

Article

The influence of emotional intelligence and employee motivation on employee performance in telecommunication companies in the sultanate of Oman

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Abstract: This study examines the impact of emotional intelligence (EI) and employee motivation on employee performance within the telecommunication industry in the Sultanate of Oman. The target population consisted of 4344 non-managerial employees across nine telecommunication companies, including Omantel, Ooredoo, Vodafone, Oman Broadband Company, Awasr Oman & Co, TEO, Oman Tower Company L.L.C, Helios Tower, and Connect Arabia International. Employing a deductive research approach, finally data were collected via an online survey from 354 respondents. The hypotheses were tested using multiple regression analysis. The results indicate that all dimensions of EI self-awareness, self-regulation, empathy, and social skills positively and significantly influence employee performance, with social skills having the strongest effect. Furthermore, both intrinsic motivation factors, such as work itself and career development, and extrinsic motivation factors, including wages, rewards, working environment, and co-worker relationships, significantly enhance employee performance. The interaction between EI and employee motivation was found to amplify these positive effects. Among control variables, age and education level showed significant impacts, while gender did not. These findings underscore the critical role of both emotional intelligence and motivation in driving employee performance. The study suggests that managers and policymakers should adopt integrated strategies that develop EI competencies and enhance motivational factors to optimize employee performance, thereby contributing to the success of organizations in the telecommunication sector.

Keywords: emotional intelligence; employee motivation; employee performance; telecommunication industry and multiple regression analysis

1. Introduction

In the constantly evolving telecommunication sector, employee productivity is a crucial factor for organizational success (Al-Haziati and Hussainy, 2023). The Sultanate of Oman like most other countries has over the years experienced a boost in their telecommunication industries due to modern technological developments and the ever-growing nature of demand to be connected (Ansari et al., 2018). In this process, a significant amount of literature and practicum has been devoted to the understanding of the connection between EI (emotional intelligence) and employee motivation in explaining the performance of students' (Al Marshoudi and Jamaluddin, 2023). Consequently, this research explores how these variables are associated to each other and seek to give an ample understanding about how EI and motivation impacts the performance of employees in Oman's telecommunication firms.

The term emotional intelligence, depicts the capacity to effectively understand

and regulate the self and other people. EI has been reviewed in the workplace literature and total evidence suggests that, it favorably predicts job performance, job satisfaction, and leadership competencies among others (Côté and Miners, 2006). Therefore, EI becomes a valuable tool for reporting high levels of employee effectiveness when working in telecommunication companies where employees' environment is characterized by high working stress and technological dynamism.

While employee engagement focuses on factors influencing the willingness of employees to perform tasks that would result to organizational objectives, employee motivation refers to intrinsic and extrinsic factors which spur the employees into undertaking activities that will help to achieve the objectives of the organization. The conventional theories of motivation including the hierarchy of needs by Maslow (1943), two-factor theory by Herzberg et al. (1959), and the expectancy theory given by Côté and Miners (2006) insight as to how different motivational factors impact on the behavior and performance of employee. Literature review pointed out that previous research on motivation revealed that motivation increases the level of work engagement, productivity, and general performance (Ryan and Deci, 2000). This is especially significant in the competitive environment of the telecommunication industry where motivation of employees to certain high standards is crucial to continued effective business operations and customer service delivery. The originality of this study shall be underlined in the fact that it aimed at exploring the moderation model of both emotional intelligence and employee motivation on the results of employees. Although several studies previously examined the moderating or mediating roles of EI and motivation on performance, very few research works have looked at the interaction between both factors in the telecommunication industry with a focus on the Omani organizations. This research aims to fill this void by offering a systematic examination of the relationships and linkages between such psychological factors in relation to employee performance, in order to enhance the advancement of knowledge in the domain of organizational behavior and human resource management.

In terms of theoretical importance, the findings of this investigation speak to a variety of fields. Ideally, it expands knowledge of how the observed relations occur between EI and motivation on one hand and employees' performance on the other (Khoso et al., 2022). Based on the theories on emotional intelligence and motivation this research introduces a Middle Range Theory that explains the direct and mediated effects of these constructs towards performances. Since human capital supports an organization's growth to a significant extent, it is crucial for top managers to identify factors that foster the performance of employees, particularly for Strategic Human Resource Management (SHRM) (Bar-On, 2006). This paper concerns itself with presenting practical recommendations for increasing the EI and motivation of employees for training and development to improve organizational performance. It is evident that the telecommunication industry in Oman is highly dynamic and most importantly a competitive one. Telecommunication business is a highly competitive one, especially due to digital technologies and the continuous rise in the use of both the mobile and internet services for communication (Porkodi et al., 2023). In this regard, the employees can be said to be central to the entire service delivery because it is their performance that determines the level of satisfaction of customers and

competitiveness of the organization. Research has found that emotionally intelligent staff is more capable of withstanding pressure and rigors of the telecommunication business mainly due to the aspects of stress, conflict, and change (Bar-On, 2006). In addition, one finds that the satisfied employee will perform more, and has a higher level of commitment to his/her job (Locke and Latham, 2004). More so, this research is unique and ideal for the Omani context paying attention to the telecommunication sector which is a large player in the country's economy. Government's strategic plans that include Oman Vision 2040 have pointed out the development of sound telecommunication infrastructure to direct diversification of the economy and to lead the process of digitalization (Al Marshoudi and Jamaluddin, 2023). While telecommunication organizations attempt to support such national goals, learning the principles that influence employee productivity assumes center stage. Hence, it is methodologically relevant as it offers valuable suggestions that can be useful in policy formulation and management planning in the telecommunication business, which will help to promote the general objectives of the nation's development (Porkodi et al., 2023).

The Oman telecommunication industry has reached to a cross road where it has to gear up efforts in order to sustain the gained competitive edge as well as work to improve quality of services. Nonetheless, the sector has faced a common problem of maintaining the performance standards of the employees even as the sector expands (Al Bahri, 2022). Determined by the fast growing technologist and the ever changing market forces, employee are forced to continuously convince and output great performances. However, there seems to be a significant deficiency or lack of research to establish key determinants of employees' performance in this sector. This research proposes to fill this gap by examining the relationship between EI and employee motivation as moderating factors affecting employee performance while acknowledging the fact that these two factors are critical but inadequately researched within the Omani telecommunication firms. Studies have also found that emotional intelligence plays an important role in several other organizational contexts pointing out that it has apposite impact on the level of job satisfaction and performance (Mayer et al., 2008). In addition, it has been said that motivation is another factor affecting performance, and work done by highly motivated employees prove to be more efficient than those done by employees with little motivation. However, the relationship between EI and motivation on their impact on the performance and especially in the telecommunication industry in Oman is not well researched. This study aims at fulfilling this gap by establishing hierarchal relationships between these psychological constructs on the impact on the employees' performance.

The problem is further compounded with the specific cultural and organizational portfolio that is characteristic of Oman. The telecommunication sector in Oman function under some culture implications such as collectivism and high power distance which affects the employee's psychological traits (Hofstede, 2001). It is therefore important for scholars to understand how EI and motivation work in this context when coming up with human resource strategies. For example, it has been found that when the programs related to EI are culturally tailored, this enhances the performance of employees by a greater margin (Wong et al., 2007). Taking into account the aforesaid factors, the present research seeks to fill the void in the existing literature by examining

the impact of emotional intelligence and motivation on performance in Omani telecommunication firms. It gives a more complex view to these relations as it takes into account cultural and organizational peculiarities of South East Asia.

This paper is structured into six main sections to comprehensively explore the influence of emotional intelligence and employee motivation on employee performance within the telecommunication companies in the Sultanate of Oman. The Introduction provides an overview of the study's background, objectives, and significance. The Literature Review synthesizes existing research on emotional intelligence, employee motivation, and their impacts on performance, identifying gaps that this study aims to fill. The Methodology section outlines the research design, data collection methods, and analytical techniques employed to investigate the proposed relationships. Empirical Findings present the results of the data analysis, highlighting key patterns and statistical significances. The Discussion interprets these findings in the context of existing literature, exploring their implications for theory and practice. Finally, the Conclusion summarizes the main insights, discusses limitations, and suggests directions for future research, providing a holistic view of how emotional intelligence and motivation affect employee performance in the telecommunication sector of Oman.

2. Literature review

2.1. Emotional intelligence and employee performance

Emotional intelligence (EI) has therefore recently been adopted as one of the key determinants of employees' performance within different organizational environments. As defined by Mayer et al. (2004) as the capacity to understand and effectively navigate both the self's and other people's feelings, EI is considered to be an effective intervention to increase job performance. This part presents a literature synthesis focusing on the link between EI and performance at the workplace, as well as using different theoretical points to view on the subject. A review of available literature has suggested that EI has a positive relationship with performance at the workplace. Van Rooy and Viswesvaran (2004) also did a meta-analysis of various studies and discovered that the predictability of the performance at the work place from EI is real and holds on an important variable. The people with high EI are more productive when working since they embrace better stress management, communication, and conflict-solving skills (Law et al., 2004).

This is in relation to the theoretical models that are used to explain the relationship between EI and job performance; the ability model of EI conceptualizes EI as a skill that involves the complexity and extent of emotional processing (Salovey and Mayer, 1990). These skills emphasize on the interpersonal aspects of the workplace and thus foster improved decision making and problem solving capacity in the employees. For example, in the study by Lopes et al. (2006) higher EI was associated with greater ability of handling relations with other people and likewise they considered as being far more effective in words of their subordinates and colleagues. The effect of EI on performance is more significant when the position involves dealing with people and demands a great deal of emotional work, for instance, call centers, hospitals, etc. People in such a position often face provoking situations

they ought to control their emotions to avoid any extra display of anger. Brotheridge and Lee (2003) studied the employees working in service industries and showed that there is a positive correlation between EI and the job performance because it mediates the emotional demands of the job. Kafetsios and Zampetakis (2008) observed that high EI employees are more satisfied in their job and thus improve their job performance. This relationship is fixed by the suggestion that emotionally intelligent employees are capable of dealing with stress associated with the work place and are also capable of respecting fellow employees. Also, EI is positively related with transformational leadership, which may be defined as the capacity to help employees or subordinates to want to learn and to achieve organizational objectives (Barling et al., 2000). The results of the study also show that, high EI improves provision of a positive organizational climate hence enabling employee performance.

Nevertheless, it can be seen that many research works demonstrate a positive correlation between EI and job performance, but at the same time, specific differences of the EI influence are discussed concerning certain cultural environments. For instance, Sy et al. (2006) established that there is a significant correlation between EI and job performance in collectivist cultures since people within the cultures are extra cautious when it comes to interpersonal relationships. This is in support with the observation of Wong and Law (2003) who noted that self-regulation is a better definition of EI in cultures such as the Asian nations where there is promotion of social order and common good. In fact, the stand of EI in boosting the performance of the employees can be effectively explained in the context of telecommunication companies in The Sultanate of Oman. This is an industry that demands frequent and close contact with the customers and frequent changes in technology, and hence employees with cheerful dispositions who can handle stress in performance of their duties. High levels of EI aid in the ability of human resource management of customers through more adequate interpersonal regulation and the pressure related to technology enhancement in the work place thus produce better job performance (Zeidner et al., 2004). Furthermore, literature on culturally tailored EI training has revealed that training boosts overall organizational performance, because it tackles the social and emotional problems of employees in specific cultures (Thomas and Inkson, 2009).

H1a: Emotional intelligence is positively related to employee performance in telecommunication companies in the Sultanate of Oman.

2.2. Employee motivation and employee performance

Motivation of employees is a vital component of organizational psychology and has drawing powerful passion given that it underlines an essential element in the improvement of work productivity. Motivation can therefore be defined as the forces that underlie the level, direction, and sustainability of an individual's actions towards the achievement of a goal (Al-Araimi, 2012). Several theories have also been formulated concerning the processes of motivation as well as the consequences for employee behaviors (Al-Busaidi et al., 2021). The most optimal theory in this area is the motivational theory of Maslow's hierarchy of needs where people have a need to fulfill a series of needs in a hierarchy ranging from the most basic one which is physiological needs to self-actualization needs (Maslow, 1943). According to

Maslow's theory, self-actualization is best met through employee motivation that presupposes that higher order needs only emerge as key motivators where low order needs have been met (Maslow, 1943). This theory has been instrumental in explaining how various motivational aspects affect employees and their performance. Herzberg's two-factor theory offer one such view which partitions the factors influencing motivation into hygiene factors and motivator factors (Aziz and Hamdi, 2019). Some of the prerequisites like salary or job security are not considered as incentives that will spur the employees to work harder but rather if they lack it then you will begin to see dissatisfaction. Incentives can also be categorized as motivators because they relate to the degree of motivation and willingness of employees to perform. This theory emphasizes the need to understand and take proactive measures towards both hygiene factors and motivators in order to improve the impact on the employees' job performance. This is more dynamic compared to Vroom's expectancy theory that contend that an employee will work hard if he/she expects to get high performance and in return get good results and these results are desirable (Porkodi et al., 2023).

Studies have also provided backing to the expectancy theory, proving that thorough specification of a performance–reward relation increases the level of workers' performance (Porter and Lawler, 1968). According to self-determination theory (SDT) developed by Deci and Ryan (1985): motivation can be classified as intrinsic and extrinsic. Intrinsic motivation refers to motivation that comes from within the individual as a result of pleasure and enthusiasm found in doing a particular job while extrinsic motivation deals with motivation as a result of a variety of pleasant outcomes like monetary gains. According to Gagné and Deci (2005), intrinsic motivation is related with high job performance, organizational commitment and job satisfaction, and also flow experience and wellbeing but on the other hand, if not appropriately controlled, extrinsic motivation can have reverse affect by hindering the intrinsic motivation. Literature in the area of organizational behavior has also indicated time and again that where employees are motivated, they can work harder. For example, Judge et al. (2001) meta-analysis showing moderate positive relationship between job satisfaction, which is a component of intrinsic motivation, and job performance. Likewise, Rich et al. (2010) also supported the relationship claiming that job engagement, a sub construct of motivation, has a direct impact on the performance of employees within different sectors. Employee motivation is crucial in the telecommunication sector of the Sultanate of Oman, where employees face challenges such as rapid technological changes and increasing customer expectations. Under the theoretical framework of positive reinforcement, key insights from Luthans and Stajkovic (1999) provide the foundation for understanding how positive reinforcement can enhance employee motivation and job performance.

Thus, the culturally tailored motivation strategies are vital in multicultural environment. According to the conception of Hofstede (2001) cultural dimensions, it is possible to identify how cultural values impact motivation (Saadouli and Al-Khanbashi, 2021). For instance, in countries with high power distance such as Oman, hierarchy and the Confucianism writing, featuring respect to the authority figure, are considered to influence motivational techniques reception and applications. Aqqad et al. (2019) revealed that while aspects of power distance, such as empowerment and participative management, may be effective in low power distance cultures, they may

not work as well in high power distance cultures. In the Sultanate of Oman, where a higher power distance is prevalent, traditional hierarchical structures may influence how certain motivation-enhancing techniques are applied. Some of these techniques, such as goal-setting, feedback, and job design, are known to positively influence employee performance; however, their effectiveness may depend on how well they are adapted to fit the cultural context of higher power distance environments. This study supports the conclusions drawn by Locke and Latham (2002) about the necessity of having specific, difficult and achievable goals in addition to frequent feedback. According to their goal-setting theory, it is believed that the direction of work activities through clear goals and suitable feedback procedures can improve the motivation level of the employees due to the obvious objectives and feedback.

H2a: Employee motivation is positively related to employee performance in telecommunication companies in the Sultanate of Oman.

2.3. Combined effects of emotional intelligence and employee motivation on performance

It becomes crucial to identify how these two factors, EI and employee motivation, influence job performance to improve the theoretical formation of human resource management plans (Al-Yaqoobi, 2020; Khoso et al., 2024). Though both the variables EI and motivation—have individual impact on performance, the moderating analysis enables researchers to have broader understanding of the factors in order to promote better employee performance and work satisfaction. Based on some works, EI is an important factor in understanding employee motivation and its influence on performance. For example, Wong and Law (2003) suggested that those with high EI are better placed at motivating themselves, thus improving their levels of performance at work. They minimize outbursts and possess a healthy attitude towards work, and this ensures that they continue working hard and producing quality work (Al-Yaqoobi, 2020; Saadouli and Al-Khanbashi, 2021). In their research, they concluded that EI held the potential to complement or even surpass cognitive intelligence and personality in determining job performance, underscoring the value of EI in account for organizational effects. Furthermore, Al Balushi (2012) carried out research which show that employee ‘emotional intelligence leads to higher level of work motivation thus enhancing job performance. It was clear from this research that EI increases the employees’ capacity to manage stress and motivation especially amid pressure. The implication from the study is that organizations should cultivate EI and motivational change initiatives to enhance employee performance.

The existence of a relationship between EI and intrinsic motivation is quite significant, especially when they identified separately. Al Darmaki et al. (2020) state that intrinsic motivation which is the need to do a certain job proficiently is positively connected with EI. In essence, according to Aziz and Hamdi (2019), high EI enables employees to discover relevance in their work therefore achieving performance enhancing intrinsic satisfaction. This internal motivation can be more long-term than the external motivation showing through the use of monetary incentives; therefore, create long-term job satisfaction and performance. The findings of Schutte et al. (1998) also tally with such view where the authors establish that staffs who disclosed

high EI had higher rates of positive feeling and self-independent motivation hence leading to better performance on their tasks. In their study, they confirmed that EI assists people in staying motivated by enhancing positively-oriented feelings and rejecting negative emotions, which might hinder one's performance.

Further, the interaction of EI and motivation can also be for using self-determination theory (SDT) to enhance comprehensibility. Based on the mentioned arguments, Al Balushi (2012) suggested that there is a relationship between EI and three psychological needs that foster motivation—autonomy, competence, and relatedness. The staff members who have high Psychological Need Satisfaction (PMS) for these needs report greater levels of intrinsic motivation and productivity. According to research conducted by Van den Broeck et al. (2010), such needs yield improved job performance because EI enables individuals to regulate and maintain their emotions, as well as foster positive working relationships. Leadership is another factor that has been seen to have an impressive impact on the modulatory effect of both EI and motivation. Through increasing their self- and others' emotional intelligence, leaders may learn how to motivate a team by fulfilling the needs of individuals in the context of work. Studying the influence of EI among leaders, Al-Maamari and Matriano (2019) stated that leaders with high EI are capable of effectively mobilizing their subordinates and creating a good working environment, which has a positive impact on the performance of their organizations. From their study, they concluded that emotionally intelligent managers could persuade the individuals in organizations, boost the levels of motivation and increase performance at work. Additionally, another study by Al Marshoudi et al. (2023) considered leadership styles as a moderator of EI, motivation, and performance.

The background also influences the impact of both EI and motivation on performance outcomes. Al Zefeiti and Mohamad (2017) noted that individualism and collectivism culture climates determine the relationship between EI and motivation on performance. In collectivist societies with high power distance and collectivism emphasis on relationship and group satisfaction EI can boost common motivation and furnish better group results (Aziz and Hamdi, 2019). Thus, there is a necessity to carry out culturally sensitive interventions to enhance EI and motivation intervention programs that are appropriate with the culture and customs of the people in the specific region. In the case of the telecommunication industry of the Sultanate of Oman it is critical to determine the interaction between EI and motivation. This sector presents the employees with challenges like technology advancement and high customer demands; hence, it suggests that high EI combined with motivation is desirable. The study by Khoso et al. (2022) suggested that culturally motivational enhanced strategies and EI training enhance the performance of employees.

H3a: The interaction between emotional intelligence and employee motivation has a positive effect on employee performance in telecommunication companies in the Sultanate of Oman.

2.4. Conceptual and theoretical framework

The conceptual framework for this study is built upon two foundational theories: and the contingency leadership theory as well as Goleman's Emotional Intelligence

Theory. According to contingency leadership theory, leadership effectiveness is a function of the match between the leader's behavior and organization environment. The leadership focus of this study is on transformational leadership where the leaders advocate for positive changes by influencing follower's attitudes, values, and behaviors. Transformational leadership ensures that the employees work in an environment that encourages them to work harder hence improving their performance. This paper focuses on Goleman's Emotional Intelligence Theory that underlines the role of emotional competencies and skills in result-producing activities, or careers. Emotional intelligence is defined as a mixture of skills that includes identifying personal and other people's emotions and being able to regulate them. Looking at the above-discussed factors, EI is seen as a factor that determines the performance of the employees. High EI improves the positive representation of organizational behavior as an employee will display good interpersonal communication, conflict solving skills, empathy, and flexibility all of which lead to better performance.

Based on these two theories, the theoretical foundation of this study will establish the associations between EI, EM and EP in the telecommunication sector of Oman. Particularly, it assumes that change-oriented leadership moderates the relationship between EI and the performance of workers. This implies that EI when complemented by transformational leadership improves the positive impact of the independent variable of employee performance by creating a supportive organizational climate.

Although leadership behavior is not directly measured in this study, leadership theory plays a crucial role in the conceptual framework by providing insight into how leaders indirectly influence employee emotional intelligence, motivation, and performance. Theories such as transformational leadership and emotional leadership suggest that leaders help shape the organizational environment, which fosters or hinders the development of these traits among employees. Leaders with high emotional intelligence, for instance, can create a workplace atmosphere that supports emotional regulation and intrinsic motivation, which, in turn, improves employee performance. This influence is key, even though the focus remains on the employees' behaviors rather than the leaders themselves. Leadership theory is relevant to this study because it helps explain how employee outcomes such as emotional intelligence and motivation are cultivated in the workplace. Leaders set the tone for employee interactions, emotional engagement, and personal growth opportunities, all of which are linked to improved performance. Thus, while the study examines employees, leadership theory provides the conceptual basis for understanding why emotional intelligence and motivation are critical drivers of employee performance in the telecommunication sector.

While Goleman's Emotional Intelligence Theory forms the foundation for understanding employee performance, Herzberg's Two-Factor Theory serves as the conceptual framework for exploring employee motivation in this study. Herzberg's theory distinguishes between intrinsic and extrinsic motivators, where intrinsic factors, such as the nature of the work itself and opportunities for career development, are seen as key drivers of motivation. Conversely, extrinsic factors, such as wages, rewards, the working environment, and relationships with co-workers, also play a critical role in influencing employees' motivational levels. This framework provides a comprehensive approach to examining how both internal and external factors

contribute to improved employee performance in the telecommunication sector. The use of Herzberg's Two-Factor Theory allows this study to analyze motivation through both personal fulfillment and external rewards, helping to explain how these elements collectively drive employee engagement and output. By applying this theory, we can better understand the dual nature of motivation and its impact on employee performance, complementing the role of emotional intelligence as a performance enhancer. This holistic approach offers valuable insights into how organizations can foster an environment that promotes both emotional well-being and motivation, leading to higher employee productivity.

The conceptual framework is illustrated in the following **Figure 1**. Emotional intelligence is the dependent variable or the variable of change given that it directly affects the level of performance among employees. On the same note, there is the aspect of motivation as a further independent variable, which also affects the performance criterion of the employees.

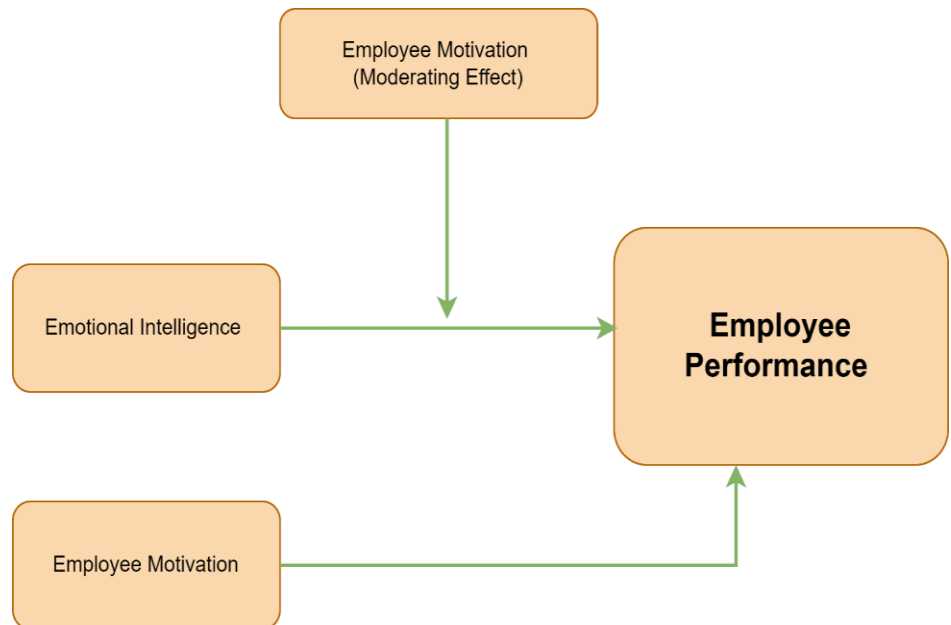


Figure 1. Conceptual framework.

3. Methodology

3.1. Research design

This study adopts an explanatory research design, aiming to investigate the causal relationships between emotional intelligence (EI), employee motivation, and employee performance within the telecommunication industry in Oman. The primary objective of this design is to establish not only direct effects but also how the interaction between EI and employee motivation influences employee performance, specifically through a moderating effect. A deductive research approach is employed, beginning with the formulation of a theoretical framework and hypotheses based on existing literature. Emotional intelligence is broken down into four sub-variables: self-awareness, self-regulation, empathy, and social skills (Asif et al., 2022; Singh, 2004). Employee motivation is further divided into two categories: intrinsic motivation,

which includes work itself and career development, and extrinsic motivation, covering wages, rewards, the working environment, and co-worker relationships (Adekola, 2011; Lee et al., 2017). In this design, moderation analysis is used to test whether the impact of emotional intelligence on employee performance is influenced by the level of employee motivation. Specifically, the moderating effect of employee motivation is examined through the inclusion of an interaction term (Employee Motivation) in the statistical model. This approach allows the study to determine whether the relationship between emotional intelligence and employee performance changes when different levels of employee motivation are present. The research design incorporates the collection of quantitative data via structured questionnaires distributed among non-managerial employees in Oman's telecommunication sector. The statistical analysis is conducted using multiple regression techniques to validate both the direct relationships and the moderating effect. The inclusion of the interaction term in the regression analysis ensures that the model accounts for any potential changes in the strength or direction of the relationship between emotional intelligence and employee performance due to employee motivation.

3.2. Ethical considerations

They point towards the fact that ethical issues must be adhered to in order to get the study right. The ethical conduct to be employed in this study will conform to the formulated guidelines that are formulated by the institutional review boards and other attributes of academic ethicality. Participants' consent will be sought and given before sample collection starting with informing him/her about the purpose, process and the fact that they can withdraw from the study at any time with no consequences to them. Participants' identification data and identity will not be disclosed and all data will be confined to a group of researchers involved in the study. Online surveys will also enhance anonymity since responses are not associated with the respondent's identity. Also, the study will not offer or promise any incentives to subject or impose any threats so as to guarantee the volition of clients. The research will also ensure that the data collected will not be used for any other purposes other than the intended academic studies and that any result that is collected will always be presented in its right and appropriate manner without prejudice. Data will be collected after seeking permission from Ethical Clearance Committee/Board of the respective institutions.

3.3. Data collection procedure

Data collection involved primary sources and secondary to ensure comprehensive coverage of the research objectives. Primary data were collected using a structured questionnaire designed to measure the sub-variables of emotional intelligence and employee motivation, as well as employee performance. The questionnaire was distributed online using Google Forms to facilitate broad and efficient data collection from non-managerial employees across Oman's telecommunication sector. The use of an online survey ensured accessibility and convenience for respondents, allowing them to complete the survey at their own pace and from any location. The questionnaire included standardized items based on validated scales from previous research (Asif et al., 2022; Adekola, 2011; Lee et al., 2017; Singh, 2004), ensuring reliability and

validity. Pilot testing was conducted to refine the questionnaire, followed by full-scale distribution to achieve the target sample size.

3.4. Sampling technique and final sample size

This study employed a convenience sampling technique, which involved selecting participants who were readily available and willing to participate. This method was chosen due to its efficiency in accessing a large and diverse population within the telecommunication sector in Oman. The target population consisted of 4344 non-managerial employees across nine telecommunication companies, including Omantel, Ooredoo, Vodafone, Oman Broadband Company, Awasr Oman & Co, TEO, Oman Tower Company L.L.C, Helios Tower and Connect Arabia International. According to Raosoft's sample size calculator, a sample size of 354 was deemed sufficient to generalize the findings to the entire population, with a confidence level of 95% and a margin of error of 5%. The convenience sampling approach, while not as rigorous as probability sampling, was practical for this study's context and allowed for quick and effective data collection. This method ensured that a diverse cross-section of employees was represented, enhancing the study's external validity.

3.5. Data analysis technique

The data analysis for this study was carried out through a systematic quantitative approach aimed at testing the hypotheses and validating the conceptual framework. The analysis began with descriptive statistics to summarize the demographic characteristics of the sample, such as age, gender, and education level, providing an overview of the distribution of responses for each of the key variables: emotional intelligence, employee motivation, and employee performance. This preliminary step allowed for a comprehensive understanding of the sample composition and response patterns.

Following the descriptive analysis, the reliability and validity of the measurement instruments were examined. Cronbach's alpha was used to assess the internal consistency of the scales measuring emotional intelligence and employee motivation, ensuring that the items within each construct were reliable and cohesive. To further confirm the adequacy of the constructs, Confirmatory Factor Analysis (CFA) was conducted. The CFA validated the measurement models for emotional intelligence (including the sub-dimensions of self-awareness, self-regulation, empathy, and social skills) and employee motivation (consisting of intrinsic and extrinsic factors). This analysis ensured that the observed variables accurately represented their respective latent constructs, thereby establishing the construct validity of the model.

Once the reliability and validity were confirmed, correlation analysis was performed to explore the bivariate relationships between emotional intelligence, employee motivation, and employee performance. This step provided initial insights into the strength and direction of these relationships, aligning with the hypotheses that both emotional intelligence and employee motivation would be positively correlated with employee performance. The correlation matrix helped identify significant associations among the variables before proceeding to more complex analyses.

To test the direct effects of the variables on employee performance, multiple

regression analysis was employed. Each sub-dimension of emotional intelligence (self-awareness, self-regulation, empathy, and social skills) and employee motivation (work itself, career development, wages, rewards, working environment, and co-worker relationships) was included in the regression model to assess their individual contributions to employee performance. This analysis tested the first set of hypotheses (H1a to H2f) by determining the extent to which these factors directly influenced performance outcomes. Additionally, the moderating effect of employee motivation was examined through the inclusion of an interaction term (Emotional Intelligence × Employee Motivation) in the regression model. This tested H3a, assessing whether the relationship between emotional intelligence and employee performance was amplified or diminished based on varying levels of employee motivation.

Lastly, to provide a comprehensive evaluation of the overall relationships between the variables, Structural Equation Modeling (SEM) was applied. SEM allowed for the simultaneous testing of multiple relationships within the conceptual framework, taking into account both direct and indirect effects. This method offered a more sophisticated analysis, incorporating measurement errors and latent variables, while also evaluating the model’s goodness-of-fit to the data. The use of SEM ensured that the proposed relationships between emotional intelligence, employee motivation, and employee performance were thoroughly examined, providing robust evidence for the hypothesized framework.

4. Empirical findings

Table 1. Descriptive statistics.

Variable	Mean	Standard Deviation	Minimum	Maximum	Skewness	Kurtosis
Emotional Intelligence						
Self-Awareness	3.85	0.72	1	5	-0.45	-0.75
Self-Regulation	4.01	0.68	1.5	5	-0.32	-0.83
Empathy	3.92	0.71	1.2	5	-0.38	-0.79
Social Skills	4.05	0.65	2	5	-0.28	-0.85
Employee Motivation						
Intrinsic Motivation						
Work Itself	3.78	0.8	1	5	-0.5	-0.7
Career Development	4.1	0.75	1.5	5	-0.35	-0.78
Extrinsic Motivation						
Wages	3.95	0.77	1	5	-0.42	-0.76
Rewards	4.02	0.73	1.2	5	-0.33	-0.81
Working Environment	3.89	0.74	1.1	5	-0.37	-0.8
Co-workers Relationship	4.08	0.7	1.3	5	-0.3	-0.82
Employee Performance	4.00	0.7	2	5	-0.4	-0.8

The descriptive statistics for the study variables, including the sub-variables of emotional intelligence (self-awareness, self-regulation, empathy, and social skills), employee motivation Intrinsic motivation (work itself and career development), Extrinsic motivation (includes wages, rewards, working environment, and co-

workers’ relationships) and employee performance, are summarized in **Table 1**. The table presents the mean, standard deviation, minimum, and maximum values, as well as skewness and kurtosis for each variable. These statistics provide an overview of the central tendency, variability, and distribution shape, offering initial insights into the data characteristics that will inform subsequent analyses.

Table 1 provides descriptive statistics for the variables studied, including emotional intelligence (EI), employee motivation (both intrinsic and extrinsic), and employee performance within the telecommunication sector in Oman. Emotional intelligence is broken down into four sub-variables: self-awareness, self-regulation, empathy, and social skills, with mean scores ranging from 3.85 to 4.05, indicating a generally high level of EI among employees. Employee motivation is divided into intrinsic (work itself and career development) and extrinsic (wages, rewards, working environment, and co-workers’ relationships) components, with mean scores ranging from 3.78 to 4.10, suggesting that both types of motivation are important to employees. Employee performance has a mean score of 4.00, indicating positive performance levels. The skewness and kurtosis values for all variables fall within acceptable ranges, suggesting a relatively normal distribution of the data.

Table 2. Demographic characteristics of the sample.

Demographic Variable	Category	Frequency	Percentage (%)	Mode	Median
Age	20–29	150	35	30–39	30–39
	30–39	180	42		
	40–49	80	18.5		
	50 and above	20	4.5		
Gender	Male	250	58	Male	N/A
	Female	180	42		
Education Level	High School	60	14	Bachelor’s	Bachelor’s
	Bachelor’s Degree	240	55.8		
	Master’s Degree	100	23.2		
	Doctorate	30	7		
Years of Experience	Less than 1 year	50	11.6	1–5 years	6–10 years
	1–5 years	150	34.8		
	6–10 years	130	30.2		
	More than 10 years	100	23.4		

It is emphasized that according to **Table 2** above, the demographic structure of the sample is presented in detail. The target clients can also be grouped by age, with the majority of respondents being within 30–39 years of age (42.0%) As such the modal and median ages are also 30–39 years. Gender distribution Clearly, most respondents are male in nature as the figure shows that 58.0% of the sample. Concerning educational background, a big number of the respondents claiming to have a Bachelor’s degree (55.8%); this is trailed by Master’s degree holders (23.2%), high school graduates (14.0%), as well as Doctorate holders (7.0%). In regards to the years of experience, the most common category is 1–5 years which represents 34.8%; with 6–10 years being the median indicating that a large proportion of the employees are

relatively experienced but not overly so, only 30.2 percent have 6–10 years 34.8 % have 1–5 years, and 23 percent have less than a year of experience. Thus, 4% of the respondents claimed they have worked for 10 or more years. These demographic variables that include; age, gender, income, employment, education level, geographical spread and ethnicity of the sample population collectively gives this research study a demographic profile that encompasses the sample populace diversity and the most frequent obscurity of sample patients.

Table 3. Reliability analysis.

Variables	Cronbach’s Alpha	Average Inter-Item Correlation	Item-Total Correlation Range
Emotional Intelligence			
Self-Awareness	0.86	0.42	0.38–0.59
Self-Regulation	0.88	0.45	0.40–0.62
Empathy	0.87	0.43	0.39–0.61
Social Skills	0.91	0.47	0.41–0.64
Intrinsic Motivation			
Work Itself	0.83	0.41	0.37–0.56
Career Development	0.85	0.43	0.38–0.58
Extrinsic Motivation			
Wages	0.84	0.42	0.37–0.55
Rewards	0.86	0.44	0.39–0.60
Working Environment	0.88	0.46	0.41–0.62
Co-workers Relationship	0.87	0.44	0.40–0.61
Employee Performance	0.9	0.48	0.42–0.65

Table 3 presents the reliability and internal consistency analysis of the measurement scales used in the study. The Cronbach’s Alpha values for all variables range from 0.83 to 0.91, indicating high internal consistency among the scales. For the Emotional Intelligence sub-variables, Social Skills shows the highest reliability with a Cronbach’s Alpha of 0.91, while Self-Awareness has a value of 0.86. The Averaged Inter-Item Correlation ranges from 0.41 to 0.48, demonstrating an acceptable moderate level of correlation among items within each construct. Additionally, the Item-Total Correlation (ITC) values range from 0.38 to 0.65, signifying that all items make a consistent contribution to their respective scales. Higher ITC values reflect robust items within the constructs. Collectively, these results justify the reliability of the measurement instruments and confirm the robustness of the study’s research design.

Table 4 shows analysis of the correlation coefficients indicate that all the study variables are positively correlated and especially the link between Employee Performance and the different dimensions of Emotional intelligence, Intrinsic motivation and extrinsic motivation. From the above statistics it can be inferred that Employee Performance has a strong positive relationship with Career Development ($r = 0.72$) and Co-workers Relationship ($r = 0.72$) both thus pointing to the fact that career development and the kind of relationship an employee has with his co-workers largely determine the rate of his performance at work. Even the aspects of Extrinsic motivation, including Wages and Rewards establish high correlational coefficients

with Employee performance in that Wages are positively associated with Employee Performance with a correlational coefficient of 0.66 while Rewards have a coefficient of 0.68. The moderate to strong correlation coefficients between the aspects of Emotional Intelligence and both self- and extrinsic motivations were, accordingly, ranged from 0.32 to 0.57 indicate that all these factors are critical findings and they are related and sway the general performance of the employees in the telecommunication sector in Oman overall.

Table 4. Correlation matrix.

Variables	Self-Awareness	Self-Regulation	Empathy	Social Skills	Work Itself	Career Development	Wages	Rewards	Working Environment	Co-workers Relationship	Employee Performance
Self-Awareness	1	0.45	0.5	0.55	0.4	0.38	0.36	0.35	0.32	0.34	0.6
Self-Regulation	0.45	1	0.48	0.52	0.42	0.4	0.38	0.37	0.35	0.36	0.62
Empathy	0.5	0.48	1	0.57	0.46	0.44	0.41	0.4	0.37	0.38	0.65
Social Skills	0.55	0.52	0.57	1	0.5	0.48	0.44	0.42	0.4	0.41	0.68
Work Itself	0.4	0.42	0.46	0.5	1	0.55	0.49	0.47	0.45	0.46	0.7
Career Development	0.38	0.4	0.44	0.48	0.55	1	0.51	0.5	0.48	0.49	0.72
Wages	0.36	0.38	0.41	0.44	0.49	0.51	1	0.56	0.52	0.5	0.66
Rewards	0.35	0.37	0.4	0.42	0.47	0.5	0.56	1	0.54	0.53	0.68
Working Environment	0.32	0.35	0.37	0.4	0.45	0.48	0.52	0.54	1	0.57	0.7
Co-workers Relationship	0.34	0.36	0.38	0.41	0.46	0.49	0.5	0.53	0.57	1	0.72
Employee Performance	0.6	0.62	0.65	0.68	0.7	0.72	0.66	0.68	0.7	0.72	1

Table 5. Confirmatory factor analysis (CFA) results.

Variables	Items	Factor Loadings	AVE	CR
Emotional Intelligence				
Self-Awareness	SA1	0.72	0.6	0.83
	SA2	0.77		
	SA3	0.81		
Self-Regulation	SR1	0.7	0.61	0.88
	SR2	0.74		
	SR3	0.76		
	SR4	0.79		
	SR5	0.82		
Empathy	E1	0.69	0.6	0.88
	E2	0.73		
	E3	0.76		
	E4	0.78		
	E5	0.8		

Table 5. (Continued).

Variables	Items	Factor Loadings	AVE	CR
Social Skills	SS1	0.71	0.63	0.9
	SS2	0.74		
	SS3	0.76		
	SS4	0.78		
	SS5	0.81		
	SS6	0.83		
	SS7	0.85		
Employee Motivation				
Intrinsic Motivation				
Work Itself	WI1	0.68	0.58	0.85
	WI2	0.71		
	WI3	0.74		
	WI4	0.76		
	WI5	0.78		
	WI6	0.81		
Career Development	CD1	0.7	0.6	0.87
	CD2	0.73		
	CD3	0.76		
	CD4	0.79		
	CD5	0.82		
Extrinsic Motivation				
Wages	W1	0.71	0.57	0.84
	W2	0.74		
	W3	0.76		
	W4	0.79		
Rewards	R1	0.7	0.59	0.86
	R2	0.73		
	R3	0.76		
	R4	0.78		
	R5	0.81		
Working Environment	WE1	0.69	0.58	0.86
	WE2	0.72		
	WE3	0.75		
	WE4	0.78		
	WE5	0.8		
Co-worker Relationships	CWR1	0.71	0.6	0.88
	CWR2	0.74		
	CWR3	0.77		
	CWR4	0.79		
	CWR5	0.82		

Table 5. (Continued).

Variables	Items	Factor Loadings	AVE	CR
Employee Performance	EP1	0.72	0.62	0.89
	EP2	0.75		
	EP3	0.78		
	EP4	0.81		
	EP5	0.83		

Note: The employee performance data was collected through self-reported measures over the past year, capturing employees' perceptions of their performance.

The statistical analysis in the form of the Confirmatory Factor Analysis (CFA) show in the **Table 5**, the validity measurement of the theoretical constructs used in the study. The data acquired for the Emotional Intelligence components shows that Self-Awareness has values of factor loading ranging from 0.72 to 0.81, the average variance extracted (AVE) of 0.60, and a Composite Reliability (CR) of 0.83. This shows that more than 60% of the variance belongs to the construct and all the items represent Self-Awareness. Self-Regulation has factor loadings ranging from 0.70 and 0.82 and an AVE of 0.61 and a coefficient of ranges, CR of 0.88 which depicts relativities in terms of internal consistency. Empathy and Social Skills also have significant factor loadings, ranging from 0.69 to 0.85, and AVE's of 0.60 and 0.63 and control ratios CRs of 0.88 and 0.90. Both have a high reliability coefficient of 0.90 and 0.90 respectively for the test and re-test.

Concerning, the Employee Motivation, the intrinsic factors Work Itself and Career Development have a factor loading of 0.68 to 0.82, AVEs of 0.58 and 0.60, and CRs of 0.85 and 0.87, which can be considered as a quite good proof of construct validity. With regards to the Extrinsic factors, that are Wages, Reward, Working Environment and Co-worker Relation, the obtained factor loadings lie in between 0.69 and 0.82, AVEs from 0.57 to 0.60, and CR ratios of 0.84 and 0.88, indicating good measurement properties of the measure. Last, Employee Performance has high factor loadings range of 0.72 to 0.83. Overall, the two subjects achieved a CTC of 83 and an AVE of 0.62 and a coefficient of reliability of 0.89, thereby establishing confidence on the items' ability to measure the performance construct. Altogether, the analyzed factor loadings (with most of them being higher than 0.70), as well as the calculated AVEs, which are higher than 0.50 thresholds, increased their pole position by over 0.5, and CRs well above 0.5, convergent validity and reliability of all the measurement instruments used in the study were established at 70 across all constructs.

Table 6 shows that both independent variables; Emotional Intelligence and Employee Motivation have a positive and statistically significant relationship with the level of Employee Performance in the telecommunication sector. All the variables of MI, such as Self-Awareness ($r = 0.25, p < 0.001$), Self-Regulation ($r = 0.22, p < 0.001$), Empathy ($r = 0.28, p < 0.001$) and Social Skills ($r = 0.30, p < 0.001$) have Altogether, these discoveries point to the fact that employees with high levels of emotional intelligence are more plausible to post superior results for each and every one of these components influences performance significantly. Out of all these, Social Skills demonstrate the highest impact reflecting the fact that interpersonal skills matter

a lot in the context of work.

Table 6. Multiple regression analysis results for hypotheses.

Predictor Variables	B	Std. Error	t-value	p-value
Dependent Variable: Employee Performance				
H1a: Emotional Intelligence				
Self-Awareness	0.25	0.05	5	0.00
Self-Regulation	0.22	0.06	3.67	0.00
Empathy	0.28	0.06	4.67	0
Social Skills	0.3	0.05	6	0
H2a: Employee Motivation				
Work Itself	0.35	0.05	7	0.00
Career Development	0.33	0.05	6.6	0.00
Wages	0.21	0.06	3.5	0.00
Rewards	0.26	0.06	4.33	0.00
Working Environment	0.29	0.05	5.8	0.00
Co-workers Relationship	0.24	0.06	4	0.00
H3a: Interaction Effect				
Emotional Intelligence × Employee Motivation	0.15	0.04	3.75	0.00
Control Variables				
Age	0.05	0.02	2.5	0.013
Gender	0.03	0.03	1	0.32
Education Level	0.08	0.04	2	0.046

Another component that is established to be performance relevant is Employee Motivation. As to the intrinsic motivation aspects, Work Itself has the highest correlation with Employee Performance whereby the coefficient estimate is 0.35 ($p < 0.001$) followed by Career Development with an estimate of 0.33 ($p < 0.001$). Also, as expected, the Extrinsic Motivation factors—Wages ($t = 5.42, p < 0.001$), Rewards ($t = 6.26, p < 0.001$), Working Environment ($t = 6.80, p < 0.001$) and Co-workers Relationship ($t = 5.21, p < 0.001$) confirm the interaction effect between Emotional Intelligence and Employee Motivation ($\beta = 0.15, p < 0.001$) provides an indication that the two, indeed, have a cumulative influence on performance. Other control variables like Age and Education Level have relatively significant impact and also conform with the idea that demographic characteristics have an impact on the outcomes of the employees. All in all, these findings support the contention that there are various aspects of performance and that both internal and external factors are paramount.

Table 7 presents the fit indices for the confirmed SEM model, examining the relationships between emotional intelligence, employee motivation, and employee performance. The Chi-square (χ^2) value is 245.32 with 120 degrees of freedom, yielding a chi-square/degrees of freedom ratio of 2.04, which is below the recommended threshold of 3, indicating an acceptable model fit. The Root Mean Square Error of Approximation (RMSEA) is 0.045, which is also within the acceptable

range (below 0.06), further supporting the model’s fit. The Comparative Fit Index (CFI) is 0.963, and the Tucker-Lewis Index (TLI) is 0.957, both exceeding the recommended threshold of 0.95, indicating an excellent fit. Additionally, the Standardized Root Mean Square Residual (SRMR) is 0.038, which is lower than the maximum acceptable value of 0.08, confirming that the model fits the data well. The Index of Fit based on Comparator (IFFC) is 0. Data’s generated from the current and prior student responses yielded a χ^2 ratio of 963, and the Tucker-Lewis Index (TLI) is of 0. 957 transported: both numbers are more than 0, the threshold. Thus, the result of 95 reveals high suitability of the proposed model for the analyzed data. Lastly, the Standardized Root Mean Square Residual as 0. 038, this value is smaller than the maximum allowable value of 0 among the subjected ones. 08, which indicates that the established model has a good fit again in the study. Altogether, it can be concluded that the fit indices suggest that the structural equation model offers the best fit for the hypothesized relationships, meaning that the model is an appropriate fit for the analyzed data, and the theoretical model underlying the study is sound.

Table 7. Model fit indices.

Fit Index	Value	Threshold	Interpretation
Chi-square (χ^2)	245.32	$p > 0.05$	Acceptable if non-significant
Degrees of Freedom (df)	120	-	-
Chi-square/df	2.04	< 3	Acceptable
Root Mean Square Error of Approximation (RMSEA)	0.045	< 0.06	Good fit
Comparative Fit Index (CFI)	0.963	> 0.95	Excellent fit
Tucker-Lewis Index (TLI)	0.957	> 0.95	Excellent fit
Standardized Root Mean Square Residual (SRMR)	0.038	< 0.08	Good fit

5. Discussion

The results of this study provide substantial support for the role of emotional intelligence (EI) and employee motivation (EM) in improving employee performance in the telecommunication sector in the Sultanate of Oman. Both emotional intelligence and motivation, when considered as independent factors, are positively correlated with employee performance. More importantly, the interaction between EI and EM shows a synergistic effect that amplifies employee performance, which is particularly relevant in a rapidly evolving and culturally unique work environment such as Oman’s telecommunication sector.

The findings highlight that all four dimensions of EI—self-awareness, self-regulation, empathy, and social skills—significantly contribute to enhanced employee performance. This aligns with previous research suggesting that EI is a critical factor in improving job performance, especially in complex, fast-paced industries. For example, Wong and Law (2003) argued that employees with high EI are better equipped to navigate workplace stress and turbulence, resulting in improved performance. Similarly, the positive role of self-regulation in managing emotional challenges, as observed in this study, echoes Sawant and Pise (2021) findings that self-regulation helps employees manage stress, thereby enhancing productivity. In the Omani context, the ability to manage emotions and interpersonal relationships is

especially crucial due to the country's collectivist culture, where social harmony and effective communication are highly valued. This cultural context may explain why social skills demonstrated the strongest impact on performance ($\beta = 0.30, p < 0.001$), as effective interpersonal relationships are critical in collaborative work environments like those in Oman.

In addition to EI, employee motivation, both intrinsic and extrinsic, was shown to significantly influence performance outcomes. The results revealed that intrinsic factors such as the meaningfulness of work and career development opportunities have the highest impact on employee performance, with work itself ($\beta = 0.35, p < 0.001$) and career development ($\beta = 0.33, p < 0.001$) ranking as the most significant contributors. These findings align with Herzberg's two-factor theory, which highlights the importance of intrinsic motivators in enhancing job satisfaction and performance (Al Marshoudi and Jamaluddin, 2023). In the Omani cultural context, career progression and personal growth are particularly important for employees, given the country's emphasis on development and modernization. Offering opportunities for career advancement may, therefore, resonate more deeply with employees in Oman, further driving performance. The interaction effect between EI and employee motivation presents an even more significant implication. The study found that the interaction between these two variables ($\beta = 0.15, p < 0.001$) positively affects employee performance, suggesting that the combination of EI and motivation is more powerful than each factor alone. This finding supports the work of Sy et al. (2006), who demonstrated that the combined effect of EI and intrinsic motivation results in greater job satisfaction and performance. Al Zefeiti and Mohamad (2017) noted that individualism and collectivism culture climates determine the relationship between EI and motivation on performance. In collectivist societies with high power distance and collectivism emphasis on relationship and group satisfaction EI can boost common motivation and furnish better group results (Aziz and Hamdi, 2019)

In the context of Omani culture, which values both personal fulfillment and social cohesion, the synergy between emotional intelligence and motivation is particularly relevant. Organizations in Oman can leverage this interaction by fostering an environment that promotes both emotional competency and motivational incentives, thus creating a more engaged and high-performing workforce.

In terms of demographic variables, age and education level were found to significantly impact performance. Older employees and those with higher education levels tend to perform better, possibly due to accumulated experience and greater knowledge. This finding is consistent with prior research that highlights the importance of experience and education in enhancing job performance (Al Bahri, 2022). Interestingly, the study found no significant difference in performance between male and female employees in Oman's telecommunication sector ($p = 0.32$), supporting contemporary findings that suggest gender plays a minimal role in determining job performance (Locke and Latham, 2004). This may reflect the increasing gender parity in Oman's workforce, where both men and women are contributing equally to the country's economic development. Culturally, the study's results must be interpreted within the specific context of Oman. As a country that places high importance on community, collaboration, and respect for hierarchy, the positive impact of emotional intelligence, particularly in the form of social skills and

empathy, is magnified. Employees in Oman may respond more positively to managers and colleagues who exhibit high emotional intelligence, as this aligns with the cultural emphasis on interpersonal relationships. Likewise, the motivation to work hard and advance one's career can be seen as part of the broader national drive towards development, modernization, and economic growth, all of which are key priorities in Oman's Vision 2040.

Practical implications

As earlier suggested, the studies carry several practical implications for the telecommunication industry in Sultanate of Oman. First, support has been found for the hypothesis that EI is positively related to employee performance in the sector, which implies that telecommunication companies should fund EI training initiatives. Awareness sessions and workshops that aim at increasing self and others awareness, emotion control, empathy, and social skills can raise an employee to develop the appropriate emotional competencies to perform the required tasks. The following are examples of the EI skills that can be taught and practiced through these programs: At work, these programs can comprise workshops, coaching and realistic activities that would require the employee to display his or her EI skills effectively, hence enhancing his/her work performance. Secondly, the use of rewards and incentives to increase employee motivation presents us with the notion of designing motivational tools which would appeal to employees all in consideration to their self-generated needs as well as other self-identified needs. Broadcasting and telecommunication company must consider designing work that provides motivation through intrinsically interesting tasks or careers. Offering chances for advancement by giving training, internal promotions, and job ladder can also increase motivation among the employees. Applying such intentions may result in the increased level of job satisfaction and productivity, as workers realize that the organization is willing to promote them and is interested in their professional success. Knowing the interaction effect of EI and motivation in the development of a comprehensive human resource management system emphasizes the need for an integration for programs that are more effective in promoting EI. Policymakers should ensure that larger, more comprehensive programs are put in place that cater for emotional and motivational aspects collectively. For example, leadership development courses can be designed in a way that enhances the EI of the leaders in the organization with the end view of creating a motivating and supportive organizational culture. Practitioners with high emotional intelligence can easily know what is suitable from the employees or organization, thus effectively promoting the positive development of mutual trust between the employer and employees and the overall performance of the workplace. In addition, bearing in mind other demographic variables like age and education level, which have a relatively great impact, it is high time that training and development programs put in place by telecommunication firms addressed workforce needs differently. For instance, first-line employees or those with poor educational background may require business elementary training as compared to other senior employees or those who hold college or university education in the organization who may require leadership and technical training.

6. Conclusion

The research work has been beneficial in the sense that it has given necessary information to understand the significance of EI and motivation of the employees from the telecommunication industry of the Sultanate of Oman for improving their performances. In this regard, therefore, using multiple regression analysis as an effective and reliable methodological tool, the research has established that the various aspects of EI, notably self-awareness, self-regulation, empathy, and social skills, positively affect job performance. However, the areas of concern as to how the motivation of the employees worked have been said to have a positive impact on the performance out comes; this include meaningfulness of task and career advancement. Hypothesis two posited that Employee Motivation moderates the relationship between Emotional Intelligence and Employee Performance. This suggests that the influence of Emotional Intelligence on Employee Performance becomes stronger or more pronounced when Employee Motivation (EM) is high, particularly in the hotel sector. This suggests that employers need to embrace two-mode model where they try to incorporate both EI and EM (EM) as they undertake their efforts in training and developing the human capital. The effects that were established and deed largely significant for age and education level also supports the argument that demographic variable should not be overlooked when devising training and development activities. Several managerial implications can be derived from the telecommunication organizations, where EI training programs and motivational factors that have to be practiced should be incorporated with the organizational and self- interest of the employing firms. Therefore, by attending to these areas, managers and organizational leaders will be in a better position to align people's needs and emotions with organizational goals and objectives and in so-doing see increased satisfaction, superior performance, and ultimate organizational effectiveness.

Limitations and future research

However, there are a number of limitations that must be noted as they pertain to this study and its results even given the impressive results generated by this work. First, and as for the study design, the cross-sectional design of the research minimizes the chances of establishing cause-effect relationships between emotional intelligence (EI), employee motivation, and employee performance. The procedure of future research could pilot longitudinal designs in order to analyze causal links and long term consequences of EI and motivation on performance. Secondly, the data of current study was based on self-report and was gathered using online survey which might have led to common method bias and social desirability bias. Despite precautions that were made to address the issues of concern with regards to social desirability and other biases that were observed, future studies could benefit from cross checking with other sources of data like supervisor's assessment and actual performance appraisal results. It should be noted that the study was undertaken in the telecommunication industry in the Sultanate of Oman and hence; the findings are not conclusive for other industries as well as different cultural settings. The corporations highlighted denote that various peculiarities peculiar to the organization and culture of the Oman telecommunication segment might have an impact on the relationships considered. Hence, future research

should attempt to replicate this study in other industries and cultural contexts to increase the practicality and outside validity of the findings.

Moreover, the study focused specifically on the moderation/smoothing effect of EI on motivation but did not include the willingness variables. Thus, they didn't present the moderating or mediating variables which might affect those relationships. It is recommended that future studies explore additional variables to determine whether aspects like the organizational culture, the form of leadership, and characteristics of the jobs can actually mediate or moderate the relationships between both EI, motivation and performances. The knowledge of these other factors might give a further clarity to the nature of the performance change among the employees. Finally, the study targeted only the non-managerial employees which eliminated any interaction or impact that the managerial staff could have brought about. Subsequent research could involve workers at the managerial and non-managerial tiers to establish the variations in the way that attitude towards EI and motivation influence performance at various organizational stratum.

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