552	.012
	Empathy	1.425	18.456	.000**
Normative Commitment	(Constant)	-0.151	-4.394	.000**
	Emotional Self-Awareness	1.251	6.233	.000**
	Empathy	0.847	8.450	.000**

Note: ** $p < .01$; Affective Commitment Model: $R^2 = .889$, $F(2, 122) = 487.62$, $p < .001$; Normative Commitment Model: $R^2 = .855$, $F(2, 122) = 360.15$, $p < .001$.

For affective commitment, the overall regression model attained statistical significance ($F(2, 122) = 487.62$, $p < 0.001$) and accounted for 88.9% of the variance in the criterion variable ($R^2 = 0.889$). Empathy emerged as a statistically significant positive predictor of affective commitment ($B = 1.425$, $p < 0.01$), thereby supporting H₄. The standardised coefficient for emotional self-awareness in this model was negative ($B = -0.394$, $p < 0.05$), a pattern that is discussed further in Section 5.

For normative commitment, the overall regression model was similarly significant ($F(2, 122) = 360.15, p < 0.001$) and accounted for 85.5% of the variance ($R^2 = 0.855$). Both emotional self-awareness ($B = 1.251, p < 0.01$) and empathy ($B = 0.847, p < 0.01$) were statistically significant positive predictors of normative commitment, thereby supporting H_2 .

5. Discussion

The findings of this study reveal positive relationships between emotional self-awareness, empathy, and employee commitment. These results are consistent with the body of prior empirical scholarship conducted in Nigeria (Nnadi et al., 2022; Abeyi-Otor & Jato, 2023) and in international contexts (Roy, 2023; Bayu et al., 2023), which have collectively documented associations between emotional intelligence and a range of workplace outcomes.

The finding that empathy constitutes a positive predictor of affective commitment warrants substantive theoretical attention. Affective commitment is fundamentally characterised by emotional attachment to and identification with the organisation. Employees with well-developed empathic capacities may be better positioned to cultivate supportive interpersonal relationships with colleagues, comprehend others' perspectives during conflict, and respond effectively to coworkers' emotional needs. These relational behaviours may generate positive affective experiences within the work environment, thereby reinforcing feelings of organisational identification and belonging. This interpretation is consonant with research linking empathy to enhanced relationship quality and positive team functioning (Scott et al., 2015).

Within the specifically Nigerian cultural context, characterised by strong collectivist orientations and a normative emphasis on interpersonal relationships and group solidarity (Lu et al., 2005), empathic competencies may acquire heightened relevance in the formation of employee-organisation affective bonds. Organisations where empathic interpersonal behaviour is common and normatively endorsed may be experienced by employees as genuinely supportive environments, in turn consolidating employees' desire to maintain their membership.

The finding that both self-awareness and empathy predicted normative commitment suggests that the felt obligation to remain in employment may develop through multiple complementary psychological pathways. Employees with developed self-awareness may perceive congruence between their personal values and organisational norms and

expectations, thereby generating an internalised sense of duty and reciprocal obligation. Employees with developed empathy may form substantive affective bonds with colleagues, creating perceived moral obligations towards coworkers that translate into a broader sense of commitment to the organisation as a whole. This interpretation aligns with Meyer and Allen's (1997) theorisation that normative commitment develops through socialisation processes and through the receipt of organisational investments that create perceptions of indebtedness.

The negative regression coefficient for emotional self-awareness in the affective commitment model, observed concurrently with a strongly positive bivariate correlation ($r = 0.970$), merits methodological consideration. This pattern is indicative of a statistical suppression effect, wherein empathy absorbs the primary explanatory variance for affective commitment when the two predictors are entered simultaneously into the regression equation. This finding may additionally suggest that, in collectivist organisational contexts, self-awareness operating in isolation from empathic other-orientation may not constitute a sufficient basis for the formation of emotional organisational bonds; rather, it may require complementary other-focused capacities to translate into affective attachment.

The high inter-variable correlations observed (above 0.90) are atypical in social science research and merit acknowledgement. Two plausible explanations warrant consideration. First, they may genuinely reflect the deeply interconnected nature of emotional competencies and commitment in this particular organisational context, given the small, close-knit workforce of the study organisation. Second, common method variance associated with the exclusive reliance on self-report data may have contributed to the inflation of the observed correlation coefficients (Podsakoff, MacKenzie, Lee, & Podsakoff, 2003). Future studies should incorporate multi-source measurement strategies to address this concern.

The present findings contribute to theoretical understanding in two principal respects. First, the differential predictive pattern observed—empathy predicting affective commitment while both competencies predicted normative commitment—substantiates scholarly calls for more nuanced empirical investigations that disaggregate specific emotional competencies and examine them in relation to distinct commitment forms (Joseph & Newman, 2010). Second, the results provide further empirical support for Goleman's (1995) hierarchical competency model by demonstrating that self-awareness and empathy operate as distinct influences on organisational outcomes.

6. Conclusion, Recommendations and Limitations

6.1 Conclusion

This study examined the relationships between emotional self-awareness, empathy, and employee commitment among employees of Bond Chemical Limited, a Nigerian pharmaceutical manufacturing firm. The evidence indicates that both emotional intelligence competencies are positively associated with employee commitment. Empathy emerged as the dominant predictor of affective commitment, while both self-awareness and empathy exerted significant positive predictive influence on normative commitment. These findings contribute empirical evidence from the Nigerian manufacturing sector to an understanding of how specific emotional intelligence competencies differentially shape distinct commitment dimensions - an insight that remains largely absent from the extant African management literature.

6.2 Recommendations

6.2.1 Recommendations for Organisations

Manufacturing organisations and similar enterprises operating in collectivist cultural contexts may consider investing in structured training and development programmes specifically oriented towards the enhancement of empathy and emotional self-awareness among their employees. Such programmes could incorporate evidence-based activities designed to improve perspective-taking capacities, active listening skills, and reflective recognition of emotional states in both self and others. Additionally, organisations may benefit from incorporating validated assessments of emotional competencies into selection and promotion processes for roles requiring sustained interpersonal engagement. The cultivation of supportive organisational cultures in which empathic behaviour is actively modelled by leadership and structurally reinforced may constitute a viable organisational strategy for building and sustaining employee commitment.

6.2.2 Recommendations for Future Research

Longitudinal research designs that track the development and change of both emotional intelligence competencies and organisational commitment over time would provide considerably stronger evidence regarding directional and potentially causal relationships. Investigations that incorporate mediating mechanisms such as perceived organisational support, job satisfaction, or psychological safety, through which emotional competencies may exert their influence on commitment, would yield important process-level theoretical insights. Replication of the present findings across multiple

organisations, industries, and cultural contexts would substantially strengthen the generalisability of the results beyond the single organisation, single sector scope of the current investigation.

6.3 Limitations

This study is subject to several limitations that should inform the interpretation of findings. The cross-sectional research design precludes drawing causal or directional inferences from the observed associations; the relationships identified may be bidirectional or may reflect the influence of unmeasured confounding variables. The focus on a single manufacturing organisation necessarily constrains the generalisability of findings to comparable organisational settings. The exclusive reliance on self-report questionnaire measures introduces the risk of common method variance, which may have artificially elevated the observed correlations. Future research addressing these limitations through longitudinal designs, multi-organisational sampling frameworks, and multi-source data collection strategies would materially strengthen the cumulative evidence base in this domain.

Declarations

Conflict of Interest: The author declares that there is no conflict of interest.

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Data Availability: The dataset generated and/or analysed during the current study is available from the corresponding author upon reasonable request.

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