

Working Paper 2023.1.5.19
- Vol 1, No 5

ẢNH HƯỞNG CỦA TRÍ TUỆ CẢM XÚC ĐỐI VỚI HIỆU SUẤT CÔNG VIỆC CỦA NHÂN VIÊN CÁC CÔNG TY VỐN ĐẦU TƯ TRỰC TIẾP NƯỚC NGOÀI TẠI VIỆT NAM: VAI TRÒ TRUNG GIAN CỦA SỰ CAM KẾT ĐỐI VỚI TỔ CHỨC GIỮA TRÍ TUỆ CẢM XÚC VÀ HIỆU SUẤT CÔNG VIỆC

Phạm Phương Linh¹

Sinh viên K58 - Khoa Quản trị Kinh doanh

Trường Đại học Ngoại thương, Hà Nội, Việt Nam

Đỗ Thị Thanh Hương

Giảng viên Khoa Quản trị Kinh doanh

Trường Đại học Ngoại thương, Hà Nội, Việt Nam

Tóm tắt

Hiệu suất công việc được coi là yếu tố then chốt đối với sự phát triển bền vững của một doanh nghiệp. Nghiên cứu nhằm xác định mức độ ảnh hưởng của trí tuệ cảm xúc đối với hiệu suất công việc, cùng vai trò trung gian của sự cam kết đối với tổ chức trong mối tương quan này. Bài viết thu thập dữ liệu nghiên cứu thông qua bảng hỏi cá nhân và nhận được 267 phản hồi có độ tin cậy cao từ các nhân viên làm việc cho các công ty, tổ chức vốn nước ngoài (FDI) tại Việt Nam. Đồng thời, tác giả thực hiện phỏng vấn với 15 nhà quản lý của các tổ chức FDI này, và chuyên gia liên quan tới lĩnh vực nhân sự, tâm lý học. Phương pháp thống kê mô tả, phân tích nhân tố khám phá (EFA), phân tích nhân tố khẳng định (CFA), và mô hình phân tích SEM bằng phần mềm AMOS 22.0 được sử dụng cho quá trình phân tích dữ liệu thu thập được. Kết quả chỉ ra tác động đáng kể của trí tuệ cảm xúc đối với cả sự cam kết tổ chức lẫn hiệu suất công việc. Sự cam kết đối với tổ chức của nhân viên cũng cho thấy khả năng thúc đẩy hiệu suất công việc. Nghiên cứu khẳng định vai trò trung gian và khám phá tiềm năng điều tiết của sự cam kết tổ chức trong mối quan hệ giữa trí tuệ cảm xúc và hiệu suất công việc. Kết quả phân hóa thu được từ đối tượng nghiên cứu cung cấp thêm cơ sở cho các nhà quản lý tại công ty, tổ chức FDI đưa ra chiến lược quản trị hiệu suất công việc bao gồm các yêu cầu về chuyên môn lẫn khả năng phản ánh trí tuệ cảm xúc.

Từ khóa: Trí tuệ cảm xúc, Sự cam kết đối với tổ chức, Hiệu suất công việc, Công ty vốn nước ngoài tại Việt Nam, nhân viên.

¹ Tác giả liên hệ, Email: phamlinh1369@gmail.com

THE EFFECT OF EMOTIONAL INTELLIGENCE ON JOB PERFORMANCE OF WORKERS IN FDI COMPANIES: THE MEDIATING ROLE EFFECT OF ORGANIZATIONAL COMMITMENT BETWEEN EMOTIONAL INTELLIGENCE AND PERFORMANCE OF WORKERS

Abstract

Job performance is considered to be a cornerstone of sustainable development of one business. The research is aimed to identify the impact level of emotional intelligence on job performance, as well as the mediating role of organizational commitment in the correlation of these two variables. The study collected data through a self - report survey and received 267 highly valid responses from workers of foreign direct investment enterprises in Vietnam. In addition, the author conducted in - depth interviews with 15 of the enterprises' managers and human resources and psychological experts. Descriptive statistics method, Exploratory Factor Analysis (EFA), Confirmatory Factor Analysis (CFA), Structural Equation Method (SEM) analysis using AMOS 22.0 software were methods utilized in the finding and analysis process. The results demonstrated a significant influence of emotional intelligence on both organizational commitment and job performance of the workers. Organizational commitment also presented its accelerating ability towards job performance. The findings confirmed the mediating role and also discovered the moderating potential of organizational commitment in the correlation between emotional intelligence and job performance. The distinction among responses provides the managers in Vietnam FDI companies with a job performance development strategy engaging emotional intelligent competence on the research basis.

Keywords: Emotional Intelligence, Organizational Commitment, Job Performance, Vietnam FDI companies, workers.

1. Introduction

Since the 1990s when Vietnam has expanded trade liberation and integration, Foreign Direct Investment (FDI) has posed its significant impact on the country's poverty reduction, employment situation, thus economic growth. Foreign capital contributors and shareholders have uplifted the economic situation and household welfare in Vietnam, according to McLaren and Yoo (2017). Furthermore, technology endowments, modern facilities, and capital provision are named as economic benefits that the FDI companies bring to the host countries (Asiedu, 2002; Mina, 2007; Tintin, 2013).

Foreign direct investors have been allowed to pour capital into diverse areas in Vietnam, such as electricity, high – technique manufacturing, and its activities saw a dramatic growth of nearly USD 8.9 billion in capital investment in 2023 (data reported in May 2023). In 2021, FDI has already contributed approximately 23.5% of total social investment, equivalent to 20% of GDP, which attracts 3.5 million direct employees and 4 to 5 million remote ones (Foreign Investment Agency report, 2021), accounting for 5.6% of the Vietnamese workforce (Nguyen, 2021).

However, despite the quite massive number of FDI employees in Vietnam, this work environment has shown its drawbacks and affects the job outcomes of the labor. Obiekwe (2018) has endorsed the decisive impact of an individual's work performance on the survival and development of any organization. Enhancing the competitive advantage of job performance among

employees according to Vratskikh and colleagues (2016) is “a desired outcome” and promotes even greater benefits for not only organizations themselves, but also in the range of the country.

Employee performance of Vietnamese workers in 2013 was ranked as the lowest productivity group in the Southeast Asian (SEA) area by the International Labor Organization (ILO), below 1% of Singapore data. Although the labor productivity has gradually increased following years, (average up 5.48% per year) from 2014 to 2018, compared to countries in the region, Vietnam labor productivity is still in extreme concern, as being equivalent to 63.3% of Philippines, 56.6% of Indonesia, let alone comparing to the highest index (8.7% of Singapore). It can be concluded that Vietnamese organizations present lower effective performance than other SEA countries. In addition the period from 1991 to 2015, employee productivity in Vietnam's FDI sector overall experienced a 1.26 – time increase, however this development was uneven, compared to the steady growth of state or non – state companies.

The study of Thai Quang Nguyen and Jenkins revealed that a majority of FDI companies in Vietnam are in the form of M&A (merging and acquisition), so it could lead to several differences in work culture and standards. Phung Son (2018) pointed out that FDI personnel are required an intense amount of working time, and under pressure to achieve high targets, resulting in ineffective job performance (Dieu Quan, 2018). The low educational level or lack of qualifications and certificates were one of the main causes of the lowest productivity of the Vietnamese workforce in the SEA region (General Statistics Office, 2020; Japan International Cooperation Agency, 2022).

The author found that emotional intelligence (EI) is one of the rising concerns about its potential to develop organizational performance. In 1990, Mayer and Salovey first introduced and explained the notion of emotional intelligence, and Goleman (1995) made it become a dazzling psychological element spreading in the field of employee performance at work. While intellectual quotient (IQ) was assumed to make up only 20% in contributing to the successful performance and life achievement of a person (Mayer & Salovey, 1990), emotional intelligence has now emerged as a crucial accompany or even an alternative to IQ in evaluating one's performance at work (Goleman, 1995). Emotional intelligence should be recognized by its deeper and more influential advantages, as it provides individuals the capacity of assessing problems, overcoming stress, harmonizing among relationships in business, attending competition and leadership paths (Ali et al., 2014). On the other hand, organizational commitment has already been mentioned as one of the prominent antecedents that could leverage the job performance at workplace (Spector, 1997; Folorunso, 2014). Despite being researched in many previous studies about its correlation with job performance, organizational commitment has not been investigated much about its mediating/ indirect role towards employee performance.

As the target audience of the thesis are workers of FDI companies, where they are required to be skillful and flexible in teamwork, interpersonal communications, self – assertion, and unique identification, emotional intelligence and organizational commitment should be optimal criteria for the management to enhance and utilize to boost the productivity of their employees. Both criteria have presented their significance on increasing job performance of organizations but few experts have conducted research on the correlations among emotional intelligence, organizational commitment, and job performance in Vietnam workplace, let alone revealing the mediating role of organizational commitment between emotional intelligence and job performance. There is also

a shortage of findings and suggestions of Vietnam employee performance in FDI companies. Hence, the study about **“The effect of Emotional Intelligence on job performance of workers in FDI companies in Vietnam: The mediating role effect of organizational commitment between Emotional Intelligence and performance of workers”** is conducted to provide further conclusion about this relationship among emotional intelligence, organizational commitment, and job performance at workplace, in the context of Vietnam FDI companies to reveal holistic and applicable viewpoints.

2. Literature review

2.1. Emotional Intelligence

Emotional Intelligence (EI) has become an emerging interest to not only psychological researchers, but also management consultants and experts at workplace and institutions (Shapiro, 1997; Weisinger, 1998).

The foundation for emotional intelligence, “social intelligence” was defined by Thorndike (1920) as “the ability to understand and manage men and women, boys and girls, to act wisely in human relations”. Later in 1990, it was Mayer and Salovey to be the first researchers specifying EI to be “a subset of social intelligence that involves the ability to monitor one's own and others' feelings and emotions, to discriminate among them and to use this information to guide one's thinking and actions” (p.189). This scientific definition of EI was broadly accepted, according to Zeidner and partners (2004).

EI has been gradually shown from its positive importance of cognitive intelligence (problem solving) in the 1990s, to its recognition in helping individuals gain success. Abraham (1999) and Gohm and Dalsky (2005) claimed that emotional intelligent individuals would be aware of their own responsibilities to their every feeling of frustration rather than the organization. In specific, researchers and practitioners assert that work outcomes like job satisfaction, organizational commitment, and job performance can be predicted by EI (Bachman et al., 2000; Wong & Law, 2002; Nikolaou & Tsaousis, 2002; Prati et al., 2003).

There have been two approaches to emotional intelligence (EI): trait EI (Goleman, 1995; Bar – On, 1997) and information – processing EI (Mayer et al., 2000; Wong & Law, 2002). The two approaches showed “somewhat different perspectives on the nature of EI” (Nikolaou & Tsaousis, 2002). The study focuses on the definition of this intelligence proposed by Mayer and Salovey (1997), which was then followed by Wong and Law (2002) with their EI measurement scale (WLEIS), comprising of four distinct proponents: (1) Self – emotion appraisal; (2) Others’ emotion appraisal; (3) Use of emotions; (4) Regulation of emotions.

2.2. Organizational Commitment

As far as the author’s concern, the effect of emotional intelligence on job performance of an employee is expected to rely on the attitudinal organizational commitment of that individual. It has defined organizational commitment as an attitude when an individual associates their identity with the organization, according to Sheldon (1971, p. 143).

Due to this research purpose organizational commitment is described by Meyer and Allen (1991) as “a psychological link between the employee and his or her organization that makes it less likely that the employee will voluntarily leave the organization” (p. 252). As mentioned above, organizational commitment plays a vital role in how the individual adopts attitudes, considers the importance of organizational cooperation, and in how the organization achieves effectiveness (Magala, Rutherford, & Holt, 2007).

Diverse organizational commitment measurement scales proposed by Grusky (1966), Gordon and others (1980), Hrebiniak and Alutto (1972), but there is little evidence to prove the validity or reliability in data collected in these measurement scales. On the other hand, the three – component model of commitment of Meyer and Allen’s paper (1991) is claimed to help an individual take an intuitive grasp of their relationship with the employer, and organization. The three commitments should be stated as unique *components*, instead of a type of attitudinal organizational commitment, so that the employees can fully experience a distinct psychological state (Meyer & Allen, 1987): (1) Affective commitment; (2) Continuance commitment; (3) Normative commitment.

2.3. Job Performance

While job performance refers to the measurable results achieved from carrying out particular tasks over a specific time period (Williams, 1998), Rivai and his colleagues (2008) noted it was not only about working and achieving from the job, but also about what and how the individual carried out the job. The definition of job performance in Motowildo’s study (2003) seems to cover the above thesis, as it is “the total expected value to the organization of the discrete behavioral episodes that an individual carries out over a standard period of time”, and “also an individual output in terms of quality and quantity expected from every employee in a particular job, this shows that an individual performance is most of the time determined by motivation and the will and ability to do the job.” (p. 42).

The factors of job performance have been approached in diverse research, which then were used as the measurement scales for the reported objects’ job performance. Significantly, the study of Motowidlo and Borman (1997) has viewed the measurement scale of job performance in a different approach, paying attention to (1) task performance and (2) contextual performance. This approach was then utilized and developed in the work of Koopmans and colleagues (2013) and Yusoff and others (2014). In this study, the author selected the questionnaires from the two above scales for the purpose of reliable data collection, focusing on three aspects (task, contextual, counterproductive) of job performance mentioned by Koopmans and partners (2013).

2.4. Relationship between Emotional Intelligence and Organizational Commitment

Wong and Law (2002) found that individuals with high emotional intelligence are likely to commit more and show more constructive affective attachment to their organizations. In a previous study of Abraham (1999), the inability to appraise and regulate emotions was pointed out to be a factor of poor organizational committed attitude. Furthermore, emotional intelligence is a crucial factor in strengthening one’s commitment to the organization, despite the weak impact of the ability to appraise and perceive emotions on organizational commitment (Nikolaou & Tsaousis, 2002, p. 335). Nevertheless, Fard and Khan (2014) confirmed the organizational commitment of nearly 300 municipal office employees was directly influenced by every dimension of emotional intelligence, such as emotional appraisal; regulation; encouragement; and social skills.

Carmeli (2003) has focused on two forms of organizational commitment, then found that emotional intelligence has a positive correlation with affective attachment to the organization but diminishes the level of continuance organizational commitment (p.794). In 2015, Alikhani and partners managed to examine the pragmatic relationships among 50 Samirom managers' emotional intelligence and three components of organizational commitment (affective, continuance, normative), where continuance commitment correlation was reported to be the most significant ($r = 0.137$). Therefore, the researchers came to the conclusion that the level of emotional intelligence can augment the mental state regulation and adjustment, leading to enhancing organizational commitment.

2.5. Relationship between Emotional Intelligence and Job Performance

Goleman (1995) has repeatedly mentioned that the level of success in life and work of an individual could predict their emotional intelligence. Later, George and Brief (1996) experienced that job performance accorded and could trace back how an individual dealt with their emotional states and abilities. In the exploratory study of Ali and partners (2012) working with more than 300 Abu Dhabi police officers, the results revealed that not only did emotional intelligence correlate positively with job performance, but also elucidated incremental variance in evaluating and forecasting the officers' job outcomes.

Emotional intelligence has been proved to enhance job performance (Cote & Miners, 2006; Rode et al., 2007). It concluded the crucial role of emotional intelligence in developing leadership competency and cognitive processing, along with academic expertise when managing an organization (Goleman, 2001). The ability of job control (determining, establishing, and carrying out the tasks in order of priority) was believed to be affected by how the people concentrate on their emotional states, which helps them regulate their attention towards substantial goals (Abraham, 2000, p.172). In accordance with these claims, it can be concluded that emotional intelligent individuals are likely to be "star performers" (Mohammad et al., 2012).

Mohammad and colleagues (2012) demonstrated the paramount importance of conducting further research on emotional intelligence and its impact on how the organization could better its Human Resources Development (HRD) functions and general performance. In specific, augmenting the relationship between an individual's emotional intelligence and job performance supports them to decide and succeed in following a suitable career path to a certain extent.

2.6. Relationship between Organizational Commitment and Job Performance

Following research has proved this relationship valid and applicable in organizations, where an accomplishment at work is retained as a consequence of desirable organizational commitment (Sharma & Sinha, 2015; Mohamad & Al Zeifeti, 2017). Significantly, a 25 - year meta – analysis across 14 nations of Jaramillo and colleagues (2005) has revealed that the visibility and ability to control over the job outcomes of salespeople, and the collectivistic system witnessed greater effect of organizational commitment on job performance (p. 711). Organizational commitment was also reported to be both the direct factor to job performance and a mediator in the relationship between job stress and job performance in the study of Jamal (2011), receiving approximately 1000 responses in a prestigious multinational organization in Pakistan and Malaysia.

Each component of organizational commitment was also proved to influence job performance. These three dimensions were even investigated to be positively associated with sustainable

productivity of Indian automobile companies (Bhati & Dixit, 2012); Pakistan police officers (Qaisar et al., 2012); and Cooperatives, Labor and Social Welfare officers of Markazi Province (Rafiei et al., 2014). Khan, Ziauddin, and others (2010) found positive correlations between three dimensions of organizational commitment and job performance, whereas normative commitment had a more significant effect on job performance than the other two.

2.7. Mediating role of Organizational Commitment towards the relationship between Emotional Intelligence and Job Performance

According to previous research of Mayer and Salovey (1997), O’Boyle et al. (2011), the correlation between emotional intelligence and job performance did exist as an indirect relationship, denying their straightforward linkage. In addition, Altman and Wohlwill (2012) stated that an individual's behavior is driven by their feelings or state of mind. Organizational commitment as mentioned presents the attitudes and behaviors of one employee towards their companies. Studies have shown the impact of organizational commitment on job outcomes, as it could reduce job stress, thus increasing the job performance of employees in a multinational company in Malaysia and Pakistan (Muhammad, 2011).

Previous research projects have revealed the association between emotional intelligence and job performance and the mediating role of organizational commitment (Alavi et al., 2013; Ahmad et al., 2019; Akram & Muhammad, 2021). On the other hand, Anto (2015) claimed that “direct effect of emotional intelligence is greater than the indirect effect of emotional intelligence on performance” (p.54), and there was no proven organizational commitment as a mediator.

Prior studies (Kumari & Priya, 2017; Khalid et al., 2018) only guaranteed beneficial correlations among emotional intelligence, organizational commitment, and job performance, but the findings and confirmation of mediation role of organizational commitment in the impact of emotional intelligence on job performance are still rare. According to it, this thesis is about investigating more about these three – variable relationships and the mediating role of organizational commitment.

3. Research methodology

3.1. Research model

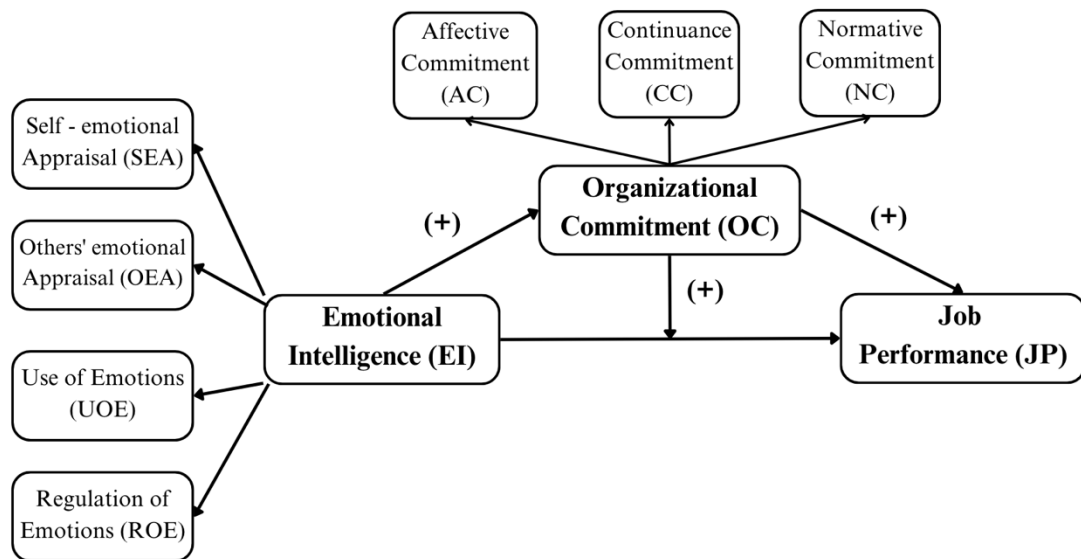


Figure 1: Proposed research model

Source: Compiled by the author

Four components of Emotional Intelligence (EI)

Self - emotional Appraisal (SEA): According to Wong and Law (2002), before effectively regulating emotions, people should have an interpretation of these emotions. This ability is different among individuals and can be expressed verbally or non – verbally (George, 2000).

Others' emotions Appraisal (OEA): The ability to understand oneself's emotions is linked to the ability to understand others' emotions, as a big number of individual's emotional responses are stimulated by others' emotions (Wong & Law, 2002). An individual with a high level of empathizing with others tends to be a more sensitive mind reader (Mayer & Salovey, 1997).

Regulation of Emotion (ROE): Emotions were defined by Gross (1998b) as “adaptive behavioral and physiological response tendencies that are called forth directly by evolutionarily significant situations” (p.272), so that they can be managed and adjusted.

Use of Emotion (UOE): When succeeding in using emotions, individuals would be able to propose flexible planning, improve creative thinking competency, facilitate mood attention, and enhance motivation emotions (Mayer & Salovey, 1989 – 1990).

Three components of Organizational Commitment (OC)

Affective Commitment (AC): Formerly, Kanter has viewed this “cohesion commitment” as “attachment of an individual's fund of affectivity and emotion to the group” (1968, p. 507). Study showed that workers who are satisfied with their working experiences and personal demands at the companies are likely to have a stronger affective commitment to the companies (Meyer & Allen, 1991).

Continuance Commitment (CC): The commitment emerges from the workers' recognition of being failed to take advantage on “side bets” or accumulative investments (Becker, 1960; Farrell & Rusbult, 1981) if discontinuing the work, or their awareness of the shortage in the available equivalent alternatives (Meyer, Allen, & Smith, 1993).

Normative Commitment (NC): The extrinsic motivation like compensation and benefits (employment training, tuition payment) encouraging the employees to reciprocate (Scholl, 1981), or the employees' socialization experiences of the relevance of loyalty to the hiring organizations (Wiener, 1982) is noted as the result of the workers strengthening their normative commitment.

3.2. Research hypothesis

Hypothesis 1: Emotional intelligence has a significant impact on job performance of employees from FDI companies in Vietnam.

Hypothesis 2: Organizational commitment has a significant impact on job performance of employees from FDI companies in Vietnam.

Hypothesis 3: Emotional intelligence has a significant impact on organizational commitment of employees from FDI companies in Vietnam.

Hypothesis 4: Organizational commitment is a mediator between emotional intelligence and job performance of employees from FDI companies in Vietnam.

3.3. Measurement scales

In both survey and interview sessions, the author conducts the same structure including two consecutive parts and measurement scales in the first section.

In the first section, the use of nominal scale in the data analysis can aid in the development of descriptive statistical methods. The demographic information of workers in Vietnam FDI companies include their gender, level of education, working experience, field of work, and current income.

In the second part of the self - reported survey, participants were asked to answer all the closed questions in the survey to determine the impact of the four components of emotional intelligence on job performance with a mediator – organizational commitment of individuals working in Vietnam FDI organizations. The questionnaires were collected and adjusted to the Vietnamese FDI context, based on the 16 measurement scales of emotional intelligence (Wong & Law, 2002), 15 - item scales of organizational commitment (Allen & Meyer, 1990), and 18 – item job performance of Koopmans (2014).

The later section in the in - depth interviews was covered by related open – ended questions and permitted personal sharing of ideas; the questionnaires might be altered due to the flow of the interviewees' answers. The questions were referred to the scales of Deeter – Schmelz and Sojka (2003) about emotional intelligence and designed by the author about job performance and organizational commitment in accordance with the research objectives and statements aforementioned.

3.4. Data collection

The data collection was conducted in a period of four weeks between April and May, through both online and offline modes during a course. In specific, the offline method was used to collect responses from official respondents reached on the FDI companies in Hanoi city, Vietnam. Meanwhile, the online survey was sent to the respondents as a link through emails, LinkedIn connections, and social media posts on Facebook, Twitter.

350 people were reached to fill the questionnaires. While the model consists of 25 independent factors, the survey was expected to receive no less than 250 valid responses. The questionnaires afterwards claimed to have eliminated incomplete or improper votes and collected 267 deemed fit answers.

Mentioning in – depth interviews, the researcher engaged in discussions with reputable individuals in Vietnam FDI companies and institutions, including Human Resources managers, department leaders, project team managers, and more, that reported 15 quality responses.

4. Findings and Analysis

4.1. Demographic description

Out of 267 valid responses, there are 101 male workers from FDI companies in Vietnam taking part in the survey, accounting for 37.7 %. Meanwhile, the number shown in female observation is 166 people, equivalent to 62.3% out of the total.

In the context of educational level which measures individual competency and living standards, the number of employees having gone to the universities and gained degrees occupies the dominant proportion (62.3%).

With respect to working experiences showing organizational commitment, the data collection found that nearly half of the FDI company personnel joining the survey have been working for the business for 1 to 3 years, with 40.9% respectively.

According to the current income criterion, 176 participants are reported to earn at least 15 million VND/month from the FDI organizations they work in.

Lastly, the survey reached the economics workforce the most (131 respondents), taking up half of the total participants.

4.2. Findings and analysis from survey questionnaires

4.2.1. Descriptive statistics

In the statistics, minimum, maximum, mean, standard deviation values were used to test and evaluate the disposition of all 26 items. Consequently, the table shows a positive disposition towards all observations, reporting the mean value of at least 2.50 and above on the Likert's measurement scale.

In specific, among positive correlations, Normative Commitment (NC) is the most significant factor affecting job performance of the employees in FDI companies, whose values were all above 3, in accordance with the 5 – point Likert scale. Apart from that, other observations did not see much difference in the average value, ranging from 2.5 to 3 votes in measurement scales.

In summary, FDI company workers in Vietnam present consistency in diverse aspects of research subjects and positive responses to the items listed in the questionnaires.

4.2.2. Findings about the direct impact of emotional intelligence and organizational commitment on job performance

Emotional intelligence (EI) presents its impact on its four dimensions SEA, OEA, ROE, UOE and job performance (JP), by the optimal p – value (0.000), meaning a high reliability and probability of the correlations and impacts to be accepted (significance at 99%). Meanwhile, coefficients between emotional intelligence (EI) and organizational commitment (OC), and the effect of organizational commitment (OC) on job performance (JP) have p – values of 0.002; 0.012 respectively (< 0.05 , satisfactory). According to that, the three variables are approved to have valid correlations and could be used in further discussions.

In addition, the estimated value is positive throughout the non – standardized regression weights, representing the beneficial relationships among emotional intelligence, organizational commitment, and job performance. It adds a concept that organizational commitment might not only be the partial mediation in the mentioned relationship between emotional intelligence and job performance.

In the standardized regression weights, emotional intelligence seems to have higher impacts on job performance of one worker than organizational commitment in the FDI company, whose coefficient was satisfactorily reported to be 0.401; 0.300. Other than that, the correlation between emotional intelligence and organizational commitment is progressive (0.391). Due to it, organizational commitment is likely to be both a mediator and a direct factor of job performance of employees.

Research Hypothesis	Direct Effect	P – value	Empirical Evidence
1: EI → JP	0.401	***	Accepted (+)
2: OC → JP	0.300	0.012	Accepted (+)
3: EI → OC	0.391	0.002	Accepted (+)

Table 1: Summary of proposed hypothesis

Source: Compiled by the author

4.2.3. Findings about the mediating effect of organizational commitment

In the standardized total effects table, the total effect of emotional intelligence on job performance has been confirmed with a coefficient of 0.518.

Hypothesis	From	Mediation	To	Direct Effect	Indirect Effect	Total Effect
4	EI	OC	JP	0.401	0.117	0.518

Table 2: The mediating effect of organizational commitment

Source: Compiled by the author

Along with the direct impact of emotional intelligence on job performance, the study tested as if there was any indirect effect of these two variables, in this case, organizational commitment. The standardized indirect effects table shows that there exists mediation in the correlation of emotional intelligence with job performance, equivalent to 0.117. This indicates that the correlation between emotional intelligence and job performance is a partial mediation model, as emotional intelligence can influence directly and indirectly on job performance via organizational commitment. Although the direct path presented standardized estimates of 0.401, and there was a

small contribution of the indirect path (estimates = 0.117), this mediation model demonstrates a great fit to the data with notable path coefficients and valid fitting indices.

4.3. Findings and analysis from in - depth interviews

In interview sessions, the respondents were mainly Human resources managers, specialists, and upper - level managers of FDI companies in Vietnam. Out of 15 interviewees, there were thirteen strong agreements on the significant impact of emotional intelligence as well as its aspects with the mediating role of organizational commitment on the sustainability and development of business. Moreover, the interview sessions revealed that organizational commitment could moderate the relationship between emotional intelligence and job performance.

Findings about the direct impact of emotional intelligence on job performance illustrated that the great or “star” work performers are likely to be able to acknowledge personal emotions, understand and develop healthy communication, present to be a motivation influencer, have an increasing work efficacy, and attend to career progression.

Meanwhile, the organizational commitment seems to show its potential of being both the mediator and moderator in the relationship between emotional intelligence and job performance of the FDI workers. High committed employees have shown their willingness to work, the reduction of absenteeism and increased intrinsic motivation, as well as related academic skills and knowledge development.

5. Conclusion and Recommendations

5.1. Conclusion

The self – report questionnaires and in – depth interviews were distributed among workers in FDI companies across Vietnam via online and offline distribution. The survey obtained 267 valid responses, providing reliable dataset to find the question whether there are significant correlations among emotional intelligence, organizational commitment, and job performance of the workers, whereas organizational commitment plays a moderating role in the relationship. In summary, emotional intelligence was confirmed to directly affect both organizational commitment and job performance, and organizational commitment is also the mediator in the correlation between emotional intelligence and job performance of workers in FDI workplace. Furthermore, the discussion between the author and participants in the in – depth interviews opened another potential of organizational commitment in the relationship as a moderator. The hypotheses were satisfied, indicating that the results have met the similarity with previous research on the same objectives, and provide further evidence about the mediating role of organizational commitment in leveraging FDI workers’ job performance, in Vietnam.

5.2. Current report about the employment mobility of FDI workers in Vietnam

According to the report of Viet Cuong (2021) about employment mobility in Vietnam FDI companies, this ownership type tends to attract younger people, which reaches the peak at the age from 21 to 25. From the synthesized data, the higher the age is, the fewer number of people working in the FDI companies.

From the report of targeted FDI companies, the management level revealed that the FDI enterprises require regular meetings with foreign managers, and other colleagues, and high effective teamwork activities. In such organizational diversity, emotional ability is a competitive advantage of not only the workers, but also the organizations. However, reality has shown that in interviewed companies, the FDI workers tend to express their emotions of their own accord. As the companies encourage their employees to be unique, deliberately voice out their voices, it turns out that the majority of employees cannot regulate and use their emotions in appropriate ways.

The employees and managers of the FDI medical company acknowledge their own emotional states, since they are considered as strong personalities. On the other hand, not many of them are able to perceive others' emotions, regulate their own ones, since the managers cannot refrain themselves from bad temper, and blame the workers for not accomplishing the tasks. The workers were in bad temper frequently, and did not pay attention to harmonize with the co-workers, the team sometimes faced delays, and even experienced the leaving of some employees. In a recent report of the company, in the first 4 months of 2023, there were nearly 10 employees leaving the company, due to their emotional disconnection with the organization as well as its irritable management. The HR function has implemented SMART on an individual's performance evaluation based on different aspects of their own position, but emotional intelligence related dimensions are not yet to be taken into serious consideration. This caused unwanted scenes such as intensive meetings, stressful workplace, team members' conflicts, and downgrading workplace harmonization.

However, the other company - an NGO office presented their employees' ability to appraise and understand the feelings of selves and others, as well as adjust the emotions. The workers seem to utilize their emotional competence in accordance with their natural instinct and realistic experiences, since they have to work with people and human related projects, which give them opportunities to practice emotional regulation and use. The findings found that the workers in NGO companies are likely to commit to the organization due to their affective attachment, and feelings of obligations.

There could be a difference in business types between the two mentioned companies, so that it is essential to engage emotional intelligence framework as a development basis in the medical company and other similar companies.

5.3. Practical implications and recommendations

The author recommends a ten - step strategy for the FDI companies to cultivate the organizational culture of emotional intelligence for every level in the business, and enhance the employees' connection.

Step 1: Prioritizing emotional intelligence as a part of the business

FDI companies should engage the emotional intelligence aspects into the organizational visions, missions, values, goals, and even business development strategies associating their employees with ongoing emotional intelligence acknowledgment and practices. The employees need to grasp that their career path in this company is attached to emotional competence.

Step 2: Acting emotionally intelligent as an example for employees

The leaders, and higher level of management of the companies should be the first ones to follow emotional competent orientation. The managers must model emotional intelligence in meetings, interactions, corporations with peers, and employees. The employees will then follow the lead of their managers, setting the tone for the entire business.

Step 3: Requiring emotional intelligence tests as a must - have qualification in recruitment

Standard tests or certification of emotional intelligence should be required during the selection stage of human resources functions. The job applicants in FDI companies are expected to be above average of highly emotional intelligent individuals, as they must attend to teamwork, open office, and international communication in the future.

Step 4: Providing regular mentoring sessions, seminars, workshops, bonding activities

Along with personal experiences outside the office, management, or leaders in FDI companies might set up and conduct regular training sessions or seminars or workshops or bonding activities focusing on the development of self - awareness, emotional regulation, empathy and social skills.

Step 5: Incorporating emotional intelligence into job performance evaluations

As many FDI companies' managers pay close attention to SMART goals of academic dimension, they should also include emotional intelligence as a measurement of performance for the workers. The evaluations will acquire the comments and ratings of leaders, colleagues, and employees themselves.

Step 6: Providing opportunities for feedback

The evaluations taken by the managers, peers, and the workers themselves will then be handed to the employees, to receive feedback on their emotional performance in the workplace. The feedback should be transparent, open - minded, and straightforward so that the workers can recognize what they are lacking in behaving to others at work.

Step 7: Encouraging self - emotional reflection

Apart from individual's tasks, each of the employees, especially the low emotional competent ones, should be encouraged to reflect on how they have behaved, reacted, and used emotions towards the teamwork activities, and general business interactions. The employees will have time for emotional reflection after receiving the feedback.

Step 8: Celebrating successful emotional intelligence performance

Similar to rewarding great performance at expertise, the employees conveying and demonstrating a pragmatic emotional intelligence performance at work should be praised and promoted by the management. This might help others realize the essence of organizational emotional intelligence dimension and follow the suit.

Step 9: Identifying and practicing the notion of empathy towards employees

The manager should consider setting up regular sharings for every level of employees, even the management, and encourage them to put themselves in others' shoes. These sessions are not limited within the negative emotional performers or the subordinates, but expand for all human personnel of the company.

Step 10: Creating a work - life balance

In short, the management should act with moral and ethical standards in accordance with societal and cultural values. Along with requirements of FDI companies' working hours, the company's leadership should promote corporate social responsibility by treating employees equitably and ethically. The management is suggested to organize an appropriate business structure to give their subordinates a work - life balance by implementing a hybrid work structure and combining it with a well – organized laissez – faire management strategy.

References

- Abraham, R. (1999), "Emotional Intelligence in organizations: a conceptualization", *Genetic, Social, and General Psychology Monographs*, Vol. 125 No. 2, pp. 209 – 224.
- Abraham, R. (2000), "The Role of Job Control as a Moderator of Emotional Dissonance and Emotional Intelligence – Outcome Relationships", *The Journal of Psychology: Interdisciplinary and Applied*, Vol. 134 No. 2, pp. 169 – 184.
- Al – Ali, O. E., Garner, I., Magadley, W. (2012), "An exploration of the relationship between emotional intelligence and job performance in police organizations", *Journal of Police and Criminal Psychology*, Vol. 27 No. 1, pp. 1 – 8.
- Alavi, S. Z., Mojtahedzadeh, H., Amin, F., Savoji, A. P. (2013), "Relationship Between Emotional Intelligence and Organizational Commitment in Iran's Ramin Thermal Power Plant", *Procedia – Social and Behavioral Sciences*, Vol. 84, pp. 815 – 819.
- Alikhani, M., Aghili, R., Arzhang, N., Yadolahi, A., Shafahi, S. (2015), "Examining the relationship between emotional intelligence, organizational commitment and job satisfaction among managers", *GMP Review*, Vol. 16, pp. 272 – 276.
- Allen, N. and Meyer, J. (1990), "The measurement and antecedents of affective, continuance, and normative commitment to the organization", *Journal of Occupational Psychology*, Vol. 61 No. 1, pp. 1 – 18.
- Altman, I., Wohlwill, J. F. (2012), "Human Behavior and Environment: Advances in Theory and Research", *Springer Science & Business Media*, Vol. 2 No. 2.
- Anto, K. A., Setiawati, D. T., & Si, M. (2015), "The mediating role of organizational commitment in influence relationships between interpersonal communication and emotional intelligence toward employee performance", *International Journal of Business, Economics and Law*, Vol. 7 No. 2, pp. 47 – 56.
- Asiedu, E. (2002), "On the Determinants of Foreign Direct Investment to Developing Countries: Is Africa Different?", *World Development*, Vol. 30, pp. 107 – 119.
- Bachman, J., Stein, S., Campbell, K., Sitarenios, G. (2000), "Emotional intelligence in the collection of debt", *International Journal of Selection and Assessment*, Vol. 8, pp. 176 – 182.
- Bar – On, R. (1997), *Bar – On Emotional Quotient Inventory: Technical manual*. Toronto, Ontario, Canada: Multi – Health Systems.

Becker, H.S. (1960), "Notes on the concept of commitment", *American Journal of Sociology*, Vol. 66, pp. 32 – 42.

Carmeli, A. (2003), "The relationship between emotional intelligence and work attitudes, behavior and outcomes: An examination among senior managers", *Journal of Managerial Psychology*, Vol. 18 No. 8, pp. 788 – 813.

Cote, S., Miners, C. T. H. (2006), "Emotional intelligence, cognitive intelligence, and job performance", *Administrative Science Quarterly*, Vol. 51 No. 1, pp. 1 – 28.

Deeter – Schmelz, D. R., Sojka, J. Z. (2003), "Developing effective salespeople: Exploring the link between emotional intelligence and sales performance", *The International Journal of Organizational Analysis*, Vol. 11 No. 3, pp. 211 – 220.

Dixit, V., Bhati, M. (2012), "A Study about Employee Commitment and Its Impact on Sustained Productivity in Indian Auto-Component Industry", *European Journal of Business and Social Sciences*, Vol. 1 No. 6, pp. 34 – 51.

Fard, M. S., Khan, N. I. (2014), "Examine the relationship between the elements of emotional intelligence and organizational commitment of employees (the Employee's Municipality of 5th region Tehran)", *WALIA Journal*, Vol. 30 No. 1, pp. 346 – 349.

Farrell, D., Rusbult, C.E. (1981), "Exchange variables as predictors of job satisfaction, job commitment, and turnover: The impact of rewards, costs, alternatives, and investments", *Organizational Behavior and Human Performance*, Vol. 27, pp. 78 – 95.

George, J. M., Brief, A. P. (1996), "Motivational agendas in the workplace: The effects of feelings on focus of attention and work motivation. In B. M. Staw & L. L. Cummings (Eds.)", *Research in Organizational Behavior: An Annual Series of Analytical Essays and Critical Reviews*, Vol. 18, pp. 75 – 109.

George, J. M., (2000), "Emotions and leadership: The role of emotional intelligence", *Human Relations*, Vol. 53 No. 8, pp. 1027 – 1055.

Gohm, C. L., Corser, G. C., Dalsky, D. J. (2005), "Emotional Intelligence under Stress: Useful, Unnecessary, or Irrelevant?", *Personality and Individual Differences*, Vol. 39 No. 6, pp. 1017 – 1028.

Goleman, D. (1995), *Emotional Intelligence*. New York: Bantam Books.

Goleman, D. (2001), "An EI-based theory of performance, in Cherniss, C. and Goleman, D. (Eds)", *The Emotionally Intelligent Workplace: How to Select for, Measure, and Improve Emotional Intelligence in Individuals, Groups, and Organizations*. San Francisco: CA Jossey – Bass, pp. 27 – 44.

Gordon, M.E., Philpot, J.W., Burt, R.E., Thompson, C.A., Spiller, W.E. (1980), "Commitment to the union: Development of a measure and an examination of its correlates [Monograph]", *Journal of Applied Psychology*, Vol. 65, pp. 497 – 499.

Gross, J. J. (1998b), "Antecedent- and response-focused emotion regulation: divergent consequences for experience, expression, and physiology", *Journal of Personality and Social Psychology*, Vol. 74 No. 1, pp. 272.

Grusky, O. (1966), "Career mobility and organizational commitment", *Administrative Science Quarterly*, Vol. 10 No. 4, pp. 488 – 503.

Hrebiniak, L. G., Alutto, J. A. (1972), "Personal and role-related factors in the development of organizational commitment", *Administrative Science Quarterly*, Vol. 17 No. 4, pp. 555 – 573.

Folorunso, D.O., Olubambi, P. and Borode, J.O. (2014), "Characterization and Qualitative Analysis of Some Nigerian Clay Deposits for Refractory Applications", *IOSR Journal of Applied Chemistry*, Vol. 7, pp. 40 - 47.

Jamal, M. (2011), "Job stress, job performance and organizational commitment in a multinational company: An empirical study in two countries", *International Journal of Business and Social Science*, Vol. 2 No. 20.

Jaramillo, F., Mulki, J. P., Marshall, G. W. (2005), "A meta-analysis of the relationship between organizational commitment and salesperson job performance: 25 years of research", *Journal of Business Research*, Vol. 58, pp. 705 – 714.

Jenkins, R. (2006), "Globalization, Foreign Investment and Employment in Vietnam", *Transnational Corporations*, Vol. 15 No. 1.

Kanter, R.M. (1968), "Commitment and social organization: A study of commitment mechanisms in utopian communities", *American Sociological Review*, Vol. 33, pp. 499 – 517.

Khalid, J., Khaleel, M., Ali, A. J., Islam, M. S. (2018), "Multiple dimensions of emotional intelligence and their impacts on organizational commitment and job performance", *International Journal of Ethics and Systems*.

Koopmans, L., Bernhards, C. M., Hildebrandt, V. H., De Vet, H. C., Van der Beek, A. J. (2014), "Construct validity of the individual work performance questionnaire", *Journal of Occupational and Environmental Medicine*, Vol. 56 No. 3, pp. 331 – 337.

Kumari, P., Priya, B. (2017), "Impact of emotional intelligence on job performance and organizational commitment among bank managers", *International Journal of Interdisciplinary and Multidisciplinary Studies*, Vol. 4 No. 3, pp. 300 – 311.

Magala, S., Rutherford, M. W., & Holt, D. T. (2007), "Corporate entrepreneurship: An empirical look at the innovativeness dimension and its antecedents", *Journal of Organizational Change Management*, Vol. 20 No. 3, pp. 429 – 446.

Matthews, G., Zeidner, M., Roberts, R. D. (2002), *Emotional Intelligence: Science and Myth*. Boston Review.

Mayer, J. D., Salovey, P. (1997), "What is emotional intelligence?" In P. Salovey, & D. Sluyter (Eds.), *Emotional Development and Emotional Intelligence: Educational Implications*. New York: Basic Books, pp. 3 – 34.

Mayer, J. D., Salovey, P., Caruso, D. R. (2002), *Mayer–Salovey–Caruso Emotional Intelligence Test: Manual*. Toronto, Ontario, Canada: Multi - Health Systems.

McLaren, John & Yoo, Myunghwan (2017), "FDI and inequality in Vietnam: An approach with census data", *Journal of Asian Economics*, Vol. 48(C), pp. 134 – 147.

Meyer, J. P., Allen N. J., Smith C.A. (1993), “Commitment to Organizations and Occupations: Extension and Three – Component Conceptualization”, *Journal of Applied Psychology*, Vol. 78 No. 4, pp. 538 – 553.

Meyer, J. P., Allen, N. J. (1987a), “Organizational commitment: Toward a three – component model”, London: Research Bulletin No. 660, The University of Western Ontario, Department of Psychology.

Meyer, J. P., Allen, N. J. (1991), “A three – component conceptualization of organizational commitment”, *Human Resource Management Review*, Vol. 1, pp. 61 – 98.

Mina, W. (2007), "The location determinants of FDI in the GCC countries", *Journal of Multinational Financial Management*, Vol. 17 No. 4, pp. 336 – 348.

Motowidlo, S. J. (2003), “Job performance”, *Handbook of Psychology: Industrial and Organizational Psychology*, Vol. 12 No. 4, pp. 39 – 53.

Muhammad, A. (2021), “Impact of Emotional Intelligence on Job Performance with Mediating Roles of Job Satisfaction and Organizational Commitment: Evidence from Higher Education Sector of Pakistan”, *Pakistan Research Repository (PRR)*.

Nguyen, C. V. (2021), “Employment Mobility of FDI Workers in Vietnam: New Evidence from Recent Surveys”, *GLO Discussion Paper*, Global Labor Organization (GLO), Essen.

Nikolaou, I., Tsaousis, I., (2002), “Emotional intelligence in the workplace: Exploring its effects on occupational stress and organizational commitment”, *The International Journal of Organizational Analysis*, Vol. 10 No. 4, pp. 327 – 342.

O’Boyle, E. H., Humphrey, R. H., Pollack, J. M., et al. (2011), “The Relation between Emotional Intelligence and Job Performance: A Meta-Analysis”, *Journal of Organizational Behavior*, Vol. 32, pp. 788 – 818.

Prati, L. M., Douglas, C., Ferris, G. R., Ammeter, A. P., Buckley, M. R. (2003), “Emotional intelligence, leadership effectiveness, and team outcomes”, *International Journal of Organizational Analysis*, Vol. 11, pp. 21 – 41.

Qaisar, M. U., Rehman, M. S., Suffyan, M. (2012), “Exploring Effects of Organizational Commitment on Employee Performance: Implications for Human Resource Strategy”, *Interdisciplinary Journal of Contemporary Research in Business*, Vol. 3 No. 11, pp. 248 – 255.

Rafiei, M., Amini, M., Foroozandeh, N. (2014), “Studying the impact of organizational commitment on job performance”, *Management Science Letters*, Vol. 4 No. 8, pp. 1841 – 1848.

Rivai, V., Sagala, E. J., Murni, S., Abdullah, B. (2008), *Performance Appraisal*. Jakarta: PT Raja Grafindo Persada.

Rode, J. C., Mooney, C. H., Arthaud – Day, M. L., Near, J. P., Baldwin, T. T., Robert, S., Rubin, R. S., Bommer, W. H. (2007), “Emotional Intelligence and Individual Performance: Evidence of Direct and Moderated Effects”, *Journal of Organizational Behavior*, Vol. 28, pp. 399 – 421.

Salovey, P., Mayer, J. D. (1990), “Emotional intelligence”, *Imagination, Cognition, and Personality*, Vol. 9 No. 3, pp.185 – 211.

Scholl, R. W. (1981), “Differentiating commitment from expectancy as a motivating force”, *Academy of Management Review*, Vol. 6, pp. 589 – 599.

Shapiro, L. E. (1997), *How to raise a child with a high EQ: A parent's guide to emotional intelligence*. New York: HarperCollins.

Sharma, D., Borna, S., Stearns, J. M. (2009), “An investigation of the effects of corporate ethical values on employee commitment and performance: Examining the moderating role of perceived fairness”, *Journal of Business Ethics*, Vol. 89, pp. 251 – 260.

Sheldon, M. E. (1971), “Investments and Involvements as Mechanisms Producing Commitment to the Organization”, *Administrative Science Quarterly*, Vol. 16, pp. 143.

Spector, P. E. (1997), “Job Satisfaction: Application, Assessment, Causes, and Consequences”, *Sage*.

Thorndike, E. L. (1920), “Intelligence and its uses”, *Harper's Magazine*, Vol. 140, pp. 227 – 235.

Tintin, C. (2013), “The determinants of foreign direct investment inflows in the Central and Eastern European Countries: The importance of institutions”, *Communist and Post-Communist Studies*, Vol. 46 No. 2, pp. 287 – 298.

Weisinger, H. (1998), *Emotional intelligence at work: the untapped edge for success*. San Francisco: Jossey-Bass.

Wiener, Y. (1982), “Commitment in organizations: A normative view”, *Academy of Management Review*, Vol. 7, pp. 418 – 428.

Williams, R. (1998), *Performance management*, London: International Thomson Business Press (Essential Business Psychology Series).

Wong, C. S., Law, K. (2002), “The effects of leader and follower emotional intelligence on performance and attitude: an exploratory study”, *Leadership Quarterly*, Vol. 13 No. 3, pp. 233 – 274.

Vratskikh, I., Masa'deh, R. W., Al-Lozi, M., & Maqableh, M. (2016), “The impact of emotional intelligence on job performance via the mediating role of job satisfaction”, *International Journal of Business and Management*, Vol. 11 No. 2, pp. 69 - 91.

Yusoff, R. M., Ali, A. M., Khan, A. (2014), “Assessing Reliability and Validity of Job Performance Scale among University Teachers”.

Zeifiti, A., Bakhit, S.M, Mohamad, N. A. (2017), “The Influence of Organizational Commitment on Omani Public Employees' Work Performance”, *International Review of Management and Marketing*, Vol. 7, pp. 151 – 160.

Dieu Quan. (2018), “3 lý do chủ yếu khiến doanh nghiệp FDI muốn ‘sa thải’ người lao động trên 35 tuổi”, *VCCorp.vn*, [online] cafef, Available at: <https://cafef.vn/3-ly-do-khien-doanh-nghiep-fdi-muon-sa-thai-nguoi-lao-dong-tren-35-tuoi-2018061914003155.chn> [Accessed 8 Jun. 2023].

Phung Son (2018), “Công nhân tăng ca hơn 300 giờ, chủ doanh nghiệp chưa hài lòng”, *Người đưa tin*, [online] Available at: <https://www.nguoiduatin.vn/cong-nhan-tang-hon-300-gio-chu-doanh-nghiep-chua-hai-long-a380205.html> [Accessed 8 Jun. 2023].