

# The Influence of Emotional Intelligence on Work Motivation. An Empirical Assessment

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## Abstract

The paper investigated the association between emotional intelligence and work motivation among employees of organisations to determine whether emotional intelligence differences exist in work motivation, and to assess the nature of the association between emotional intelligence and work motivation. A sample of 140 respondents was selected through the convenience sample method for the primary data collection. A set of questionnaires developed by the researcher was used to collect data from the respondents. Data collected were analysed using descriptive and inferential statistics, and presented in Tables. The results indicate respondents are emotionally intelligent and are also motivated. The research findings also indicate emotional intelligence differences exist in work motivation. It is recommended that improvement in skills in the emotional intelligence of employees will contribute positively to work motivational levels, and organisation's productivity, and growth. Organisations should, therefore, thrive to identify factors that improve the work motivation of employees.

**Keywords:** Awareness of own emotions, Management of own emotions, Awareness of other's emotions, management of other's emotions, Enjoyment of work, Intent, Effort

## Introduction

Empirical research in the area of emotional intelligence and motivation continues to receive attention in the literature because of job outcomes in employees in organisations. The management of organisations is keen on increasing job productivity to ensure sustainable growth of the organisations by ensuring improvement in the motivation and satisfaction levels. A well-motivated employee is an important asset in an organisation because of job outcomes. Emotional intelligence is thought to play a significant role in the motivation of employees' actions and behaviours (Young et al., 1997; Noorbakhsh, Besharat & Zarei, 2010; Plaud & Rascevska, 2011; Knopp, 2016; Magnano, Craparo & Paolillo, 2016).

According to researchers such as Pope and Singer (1990), and Salovey and Mayer (1990), emotional intelligence is a kind of relational intelligence that entails the capability to track the emotions and feelings of others as well as the individual own emotions and feelings, and further leads an individual to think and act. Motivation according to researchers (Kanfer, 2009; Kanfer et al., 2017) may be explained as a psychological power that initiates complicated procedures of goal-oriented ideas and actions. The procedure turns round the external environmental forces and the individual's internal psychological forces, and regulate the path, depth, and continual individual behaviour directed at a particular goal. Work motivation may be explained as a set of aggressive forces that arise inside an individual and their work environment, to begin work-related actions and their nature, orientation, strength, and period (Latham & Pinder, 2005; Pinder, 2008).

The review of the literature indicates little empirical works on the association between emotional intelligence and work motivation (Magnano et al., 2016). In the knowledge of the researchers, no known empirical work exists on the current topic in the study area. The study fills this literature gap, in adding to the literature. The goal of the present article is to explore empirically the connection between emotional intelligence and work motivation of employees to ascertain whether emotional intelligence differences exist in the work motivation of employees in organisations. The paper specifically (i) assesses the differences that

exist between emotional intelligence and work motivation; (ii) determines the correlation between emotional intelligence and work motivation.

The propositions for the research are that (1) emotional intelligence differences exist in work motivation; (2) employees' emotional intelligence level is associated with their motivational level. The research answers the following questions are; (a) Does emotional intelligence differences exist in work motivation? (b) which emotional intelligence dimension influence employees' work motivation? (c) what is the nature of the relationship between emotional intelligence and work motivation of employees?

The research is not without challenges. Some respondents might have been economical with the information provided. Causal conclusions are also not appropriate based on the findings of the study since the causal analysis was not the focus of the study. Future research on causal studies using experimental design, and structural modelling will be an improvement on the current research. Further research including control variables such as age, gender, and educational level is worth embarking on to determine whether the findings of the current research will be replicated. A comparative assessment on the present topic involving the private and public organisations is worth embarking on.

The rest of the article looks at the research methodology, results, discussions, and conclusions of the paper.

### **Review of Related Literature**

There are few empirical works on the link between emotional intelligence and work motivation in the empirical literature, though many works are explaining the two variables separately. The findings are found in the works of researchers such as (Othman et al., 2009; Saad, 2011; Atiq et al., 2015; Yang et al., 2015).

For example, Christie et al. (2007) explored whether motivation is related to emotional intelligence in their study. Their research findings indicated that motivation is significantly related to the emotional intelligence of the respondents in the study, but not part of emotional intelligence constructs.

Saad (2011) examined the effect of emotional intelligence on work motivation and reported that emotional intelligence is positively significantly associated with work motivation and the that changes in work motivation are highly explained by emotional intelligence.

Roy et al. (2013) researched the tie between emotional intelligence and motivation among students and reported that in the study significant positive relationships exist between motivation and emotional intelligence and stated that emotional differences exist in respondents' motivation levels in the study.

Hassanzadeh and Kafaki (2014) analysed the association between emotional intelligence and work motivation among workers and reported a significant linear link between the two variables as well as between the dimensions of emotional intelligence and the variables of motivation in the study. This research is of interest for focusing on the dimensions and the motivational variables in addition.

Ateş & Buluc (2015) examined the connection between emotional intelligence and work motivation and reported a significant feedback link between the two variables. That is, emotional intelligent causes work motivation and work motivation also causes emotional intelligence. Their research is fascinating because, the analysis is causal, and not only descriptive.

In contributing to the debate, Atiq et al. (2015) analysed the link between emotional intelligence and work motivation. Their research findings revealed a positive significant link between emotional intelligence and work motivation.

Yang et al. (2015) in a similar study investigated the association between emotional intelligence and produced results in support of a significant positive relationship between emotional intelligence and work motivation. Both intrinsic and extrinsic work motivation were examined in the study.

Levitats and Vigoda-Gadot (2017) assessed the influence of emotional intelligence in motivation in survey research and reported that in their study significant positive link exists between motivation and emotional intelligence. They indicated that the relationship is linear. Their research departs from other previous works by examining direct and indirect links in the models estimated.

Gorji et al. (2017) explored the association between emotional intelligence and job motivation are indicated that there is a significant positive effect of overall emotional intelligence on overall job motivation as well as on the variables of job motivation examined in their study. Their study is also intriguing for considering both the over job motivation as well as the variables.

Phillips (2018) indicated in a study that works motivation is a function of emotional intelligence. In their empirical study on the relationship between emotional intelligence and work motivation, the research

findings indicated a significant effect of emotional intelligence on motivation. The study stated that respondents were more motivated when they have considerable awareness of other individuals' emotions. In recent times, Bimayu et al. (2020) studied the effect of emotional intelligence on motivation and indicated that emotional intelligence has a significant positive link with motivation in their study. Mukokoma (2020) in related research explored the correlation between emotional intelligence and work motivation and reported a significant feedback relationship between work motivation and emotional intelligence. The study is of interest for considering both intrinsic and extrinsic motivation in the analysis.

### **3 Research Methodology**

#### **3.1 Research Design/Strategy/Type**

The study employs a quantitative research design to quantify the association between emotional intelligence and work motivation. Quantitative analysis allows for objective analysis and affords the research findings and conclusions higher external validity. The study is descriptive in analysis. Hence, the link between emotional intelligence and work motivation is described in the study. Emotional intelligence dimensions and work motivation variables are identified and classified in the study. Also, the research is cross-sectional since the research is population-based, hence, data was collected from the respondents and analysed once. Cross-sectional research allows for faster and less expensive research to be conducted, unlike longitudinal research.

#### **3.2 Target Population/Sample size/Sample selection method**

The employees of both public and private institutions in Sunyani Township are the study population. The research sample size is 140. The respondents were sampled using the convenience sample method since there was difficulty in contacting respondents and also there is no existing sample frame.

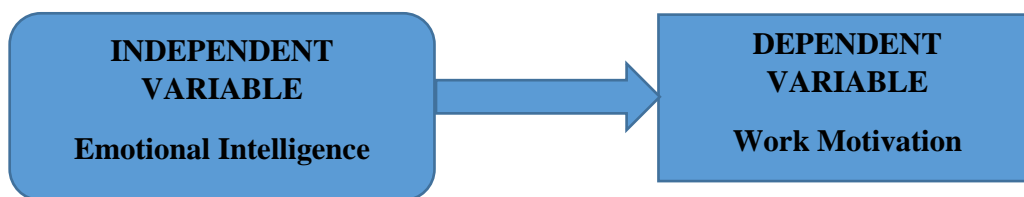
#### **3.3 Data**

Primary and secondary data were used in the study. Secondary data were collected from journal articles and books which were retrieved from electronic sources. Primary data which are the data obtained from the respondents were collected using the self-designed questionnaire and were administered by the researchers and research assistants. The questionnaire was in two parts, section A and section B. Section A contains the demographic factors, whereas section B contains the subject items. The five-point Likert scale format was used to design the questionnaire. Since the items were all positive, the order of coding was as follows; strongly disagree=1; disagree=2; neutral=3; agree=4; and strongly agree=5. Data were analysed using descriptive statistics such as mean, and standard deviation, and inferential statistics such as regression, Pearson correlation, and One-Way Analysis of Variance (ANOVA). SPSS version 26 was employed. Results were exhibited in Tables results.

#### **3.4. Theoretical and Conceptual Framework**

The study on emotional intelligence is based on the theories proposed by Bar-On (1997), Salovey and Mayer (1990) and Mayer and Salovey (1997), Goleman (2001), Petrides, et al. (2007), and Ugoani et al. (2015). According to Salovey and Mayer (1990), emotional intelligence is the capacity that allows an individual to perceive, investigate, and recognise his/her and other individuals emotions and feelings to influence ideas and conducts. The paper on motivation is based on the self-determination theory which has two parts which are intrinsic motivation and extrinsic motivation (Deci & Ryan 1985; Deci et al., 1999; Ryan & Deci, 2000; Bauer et al., 2016; Legault, 2016). According to these authors, intrinsic motivation operates internally to drive an individual to act or embark on an action, such as an individual feeling of accomplishment and working out of the excitement. Extrinsic motivation operates externally and not from within the individual. A worker who is motivated to work by the organisation, the job itself, and the worker's environment. Examples are a reward system, financial needs, influence of peer, social, and cultural norms. Extrinsic motivation, therefore, is a motivation resulting from the satisfaction of the activity of the job and not the job itself. According to Salovey and Mayer (1990) individuals who are emotionally intelligent evaluate and communicate feelings, appreciate and identify with another person's feelings. Hence, emotionally intelligent individuals are likely to exhibit more compassion towards other people. They are more likely to help other people for the public good (Perry & Wise, 1990; Rainey & Steinbauer, 1999; Rainey, 2003; Brewer et al., 2000; Jordan et al., 2008). Base on the works of these researchers the current study postulates a positive

association between emotional intelligence and work motivation. Figure 1 exhibit the model for the study. The model considers emotional intelligence dimensions as the independent variable and works motivation variables as the dependent variable.



**Figure 1: Relationship between Emotional Intelligence and Work Motivation**

## 4 Empirical Results And Discussions

### 4.1 Demographic Information

Table 1 indicates the demographic characteristics of the study respondents. The results indicate females are the majority (58%) respondents; the majority (39%) are in the age group of 30-39 years. Also, the majority (62%) hold a first degree/diploma certificate. In addition, the majority (44%) are in the senior member level; with most (33%) having worked between 3-5years. On the marital status, the majority (51%) are married.

**Table 1 Profile of Respondents**

Variables	Frequency/Percentage (%)
Gender	
Male	59(42.1)
Female	81(57.9)
Total	140(100.0)
Age	
20-29	37(26.4)
30-39	55(39.3)
40-49	38(27.1)
50-59	10(7.1)
Total	140(100.0)
Educational status	
First Degree/HND/Diploma	87(62.1)
Masters	41(29.3)
PhD	12(8.6)
Total	140(100.0)
Marital status	
Single	62(44.3)
Married	71(50.7)
Divorced	7(5.0)
Total	140(100.0)
Current work status	
Junior staff	48(34.3)
Senior staff	61(43.6)
Senior member	30(21.4)
Missing response	1(0.7)
Total	140(100.0)
Experience	
2years and less	40(28.6)
3-5years	46(32.9)
6-8years	26(18.6)
9years and above	28(20.0)

Total	140(100.0)
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## 4.2 Test of Reliability and Dimensionality

### 4.2.1 Reliability Test Results

Table 2 exhibits the reliability results. The results indicate there is higher internal consistency because the value of the Cronbach alpha coefficient is about 0.90. According to Cronbach (1951), a value such as this is an indication that the items on the questionnaire are adequate and reliable for the analysis

**Table 2 Results of Reliability analysis for Emotional Intelligence dimensions**

Categories of Statements	Cronbach's alpha	No. of Items	Conclusion
Emotional Intelligence and Work Motivation	0.901	26	High reliability

Sources: Author's Computation

### 4.2.2 Dimensionality Test Results

The dimensionality test results performed to determine the dimensions of uni-dimensional or multi-dimensional as shown in Table 3 and Table 4 show multidimensionality of the scales because 4 components and 3 components explain about 72% (Table 3) and 72% (Table 4) of the variance in the components using the initial Eigenvalues respectively. In all, 4 components and 3 components were extracted in Table 3 and Table 4 respectively.

**Table 3 Test Results for Dimensionality for Emotional Intelligence Scales**

Initial Eigenvalues				Extraction Sums of Squared Loadings		
Components	Totals	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	5.085	33.897	33.897	5.085	33.897	33.897
2	2.771	18.476	52.373	2.771	18.476	52.373
3	1.690	11.265	63.638	1.690	11.265	63.638
4	1.189	7.926	71.565	1.189	7.926	71.565
5	0.706	4.708	76.273			
6	0.655	4.369	80.643			
7	0.522	3.478	84.120			
8	0.505	3.367	87.487			
9	0.410	2.735	90.222			
10	0.382	2.546	92.768			
11	0.323	2.150	94.919			
12	0.238	1.589	96.507			
13	0.211	1.410	97.917			
14	0.190	1.267	99.184			
15	0.122	0.816	100.000			

Sources: Author's Computation: Extraction Method: Principal Component Analysis

**Table 4 Test Results for Dimensionality for Work Motivation Variables**

Initial Eigenvalues				Extraction Sums of Squared Loadings		
Components	Totals	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	5.366	48.782	48.782	5.366	48.782	48.782
2	1.569	14.264	63.046	1.569	14.264	63.046
3	1.002	9.111	72.157	1.002	9.111	72.157

4	0.861	7.823	79.980	
5	0.517	4.696	84.676	
6	0.426	3.875	88.550	
7	0.395	3.590	92.140	
8	0.299	2.716	94.856	
9	0.220	2.004	96.860	
10	0.182	1.656	98.516	
11	0.163	1.484	100.000	

Sources: Author's Computation: Extraction Method: Principal Component Analysis

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#### 4.2.3 Normality Test



Kolmogorov-Smirnov and Shapiro-Wilk tests were used to examine the status of normality. Table 5, Table 6, Table 7, and Table 8 exhibit the results. The results show the data set is not normally distributed, since the significance values of the test are not more than 0.05.

**Table 5 Normality Test Results for Emotional Intelligence Variables**

Scales	Kolmogorov-Smirnov			Shapiro-Wilk		
	Statistic	Df	Sig	Statistic	df	Sig.
I can explain the emotions I feel to my colleagues.	0.290	140	0.000	0.799	140	0.000***
I can discuss the emotions I feel with other colleagues.	0.292	140	0.000	0.834	140	0.000***
If I feel down, I can tell my colleagues what will make me feel better.	0.251	140	0.000	0.846	140	0.000***
I can talk to other colleagues about the emotions I experience	0.286	140	0.000	0.845	140	0.000***
I respect the opinion of my colleagues, even if I think they are wrong.	0.267	140	0.000	0.859	140	0.000***
When I am frustrated with my colleagues, I can overcome my frustration.	0.242	140	0.000	0.832	140	0.000***
When deciding on a dispute, I try to see all sides of a disagreement before I conclude.	0.289	140	0.000	0.820	140	0.000***
I give a fair hearing to my colleagues' ideas	0.289	140	0.000	0.825	140	0.000***
I can read my colleagues "true" feelings, even if they try to hide them.	0.228	140	0.000	0.882	140	0.000***
When I talk to my colleagues, I can gauge their true feelings from their body language.	0.245	140	0.000	0.867	140	0.000***
I can tell when my colleagues don't mean what they say.	0.270	140	0.000	0.865	140	0.000***
My enthusiasm can be contagious for my colleagues.	0.266	140	0.000	0.862	140	0.000***
I am able to cheer my colleagues up when they are feeling down.	0.309	140	0.000	0.815	140	0.000***
I can get my colleagues to share my keenness for a project.	0.307	140	0.000	0.828	140	0.000***
I can provide the "spark" to get my colleagues enthusiastic.	0.257	140	0.000	0.850	140	0.000***

Sources: Author's Computation

**Table 6 Normality Test Results for Emotional Intelligence Variables**

Scales	Kolmogorov-Smirnov			Shapiro-Wilk		
	Statistic	Df	Sig	Statistic	df	Sig.
Awareness of Own Emotions	0.148	140	0.000	0.907	140	0.000***
Management of Own Emotions	0.135	140	0.000	0.941	140	0.000***
Awareness of Others' Emotions	0.137	140	0.000	0.943	140	0.000***
Management of Others' Emotions	0.157	140	0.000	0.923	140	0.000***

Sources: Author's Computation

**Table 7 Normality Test Results for Emotional Intelligence**

Scale	Kolmogorov-Smirnov			Shapiro-Wilk		
	Statistic	Df	Sig	Statistic	df	Sig.
Emotional Intelligence	0.107	140	0.001	0.950	140	0.000***

Sources: Author's Computation

**Table 8 Normality Test Results for Work Motivation Variables**

Scales	Kolmogorov-Smirnov			Shapiro-Wilk		
	Statistic	Df	Sig	Statistic	df	Sig.
Motivation	0.144	140	0.000	0.827	140	0.000***

Sources: Author's Computation

#### 4.5 Results of One-Way ANOVA

The results of One-Way ANOVA on the relationship between emotional intelligence and work motivation studied are exhibited in Table 9, Table 10, Table 11, Table 12, and Table 13. The results of the relationship between the overall emotional intelligence dimensions scales and work motivation variables as exhibited in Table 9, show a significant difference between emotional intelligence dimensions scales and work motivation variables ( $F=2.934$ ;  $P=0.000$ ).

In Table 10, to Table 13 results show a significant effect of the four emotional intelligence dimensions on work motivation at 1% significance. The findings imply that overall emotional intelligence and the dimensions significantly influence work motivation.

In Table 14 the results show the effect of overall emotional intelligence on work motivation, and the results indicate significant effect of emotional intelligence on work motivation variables such as the motivation of other employees [ $F=1.981$ ;  $P=0.022$ ]; additional responsibilities/Workload [ $F=3.139$ ;  $P=0.000$ ]; Hardworking worker/Effort [ $F=2.639$ ;  $P=0.002$ ]; ability to focus on job/concentration [ $F=5.431$ ;  $P=0.000$ ]; enjoyment of work [ $F=2.527$ ;  $P=0.003$ ]; Intention to stay in your job/Intent [ $F=2.284$ ;  $P=0.007$ ]; opportunity for professional job progression [ $F=2.558$ ;  $P=0.002$ ]; and opportunity for functional job progress [ $F=2.150$ ;  $P=0.011$ ].

**Table 9 ANOVA Test Results on Emotional Intelligence and Work Motivation**

Motivation	Sum of Squares	df	Mean Square	F-Value	Sig.
Between Groups	46.532	33	1.410	2.934	0.000***
Within Groups	50.938	106	0.481		
Total	97.470	139			

Sources: Author's Computation: Note: \*\*\* denotes significance at 1% level

**Table 10 ANOVA Test Results on Awareness of Own Emotions and Work Motivation**

Motivation	Sum of Squares	df	Mean Square	F-Value	Sig.
Between Groups	23.692	16	1.481	2.469	0.003***
Within Groups	73.778	123	0.600		
Total	97.470	139			

Sources: Author's Computation: Note: \*\*\* denotes significance at 1% level

**Table 11 ANOVA Test Results on Management of Own Emotions and Work Motivation**

Motivation	Sum of Squares	df	Mean Square	F-Value	Sig.
Between Groups	18.329	12	1.527	2.451	0.007***
Within Groups	79.141	127	0.623		
Total	97.470	139			

Sources: Author's Computation: Note: \*\*\* denotes significance at 1% level



**Table 12 ANOVA Test Results on Awareness of Others' Emotions and Work Motivation**

Motivation	Sum of Squares	df	Mean Square	F-Value	Sig.
Between Groups	19.571	11	1.779	2.923	0.002***
Within Groups	77.899	128	0.609		
Total	97.470	139			

Sources: Author's Computation: Note: \*\*\* denotes significance at 1% level

**Table 13 ANOVA Test Results on Management of Others' Emotions and Work Motivation**

Motivation	Sum of Squares	df	Mean Square	F-Value	Sig.
Between Groups	22.489	15	1.499	2.479	0.003***
Within Groups	74.981	124	0.605		
Total	97.470	139			

Sources: Author's Computation: Note: \*\*\* denotes significance at 1% level

**Table 14 Emotional Intelligence and Work Motivation Variables**

Job Motivation Variables	F-Value	P-Value
Motivation by job	1.372	0.172
Self-motivation to work	1.538	0.102
The motivation of other employees	1.981	0.022**
Additional responsibilities/Workload	3.139	0.000***
Hardworking worker/Effort	2.639	0.002***
Ability to focus on job/Concentration	5.431	0.000***
Enjoyment of work	2.527	0.003***
Intention to stay in your job/Intent	2.284	0.007***
Opportunity for professional job progression	2.558	0.002***
Opportunity for functional job progress	2.150	0.011**
Volunteerism	1.262	0.237

Sources: Author's Computation

Note: \*\*\* and \*\* denote significance at 1%, and 5% levels respectively

#### 4.6 Correlation Results on Work Motivation and Emotional Intelligence

The correlation results on the link between work motivation and overall emotional intelligence are exhibited in Table 15. The results show a significant positive link between work motivation and emotional intelligence. The effect of emotional intelligence dimension scales on work motivation are shown in Table 16. The results indicate three scales of dimension (Management of own emotions; awareness of others' emotions; management of others' emotions are positively associated with work motivation.

**Table 15 Correlation Results on Work Motivation and Emotional Intelligence**

Variable	Emotional Intelligence	Work Motivation
Emotional Intelligence	1.00	
Work Motivation	0.367***	1.00

Sources: Author's Computation: \*\*\*.

Correlation is significant at the 0.01 level (2-tailed).

**Table 16 Correlation Results on Work Motivation and Emotional Intelligence**

Variables	AOE	MOE	AOsE	MOsE	WM
AOE	1	0.399***	0.317***	0.135	0.154
MOE	0.399***	1	0.367***	0.206*	0.251***
AOsE	0.317***	0.367***	1	0.492***	0.381***
MOsE	0.135	0.206**	0.492***	1	0.271***

<b>WM</b>	0.154	0.251***	0.381***	0.271***	1
Awareness of Own Emotions (AOE); Management of Own Emotions (MOE); Awareness of Others' Emotions (AOsE); Management of Others' Emotions (MOsE); Work Motivation					

**Sources: Author's Computation:**

**\*\*\*. Correlation is significant at the 0.01 level (2-tailed).**

**\*\* . Correlation is significant at the 0.05 level (2-tailed).**

#### 4.4 Regression Results on Emotional Intelligence and Work Motivation

The regression results on the relationship between work motivation and emotional intelligence are exhibited in Table 17 and Table 18. The results in Table 17 show there is a significant positive effect of awareness of others' emotions scale dimension on work motivation at the 1% level of significance. The results indicate that when awareness of others' emotions increases by 1%, work motivation increase by about 27%.

The results in Table 18 consider the association between overall emotional intelligence and work motivation. The results show a significant positive association between emotional intelligence and work motivation at the 1% significance level. The results show that when emotional intelligence increase by 1%, work motivation increase about 55%.

**Table 17 Results on the Effect of Emotional Intelligence Scales on Work Motivation**

<b>Variables</b>	<b>coefficients</b>	<b>Std Error</b>	<b>T-Ratios</b>	<b>P-Value</b>
Constant	1.968	0.478	4.119	0.000***
Awareness of Own Emotions	0.000	0.081	0.005	0.996
Management of Own Emotions	0.152	0.109	1.399	0.164
Awareness of Others' Emotions	0.267	0.091	2.925	0.004***
Management of Others' Emotions	0.115	0.098	1.180	0.240
<b>Dependent Variable: Work Motivation</b>				

**Sources: Author's Computation**

**Note: \*\*\*, \*\* and \* denote significance at 1% level**

**Table 18 Results on the Effect of Emotional Intelligence on Work Motivation**

<b>Variables</b>	<b>Coefficients</b>	<b>Std Error</b>	<b>T-Ratios</b>	<b>P-Value</b>
Constant	1.904	0.458	4.160	0.000***
Emotional Intelligence	0.545	0.118	4.635	0.000***
<b>Dependent Variable: Work Motivation</b>				

**Sources: Author's Computation: Note: \*\*\* denotes significance at 1% level**

#### 4.7 Discussions

The research tried to contribute to knowledge concerning the role of emotions in an organisation by testing the linear relationship between work motivation and emotional intelligence. One of the main contributions is reconfirming that the emotional intelligence of employees adds to the explanation of work motivation, and commitment. One of the central components of the job of public workers is emotional labour.

A significant finding of the research is the linear positive association between emotional intelligence and work motivation. These research findings augment the few research efforts that researched emotional intelligence and work motivation. (Atiq et al., 2015; Yang et al., 2015; Levitats & Vigoda-Gadot, 2017; Gorji et al., 2017; Phillips, 2018; Bimayu et al., 2020).

Though the study is not causal research, and as such conclusion on causality is not appropriate, the researcher considers the finding of a positive association between the two variables as suggestive of the advantage emotional intelligence has in supplementing workers motivation. It looks more probably that emotional intelligence is a dispositional factor that precedes motivation; hence it is a motivational variable.

## 4.8 Conclusions

In the study the connection between emotional intelligence and work motivation has been examined empirically, using ANOVA, correlation and regression analysis. The study has explained that emotional intelligence is associated with work motivation. The findings contribute to motivation through emotional intelligence. The findings imply that, when the emotions of workers are low and unstable, they are not motivated to work, and will not be committed to their job. In that case, work outcomes may suffer. The findings indicate that emotional intelligence can increase the work motivation level of employees. Hence, improvement in skills in emotional intelligence will contribute positively to work motivational levels, and organisation's productivity, and growth. Organisations should, therefore, thrive to identify factors that improve the work motivation of employees.

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