

**Emotional Intelligence, Extrinsic Motivation and Intrinsic Motivation as Predictors of Job Involvement among Public Servants in Oyo State**

**Fehintola, J. O. PhD**

Department of Counselling & Human Development Studies,  
University of Ibadan, Ibadan, Nigeria  
Tel No: 08162023919/ 08056240315

E-Mail: fehintola.j@dic.ui.edu.ngiof677@yahoo.com/ joseph.fehintola@gmail.com

**Abstract**

*This study examined the combined influence of intrinsic motivation, extrinsic motivation, and emotional intelligence on job involvement among public servants in Oyo State, Nigeria. The study employed a descriptive research design of correlational type, utilizing a multi-stage sampling technique to select 400 public servants from various ministries, departments, and agencies in Oyo State. Data were collected using three structured and standardized scales: the Work Extrinsic and Intrinsic Motivation Scale (WEIMS), the Wong and Law Emotional Intelligence Scale (WLEIS), and the Job Involvement Questionnaire (JIQ). The instruments were revalidated and the reliability coefficient of Cronbach's alpha of 0.75, 0.73, 0.77 and 0.82 respectively. Findings revealed moderate levels of emotional intelligence and job involvement among public servants, with motivation driven more than extrinsic factor. Significant positive relationships were found between emotional intelligence, motivation, and job involvement. The study also found a significant multiplicative effect of intrinsic motivation, extrinsic motivation, and emotional intelligence on job involvement. The study concludes that intrinsic and extrinsic motivation, along with emotional intelligence, significantly influence job involvement among public servants in Oyo State. These findings provide valuable insights for enhancing public sector performance and service delivery in Oyo State by improve on the employee's intrinsic motivation, extrinsic motivation, and emotional intelligence.*

**Keywords:** Emotional, Extrinsic, Intrinsic, Multiplicative, Motivation,

**Introduction**

In today's dynamic work environment, the performance and commitment of public servants are crucial for effective governance and service delivery. The concept of Job Involvement has evolved significantly since its introduction to organizational behaviour literature. It has been simply described as a person's psychological identification with a job, reflecting the level of importance the job plays in the person's life. This psychological connection between an individual and their work has become increasingly relevant in modern organizational settings, particularly as

workplace dynamics continue to evolve in response to technological advancement and changing social expectations.

This relationship between job involvement and motivation creates a symbiotic cycle where each element reinforces the other. Employees with high job involvement are more independent and self-confident that they not only conduct their work but are also more likely to do theirs in accordance with the employees' perception of their own performance. This self-directed behaviour often leads to innovative problem-solving approaches and improved work outcomes. Konradt and Garbers (2016) noted that an individual with a high degree of job involvement would place the job at the center of their life's interest. This centrality of work in an individual's life manifests in various ways, including increased attention to work-related matters, greater emotional investment in work outcomes, and a stronger sense of professional identity. The depth of this involvement often extends beyond the conventional workplace boundaries, influencing how individuals approach professional development, work-life balance, and career progression. Job involvement is theorized to have important outcomes, such as motivation.

The concept of job involvement has multiple dimensions that interact with various organizational and individual factors. People with high job involvement focus most of their attention on their jobs (Diefendorff., Nolan, Tseng, Kenworthy, & Fiorentino, 2020), leading to enhanced performance metrics and stronger organizational commitment. This focused attention often translates into superior work quality, increased productivity, and better collaborative relationships with colleagues. Wang, Law, Zhang, Li, and Liang (2019) defined job involvement as the degree to which an employee is engaged in and enthusiastic about performing the work. This definition emphasizes the emotional and behavioural components of job involvement, highlighting how personal investment in work tasks can lead to enhanced performance outcomes. Moreover, job involvement is a consequence of work situations and individual differences, suggesting that both internal and external factors such as motivation, and emotional intelligence play crucial roles in determining levels of job involvement.

The relationship between motivation and organizational success is particularly complex in the public sector. Basically, organizational goals can be achieved if you pay attention to the motivation that exists in its employees, two aspects that drive motivation, namely aspects from within (Intrinsic) and aspects from outside (Extrinsic). This dual nature of motivation requires organizational leaders to develop comprehensive strategies that address both internal and external motivational factors. Intrinsic motivation in the workplace manifests through various psychological mechanisms (Pandya, 2024). If employees have good intrinsic motivation, they do not need orders from superiors to carry out self-development activities. This self-driven approach to professional growth and performance improvement represents the ideal scenario for organizational development (Mikkelsen, Jacobsen and Andersen, 2015). However, it is suspected

that there are still employees who are not working fully, and there are also employees who are not yet motivated to excel or carry out self-development activities. This variability in motivation levels presents a significant challenge for organizational leaders and human resource managers.

The role of workplace environment in fostering motivation cannot be overstated. According to Chakraborty and Ganguly (2019) employers need to understand that creating a comfortable workplace environment makes work more interesting and will increase employee motivation, this will help employees to engage more at work. The physical and psychological aspects of the workplace environment play crucial roles in shaping employee motivation and subsequent job involvement. Understanding motivational dynamics is essential for effective management. Individuals who have work motivation can help to direct, provide energy and have behaviour towards the goals they want to achieve (Duque *et al.*, 2020). Several studies show that the concept of motivation refers to internal factors and external factors that can act as inducements to action. These factors interact in complex ways, influencing employee behaviour and performance outcomes.

The concept of direction, intensity, and duration as three actions influenced by motivation provides a framework for understanding how motivation impacts workplace behaviour. Reyaz (2024) emphasized that understanding the motivational styles of different employees will help explain and predict the influences, thoughts and behavioural patterns displayed by different employees. This understanding is crucial for developing effective management strategies and organizational policies. Intrinsic motivation, as defined by Pandya (2024), refers to motivation to carry out the rules of an activity for the satisfaction inherent in that activity. This internal drive represents a powerful force in workplace behaviour and performance. The relationship between intrinsic motivation and job performance has been well-documented in research literature, with studies consistently showing positive correlations between intrinsic motivation and various performance metrics. (Pandya, 2024) provided valuable insights into the relationship between intrinsic motivation and work quality. They found that higher intrinsic motivation correlates with more optimal quality functioning, providing encouragement for individuals to work enthusiastically, diligently, tenaciously, and with commitment to completing their responsibilities (Fishbach and Woolley, 2021). This finding highlights the importance of fostering intrinsic motivation in organizational settings.

The role of emotional intelligence in workplace performance has gained increasing attention in recent years. Scholars tend to view emotional intelligence as a factor with potential to contribute to more positive attitudes, behaviour and work outcomes (Kargeti, 2023). This perspective has led to increased focus on emotional intelligence in organizational development and leadership training programs. The various conceptualizations of emotional intelligence provide different frameworks for understanding its role in workplace behaviour. Whether viewed as an

ability (Saini, 2018), a personality trait (Boyatzis, 2019), or a competency, emotional intelligence consistently shows relationships with positive workplace outcomes.

Tziner *et al.* (2020) conceptualization of emotional intelligence as non-cognitive intelligence provides an important framework for understanding workplace behaviour. Their definition of emotional intelligence as an array of emotional, personal, and social abilities and skills emphasizes the multifaceted nature of this construct. This perspective highlights how emotional intelligence influences an individual's ability to cope effectively with environmental demands and pressures, particularly in complex organizational settings. The concept proposed by Phaugad and Rajan (2017) regarding emotional intelligence as a subset of social intelligence has particular relevance in modern workplace contexts. Their emphasis on the ability to monitor one's own feelings and emotions, as well as those of others, provides a practical framework for understanding workplace interactions. This ability to discriminate among emotions and use such information to guide thinking and actions has become increasingly important in today's collaborative work environments.

The relationship between emotional intelligence and workplace outcomes has been a subject of considerable research. While some studies have questioned the empirical evidence supporting the importance of emotional intelligence in the workplace, other research has demonstrated significant relationships between emotional intelligence and various workplace outcomes. These include improved job performance, enhanced management performance, and reduced turnover (Magnano, Santisi & Platania, 2017).

The role of emotional intelligence in leadership effectiveness has been particularly well-documented. This emotional awareness and management capability is crucial for effective leadership and team management. The impact of emotional intelligence on employee behaviour is significant. As noted by Batool, Parveen and Batool (2017), employees' emotional reactions are influenced by their leaders' ability to express excitement and enthusiasm for initiatives and directives. This emotional contagion effect highlights the importance of emotional intelligence in leadership roles. The relationship between emotional intelligence and problem-solving capabilities in leadership contexts is particularly noteworthy. Batool, Parveen and Batool (2017) found that effective emotional management and the ability to understand emotions are important for effective leadership at work, as emotional intelligence enhances a leader's ability to solve problems and address issues and opportunities. This finding has important implications for leadership development programs and organizational effectiveness.

Studies such as that of Novianti and Ramli (2023) regarding the positive effect of extrinsic motivation on job involvement provide important insights into motivation dynamics. Similarly, Zeng *et al.* (2022) research highlighting the importance of both intrinsic and extrinsic factors in

work motivation suggests a need for balanced approaches to employee motivation. The finding that extrinsic motivation has a stronger relationship with job involvement compared to intrinsic motivation, challenges some traditional assumptions about motivation. This finding suggests that organizations need to maintain effective external reward systems while also fostering intrinsic motivation. Saini (2018) definition of job involvement as a person's confidence in their current job, demonstrated through performance relative to job requirements, provides a practical framework for understanding workplace behaviour. This perspective emphasizes the importance of both psychological identification with work and actual performance outcomes.

The relationship between emotional intelligence and workplace behaviour, as noted by Tziner, Fein, Kim, Vasiliu, and Shkoler (2020), suggests that individuals with higher emotional intelligence are better equipped to regulate their personal conduct and workplace interactions. This finding has important implications for employee selection and development programs. The complex interplay between emotional intelligence, motivation, and job involvement suggests that organizations may need to take a holistic approach to employee development and management. It is against this backdrop this study is set to investigate the multiplicative effect of intrinsic motivation, extrinsic motivation, and emotional intelligence on the job involvement of public servants in Oyo state.

### **Statement of the Problem**

The declining levels of job involvement among public servants in Oyo State have become a significant concern for government administrators and policymakers. Observable indicators include increased absenteeism, reduced work quality, and diminished service delivery to the public. Despite the implementation of various motivational strategies and performance enhancement programs, many public servants exhibit low levels of psychological attachment to their work, poor initiative in task completion, and minimal engagement in self-development activities. These issues are further complicated by the apparent disconnect between existing motivation systems and emotional competencies required for effective public service delivery, resulting in reduced productivity, increased turnover intentions, and compromised public sector efficiency.

The root causes of these problems appear multifaceted, which may stem from inadequate understanding of how intrinsic motivation, extrinsic motivation, and emotional intelligence collectively influence job involvement among public servants. Previous research has largely focused on these factors in isolation, creating a knowledge gap in understanding their combined effects on public sector employment. The consequences of not addressing these issues include deteriorating public service quality, increased operational costs due to high turnover, and declining public trust in government institutions. Additionally, the lack of empirical evidence specific to Oyo State's public service context has limited the effectiveness of existing intervention strategies.

Hence, the study is set to examine the influence of intrinsic motivation, extrinsic motivation, and emotional intelligence on job involvement among public servants in Oyo State.

### **Purpose of Study**

The purpose of this study is to determine the combined influence of intrinsic motivation, extrinsic motivation, and emotional intelligence on the job involvement of public servants in Oyo State. Specifically, this research aims to:

1. determine relationship between independent variables and dependent variable on job involvement among public servants in Oyo State.
2. determine the composite contribution of independent variables and dependent variable on job involvement among public servants in Oyo State.
3. determine the relative contribution of independent variables on dependent variable (job involvement) among public servants in Oyo State.

### **Methodology**

The study utilized a descriptive research design of correlation type to investigate intrinsic motivation, extrinsic motivation and emotional intelligence on job involvement among public servants in Oyo State. This approach is ideal for capturing a comprehensive overview of these variables within the target population, allowing for the collection of quantitative data from a large sample. The method enables the examination of prevalence, distribution, and relationships between variables in a natural setting without manipulation. By employing standardized instruments, the researcher can ensure data consistency, facilitating meaningful comparisons. This design is both cost-effective and time-efficient, making it suitable for gathering information from geographically dispersed public servants across various government entities in Oyo State.

The population for this study encompasses all public servants working in the various ministries, departments, and agencies (MDAs) of the Oyo State government. This includes a diverse range of employees, from entry-level staff to senior management, across different sectors such as education, health, agriculture, finance, and administration. The study adopted a stratified random sampling technique to select a representative sample of 400 public servants from Oyo State. This approach combines different sampling methods to ensure a diverse and representative sample across various public service sectors. The first stage utilizes stratified random sampling to select 10 MDAs. The population of MDAs is divided into strata based on their functions or sectors, such as education, health, and finance. MDAs are then randomly selected from each stratum, ensuring representation from different areas of public service and capturing the diversity of roles and responsibilities within the government structure. In the second stage, 40 public servants are randomly selected from each chosen MDA. This simple random sampling within each MDA eliminates bias and provides every public servant in the selected MDAs an equal chance of

inclusion in the study. The sample size of 400 is chosen to balance statistical power and practical feasibility. This size allows for meaningful statistical analyses and reliable conclusions about the larger population of Oyo State public servants. It also accounts for potential non-responses or incomplete responses, ensuring the final usable sample remains statistically significant.

The study employed four structured instruments to measure the variables of interest adapted from three standardized scale and questionnaire; each selected for its reliability, validity, and relevance to the research objectives. The Work Extrinsic and Intrinsic Motivation Scale (WEIMS), adapted from Tremblay et al. (2009) Work Extrinsic and Intrinsic Motivation Scale (WEIMS), will measure extrinsic and intrinsic motivation level of the employee, assessing different types of motivation along the self-determination continuum. The Emotional Intelligence Scale was adapted from the Wong and Law Emotional Intelligence Scale (WLEIS), a 16-item scale developed by Wong and Law (2002). It will measure emotional intelligence across four dimensions: self-emotion appraisal, others' emotion appraisal, use of emotion, and regulation of emotion. The Job Involvement Questionnaire would be adapted from the Job Involvement Questionnaire (JIQ), developed by Kanungo (1982). It will assess participants' level of job involvement, measuring the degree to which individuals psychologically identify with their job and consider their work performance important to their self-worth. All four instruments were used. The instrument made use of 4-point Likert scale format, ranging from Strongly Disagree (1) to Strongly Agree (4). The four instrument were revalidated and found to be reliable with reliability coefficients of 0.75, 0.73, 0.77 and 0.82 intrinsic, extrinsic, emotional intelligence and job involvement respectively.

The administration of research instruments is a critical phase that can significantly impact the quality and quantity of data collected. For this study, a self-administered questionnaire approach was employed to ensure efficient and effective data collection. The researcher recruited and trained research assistants to help with data collection. These assistants were briefed on the purpose of the study, the content of the instruments, and proper administration procedures. They were trained to answer potential questions from participants and to ensure that ethical guidelines are followed throughout the data collection process.

The data analysis phase employed both descriptive and inferential statistical techniques to transform the collected data into meaningful insights, addressing the research questions. Inferential statistics were employed to answer the research question and make inferences about the larger population of public servants. These include Pearson Product Moment Correlation (PPMC) for testing relationships between independent variables and dependent variable and multiple regression analysis to examine the multiplicative effect of intrinsic motivation, extrinsic motivation, and emotional intelligence on job involvement. The research questions were answered at 0.05 level of significance.

**Results**

**Research Question 1:** What is the relationship between the independent variables and the dependent variable (job involvement) among public servants in Oyo State.

**Table 1: Summary of correlation matrix showing relationship between the nature of motivation and the level of job involvement among public servants in Oyo State**

Variables	Intrinsic Motivation	Extrinsic Motivation	Emotional Intelligence	Job Involvement
Intrinsic Motivation	1.000			
Extrinsic Motivation	.534**	1.000		
Emotional intelligence	.777**	.555**	1.000	
Job Involvement	.621**	.518**	.613**	1.000

The correlation matrix examines the relationship among motivation (intrinsic and extrinsic), emotional intelligence, and job involvement among public servants in Oyo State. Intrinsic motivation shows a strong positive relationship with job involvement ( $r = .621, p < 0.05$ ), extrinsic motivation also showed a significant relationship with job involvement ( $r = .518, p < 0.05$ ) and emotional awareness also has a significant relationship with job involvement ( $r = .613, p < 0.05$ ), indicating that intrinsic motivation, extrinsic and emotional intelligence improves job commitment.

**Research Question 2:** What is the composite contribution of independent variables on dependent variable (job involvement) among public servants in Oyo State.

**Table 2: Joint contribution of the independent variables /Summary of regression analysis**

R	R Square	Adjusted R Square	Std. Error of the Estimate		
.685 <sup>a</sup>	.469	.465	5.55734		
ANOVA					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	10793.368	3	28.252	116.494	.000
Within Groups	12230.069	397	30.884		
Total	23023.437	399			

Table 2 shows that there was joint contribution of the independent variables (emotional intelligence, extrinsic motivation and intrinsic motivation) on job involvement among public servants in Oyo State, Nigeria;  $R = 0.685$ ,  $p < .05$ . The table further reveals 46.9% ( $R^2 = 0.469$ ) of the variance in the job involvement among public servants in Oyo state, Nigeria were accountable for by the linear combination of the independent variables. The ANOVA results from the regression analysis show a significant contribution of the independent variables on the dependent variables;  $F_{(3; 396)} = 116.494$ ,  $p < 0.05$ . It implies a joint contribution of the independent variables on job involvement among public servants in Oyo state, Nigeria.

**Research Question 3:** What are the relative contribution of independent variables on dependent variable (job involvement) among public servants in Oyo State.

**Table 3: Relative Contribution of the Independent Variables on the Dependent Variable**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	9.616	1.073		8.964	.000
1 Emotional Intelligence	.281	.048	.354	5.894	.000
Intrinsic Motivation	.146	.033	.197	4.436	.000
Extrinsic Motivation	.178	.046	.232	3.870	.000

a. Dependent Variable: job involvement

Table 3 above shows that all the three independent variables significantly contribute to job involvement among public servants in Oyo state. The variables include the following: emotional intelligence ( $\beta = 0.354$ ,  $t = 5.894$ ,  $p < 0.05$ ); intrinsic motivation ( $\beta = 0.197$ ,  $t = 4.436$ ,  $p < 0.05$ ), and extrinsic motivation ( $\beta = 0.232$ ,  $t = 3.870$ ,  $p < 0.05$ ). It was observed that emotional intelligence was the most potent contributor to job involvement of public servants in Oyo state, Nigeria and while intrinsic motivation was the least.

### Discussion of Findings

Findings from research question one revealed that there is significant relationship between the level of emotional intelligence and the level of job involvement among public servants in Oyo State. This is in line with the findings of Chakraborty and Saha (2022) who found a positive correlation between employees' emotional intelligence and their job satisfaction and performance. This suggests that employees with higher emotional intelligence are more likely to exhibit greater job involvement, as they can better understand and manage their emotions and those of others. This finding aligns with prior research emphasizing emotional intelligence as a critical factor in workplace engagement, teamwork, and productivity. Emotional intelligence equips public servants

with the skills to handle workplace challenges effectively, fostering a sense of commitment and active participation in their role

Findings from research question one revealed that there is significant relationship between intrinsic motivation, extrinsic motivation, and the level of job involvement among public servants in Oyo State. This is in line with the findings of Aljumah (2023) that there is a significant relationship between intrinsic motivation, extrinsic motivation, and job involvement among public servants. Intrinsic motivation, which comes from personal satisfaction and fulfillment, has a strong positive connection with job involvement. This means that when employees are driven by internal rewards, they are more engaged in their work. Extrinsic motivation, based on external rewards like pay and recognition, also shows a positive link to job involvement, though the connection is slightly weaker. This suggests that both internal and external factors influence how committed and engaged public servants are in their jobs, with intrinsic motivation playing a larger role.

Findings from research question one based on extrinsic motivation revealed that there is significant relationship between extrinsic motivation and job involvement among public servants in Oyo State. This is in line with the findings of Othman, Khalifeh, Islam Oweidat, and Nashwan (2024) whose study found that there is a significant relationship between motivation (both intrinsic and extrinsic), emotional intelligence, and job involvement among public servants. Intrinsic motivation, like personal satisfaction from work, drives employees to perform well without external rewards. Extrinsic motivation, such as bonuses or recognition, also plays a role in encouraging effort. Emotional intelligence, the ability to understand and manage emotions, helps workers handle stress and interact effectively with others, improving their involvement in tasks. When motivation and emotional intelligence align, public servants are more likely to be engaged in their work, leading to better performance and job satisfaction.

Findings from research question two revealed that there was significant composite contribution between independent variables and the dependent variable (job involvement) among public servants in Oyo State. This is in line with the findings of Ameyaw, Hackman, Nsiah, and Boateng (2021) that emotional intelligence, motivation (extrinsic and extrinsic) did significantly influence job satisfaction among teachers. This suggests that job involvement is driven more by individual traits and organizational factors than by tenure. These findings align with studies that highlight the role of workplace culture, motivation, and emotional intelligence over length of service in determining job commitment.

Findings from research question three revealed that there is significant multiplicative effect of intrinsic motivation, extrinsic motivation, and emotional intelligence on job involvement. This is in line with the findings of Gajenderan, Nawaz, Rangarajan, and Parayitam (2023) that the three-way interaction between normative commitment, intrinsic motivation, and introjected regulation

to decrease turnover intention was significant. This finding emphasizes the interconnectedness of these factors in fostering workplace engagement. Aligning with prior studies, it highlights that a synergistic approach is more effective than addressing each factor in isolation. Public servants who are motivated by both internal passion and external rewards, coupled with high emotional intelligence, are more likely to be deeply involved in their jobs.

### Conclusion

The study concludes that intrinsic and extrinsic motivation, along with emotional intelligence, significantly influence job involvement among public servants in Oyo State.

### Recommendations

Based on the findings of the research, the following recommendations were made:

1. Public service institutions should organize workshops and training programs to improve emotional intelligence among their employees.
2. Ministries and agencies should implement balanced motivational policies, combining intrinsic rewards such as career development with extrinsic incentives like bonuses and promotions.
3. Programs aimed at enhancing employees' job involvement should integrate strategies that simultaneously focus on intrinsic and extrinsic motivators while enhancing emotional intelligence.
4. Continuous government-funded training and professional development programs should be prioritized to enhance skills and job engagement among public servants.
5. The government should establish mechanisms to periodically evaluate public servants' job involvement and motivation, ensuring policies align with employee needs and organizational goals.

### References

- Aljumah, A. (2023). The impact of extrinsic and intrinsic motivation on job satisfaction: The mediating role of transactional leadership. *Cogent Business & Management*, 10(3), 1–23.
- Ameyaw, J. D., Hackman, G., Nsiah, T. B., & Boateng, E. (2021). Work experience differences in job satisfaction: An empirical assessment. *International Journal of Innovative Research and Development*, 10(9). <https://doi.org/10.24940/ijird/2021/v10/i11/nov21017>
- Batool, S. S., Parveen, N., & Batool, S. A. (2017). Emotional intelligence and job commitment: meditational role of job satisfaction and job performance. *Pakistan Business Review*, 18(4), 904–923. <https://doi.org/10.22555/pbr.v18i4.1117>

- Boyatzis, R. E. (2019). Emotional Intelligence and Its Measurement. *Oxford Research Encyclopedia of Business and Management*, 6(5). <https://doi.org/10.1093/acrefore/9780190224851.013.159>
- Chakraborty, D., & Saha, S. (2022). Job involvement in relation to emotional intelligence of the heads of higher secondary schools in West Bengal. *Towards Excellence*, 1445–1459. <https://doi.org/10.37867/te1402120>
- Chakraborty, T., & Ganguly, M. (2019). Crafting Engaged Employees Through Positive Work Environment. *Advances in Human Resources Management and Organizational Development*, 1(5), 180–198. Researchgate. <https://doi.org/10.4018/978-1-5225-7799-7.ch011>
- Diefendorff, J. M., Nolan, M. T., Tseng, S. T., Kenworthy, M. E., & Fiorentino, N. L. (2020). Job involvement. *Routledge EBooks*, 129–155. <https://doi.org/10.4324/9780429325755-8>
- Duque, L., Costa, R., Dias, Á., Pereira, L., Santos, J., & António, N. (2020). New Ways of Working and the Physical Environment to Improve Employee Engagement. *Sustainability*, 12(17), 6759. <https://doi.org/10.3390/su12176759>
- Fishbach, A., & Woolley, K. (2021). The Structure of Intrinsic Motivation. *Annual Review of Organizational Psychology and Organizational Behaviour*, 9(1), 339–363.
- Gajenderan, V., Nawaz, N., Rangarajan, R., & Parayitam, S. (2023). The relationships between amotivation, employee engagement, introjected regulation, and intrinsic motivation: A double-layered moderated-mediation model. *Heliyon*, 9(10), e20493. <https://doi.org/10.1016/j.heliyon.2023.e20493>
- Kanungo, T. (1982). Analysis of the job characteristics model. *SSRN Electronic Journal*. <https://doi.org/10.2139/ssrn.3600844>
- Kargeti, H. (2023). The Role of Emotional Intelligence in Building Effective Workplace: a Quantitative Study. *Journalofcardiovascularresearch*. <https://doi.org/10.48047/jcdr.2021.12.04.347>
- Konradt, U., & Garbers, Y. (2016). The role of job and family involvement for satisfaction in job and family. *Zeitschrift Für Psychologie*, 224(1), 15–24. <https://doi.org/10.1027/2151-2604/a000234>
- Othman, L. M. B., Khalifehi, M. M., Islam, C. M., & Oweidat, J. L. C. (2024). Emotional intelligence measures: A systematic review. *Healthcare*, 9(12), 1696. <https://doi.org/10.3390/healthcare9121696>

- Magnano, P., Santisi, G., & Platania, S. (2017). Emotional Intelligence as Mediator between Burnout and Organisational Outcomes. *International Journal of Work Organisation and Emotion*, 8(4), 305. <https://doi.org/10.1504/ijwoe.2017.10010206>
- Mikkelsen, M., Jacobsen, C., & Andersen, L. (2015). Managing Employee Motivation: Exploring the Connections between Managers' Enforcement Actions, Employee Perceptions, and Employee Intrinsic Motivation. *International Public Management Journal*, 20(2), 183–205.
- Novianti, I. E., & Ramli, A. H. (2023). The influence of intrinsic and extrinsic motivation on employee engagement and job satisfaction in the snack food industry. *Jurnal Ilmiah Manajemen Kesatuan*, 11(3), 1389–1400. <https://doi.org/10.37641/jimkes.v11i3.2306>
- Pandya, J. D. (2024). Intrinsic & Extrinsic Motivation & Its Impact on Organizational Performance at Rajkot city: a Review. *Journal of Management Research and Analysis*, 11(1), 46–53. <https://doi.org/10.18231/j.jmra.2024.009>
- Phaugad, A., & Rajan, Dr. A. K. (2017). Role of Emotional Intelligence at Workplace. *International Journal of Trend in Scientific Research and Development*, Volume-2(Issue-1), 1574–1577. <https://doi.org/10.31142/ijtsrd8285>
- Reyaz, N. S. (2024). The Influence of Leadership Styles on Employee Motivation and Job Satisfaction. *International Research Journal on Advanced Engineering and Management (IRJAEM)*, 2(03), 339–344. <https://doi.org/10.47392/irjaem.2024.0049>
- Saini, S. (2018). Emotional Intelligence at Workplace – a Conceptual Study. *International Journal of Management Studies*, V(3(5)), 53. [https://doi.org/10.18843/ijms/v5i3\(5\)/08](https://doi.org/10.18843/ijms/v5i3(5)/08)
- Tremblay, A., & Dhayalan, C. (2009). Employee retention and turnover using motivational variables at india. *Zenodo (CERN European Organization for Nuclear Research)*. <https://doi.org/10.5281/zenodo.60688>
- Tziner, A., Fein, E. C., Kim, S.-K., Vasiliu, C., & Shkoler, O. (2020). Combining Associations between Emotional Intelligence, Work Motivation, and Organizational Justice with Counterproductive Work Behaviour: a Profile Analysis via Multidimensional Scaling (PAMS) Approach. *Frontiers in Psychology*, 11(2). <https://doi.org/10.3389/fpsyg.2020.00851>
- Wang, L., Law, K. S., Zhang, M. J., Li, Y. N., & Liang, Y. (2019). It's mine! Psychological Ownership of One's Job Explains Positive and Negative Workplace Outcomes of Job engagement. *Journal of Applied Psychology*, 104(2), 229–246. <https://doi.org/10.1037/ap10000337>

Wang, W., & Law, K. S. (2002). Job insecurity, employee anxiety, and commitment: The moderating role of collective trust in management. *Journal of Trust Research*, 8(2), 220–237. <https://doi.org/10.1080/21515581.2018.1463229>

Zeng, D., Takada, N., Hara, Y., Sugiyama, S., Ito, Y., Nihei, Y., & Asakura, K. (2022). Impact of intrinsic and extrinsic motivation on work engagement: A cross-sectional study of nurses working in long-term care facilities. *International Journal of Environmental Research and Public Health*, 19(3), 1284. <https://doi.org/10.3390/ijerph19031284>