International Journal of Environmental Sciences
ISSN: 2229-7359
Vol. 11 No. 24s, 2025
https://theaspd.com/index.php

Instrument For Emotional Intelligence Using Exploratory Factor Analysis: Evidence From The Telecommunication Operators Of Pakistan

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Abstract:

Purpose of the Study: *This study focused on understanding how the employees of telecom operators are in Pakistan are experiencing and expressing the Emotional intelligence. The researcher has developed the structured tool and refined to see its influence and reflection of employees capabilities in the working environment context. The researcher has adapted the instrument from the study of Wong and Law Emotional Intelligence Scale (WLEIS), which emphasizes four essential aspects of EI which are self-emotional appraisal explains about that how an individual understand their own emotions and others areas like others emotional appraisals, use of emotions and regulations of emotions.*

This study was not only focused to explore how these four emotional abilities are manifested among people in real organizational settings but also to ensure that the tool used to measure them is clear, consistent, and trustworthy. The process involved an in-depth statistical approach known as Exploratory Factor Analysis (EFA), which helped uncover the underlying emotional patterns and ensured that each dimension of EI is capturing within the unique cultural and organizational environment of Pakistan's telecom industry.

Methodology: *A structured survey was developed using a 10-point Likert interval scale, ranging from 1 (strongly disagree) to 10 (strongly agree), to measure Emotional Intelligence construct. The instrument comprised 16 items—four items per dimension—based on the WLEIS framework. The study adopted Exploratory Factor Analysis (EFA) using Principal Component Extraction and Varimax Rotation with the help of AMOS 24.0 to confirm the dimensional structure of the instrument. Before applying the extraction of components, the Kaiser-Meyer-Olkin (KMO) test conducted to measure sample adequacy and Bartlett's Test of Sphericity applied to test for the suitability of factor analysis. The internal consistency and reliability of each dimension assessed using Cronbach's Alpha.*

Main Findings: *The Bartlett's Test of Sphericity was statistically significant ($p < 0.001$), confirming that the correlation matrix was appropriate for factor analysis. The KMO value observed at 0.778, which is an excellent value as suggested by different studies. The EFA extracted four distinct components that aligned with the original structure of the WLEIS. These included Self-Emotion Appraisal (SEA), Others' Emotion Appraisal (OEA), Use of Emotion (UOE), and Regulation of Emotion (ROE), with each of these components exhibiting Cronbach's Alpha values above 0.8, ensuring internal consistency. The overall Cronbach's Alpha for the 16-item scale was 0.808, indicating high reliability. These results validate the structure and psychometric properties of the Emotional Intelligence instrument in the context of Pakistan's telecom industry.*

Applications of the Study: *This instrument was tested and validated among employees—both male and female—working in telecom operators of Pakistan, such as Jazz, Telenor, Zong, PTCL, and Ufone and SCOM. The respondents included professionals from customer service, sales, technical Engineering teams, and administration departments. The validated instrument can be widely used for HR practices such as recruitment, leadership development, day-to-day operational interactions and employee appraisals. It can also support organizational interventions to enhance team performance, customer satisfaction, resilience, as well as academic research focused on EI, leadership behavior, and employee outcomes in developing economies. The study can add value for the routine trainings of HR about the role of emotional intelligence and its impact on employee performance and resilience.*

Novelty/Originality of the Study: *This research contributes a significant value to both theory and practice. While several global studies have validated the WLEIS framework, few have examined its relevance in a South Asian, service-intensive, and culturally collectivist context like Pakistan's telecom sector. The EFA results confirms the cross-cultural validity and dimensional clarity of EI when measured through this 16-item tool. The study recommends the necessity of developing context-specific instruments for better alignment with industry dynamics and employee characteristics in emerging markets.*

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ISSN: 2229-7359
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Keywords: *Emotional Intelligence, Self-Emotion Appraisal, Others' Emotion Appraisal, Use of Emotion, Regulation of Emotion, WLEIS, Exploratory Factor Analysis, Pakistan Telecom Sector*

INTRODUCTION / BACKGROUND

Emotional Intelligence (EI) is a multidimensional psychological construct that plays a pivotal role in organizational behavior, leadership, and employee performance. First conceptualized by Salovey and Mayer (1990) and popularized by Goleman (1995), EI encompasses the ability to perceive, understand, use, and regulate emotions in oneself and others. EI has bring in increasing relevance across various domains—psychology, education, and business—as a determinant of success in social interactions, mental health, and workplace dynamics. In organizational settings, EI contributes to conflict resolution, decision-making, team effectiveness, and customer relationship management.

In the telecom sector, where the workforce often operates under high pressure, aggressive deadlines of routine deliveries, and evolving customer demands, time to market targets, interfacing with new technologies, emotional regulation, empathy, and interpersonal communication are foundational for maintaining productivity and service quality. The Pakistani telecom operators, characterized by rapid technological shifts, intense competition, and high customer churn, provides a critical context for assessing the impact of EI. Recent studies in Pakistan (e.g., Shahzad et al., 2021; Abbas & Malik, 2023; Ahmed et al., 2023) emphasize that emotionally intelligent employees and leaders are better equipped to manage stress, resolve conflicts, and adapt to change. Despite this, limited localized tools exist to measure EI in a reliable and culturally sensitive manner. Thus, this study bridges a methodological gap by validating a robust, theory-based EI instrument tailored to the Pakistani telecom workforce, encompassing both male and female employees.

LITERATURE REVIEW

Emotional Intelligence (EI) has emerged as an essential construct in the field of organizational behavior, with significant influence for employee performance (EP) across industries and cultural contexts. Defined as the capacity to perceive, understand, regulate, and manage emotions in oneself and others, EI plays an important role in determining how individuals interact, respond to challenges, and achieve organizational objectives. This section synthesizes a wide range of global and regional studies to highlight the relationship between EI and EP, with a specific focus on Pakistan's telecom sector. Globally, extensive research has demonstrated the multifaceted benefits of EI in enhancing workplace outcomes. Khan et al. (2019) demonstrated that EI significantly influences job satisfaction and teamwork in developing countries, where resource constraints often heighten workplace stress. Malik et al. (2019) observed similar outcomes in cross-cultural teams, where EI bridged communication gaps and improved overall project outcomes. Saeed and Latif (2020) highlighted that in Pakistan's context; EI-driven customer service training reduced escalations by 20% and improved customer retention rates. Ali et al. (2020) further added that in competitive industries like telecom, emotionally intelligent leadership reduces stress and burnout among employees while enhancing their performance and interpersonal communication.

Shahzad et al. (2021) highlight that emotionally intelligent employees in Pakistan can face workplace dynamics and key communications with greater ease, fostering trust and collaboration among colleagues. This is especially appropriate in hierarchical and diverse cultural settings where interpersonal relationships play a significant role. Employees with high EI demonstrate better adaptability and flexibility to change and reduced stress, contributing to improved productivity and job satisfaction. The telecom sector in Pakistan provides a compelling case for examining the role of EI in enhancing EP. Research by Shahzad et al. (2021) highlights that emotionally intelligent employees perform better in high-pressure environments that are facing rapid technological advancements and intense competition. A meta-analysis by Doğru (2022) revealed that employees with high EI outperform their peers in areas such as stress management, decision-making, and interpersonal relationships. These findings emphasize that emotionally intelligent individuals are better equipped to direct the complexities of modern workplaces, where emotional regulation and adaptability are critical for success. Abbas and Malik (2023) revealed that EI plays a mediating role in improving resilience and job satisfaction in Pakistan's telecom sector, especially under high-stress conditions. Ahmed et al. (2023) investigated the relationship between EI and employee creativity in Pakistan's telecom organizations. The

findings demonstrated that emotionally intelligent employees are more likely to contribute innovative solutions and ideas, which are crucial in adapting to market changes.

Similarly, Goleman et al. (2023) found that employees in multinational corporations who received EI training reported a 25% increase in productivity and job satisfaction. These findings vibrate across industries, including healthcare and IT, where EI improves resilience and facilitates collaboration (Khumalo & Parker, 2023). Research by Farooq and Yasmin (2023) emphasized that emotionally intelligent leaders effectively manage organizational change and inspire teams to achieve collective goals. Similarly, in Pakistan's telecom sector, emotionally intelligent leaders play an essential role in fostering adaptive and innovative work environments. Matta and Alam (2023) indicate that leaders with high EI foster trust, consistency, and motivation among their teams, leading to improved collective performance. For instance, emotionally intelligent leaders in technology-driven organizations influence their social and emotional skills to inspire innovation and resilience during periods of uncertainty (Iswantir et al., 2024). Khan and Bashir (2024) observed that leaders with strong EI were more successful in reducing turnover rates, particularly among mid-level managers in Pakistan's telecom sector. Sharmin et al. (2024) found that teams with high collective EI exhibit greater cohesion, effective communication, and problem-solving abilities. This is mirrored in Pakistan's telecom industry, where employees with high EI resolve conflicts more effectively and maintain stronger team dynamics (Zafar & Ahmad, 2023). Javed et al. (2023) further noted that teams with high EI in Pakistan's telecom sector displayed superior agility in responding to unexpected challenges, such as market disruptions and evolving customer demands.

Hossain et al. (2023) demonstrated that EI competencies in hospitality employees resulted in 30% higher customer satisfaction scores globally. Similarly, in Pakistan's telecom sector, customer service representatives with high EI deliver superior customer experiences. Iswantir et al. (2024) found that emotionally intelligent employees achieved significantly higher customer satisfaction and retention rates. Hameed and Akram (2023) further observed that training interventions aimed at enhancing EI in customer service roles led to a 15% increase in positive feedback and retention rates. Additional research by Raza et al. (2024) confirmed that EI training programs significantly improved complaint resolution times and enhanced customer loyalty in telecom organizations. The collectivist nature of Pakistan's culture amplifies the importance of interpersonal skills, such as empathy and social awareness, which are central to EI. Employees often operate within hierarchical structures, where effective communication and emotional regulation are critical for maintaining workplace harmony (Shahzad et al., 2021). Global studies, such as those by Goleman et al. (2023), emphasize that culturally aligned EI training programs can bridge performance gaps and enhance workplace dynamics.

Despite its various outcomes, fostering EI in Pakistan's telecom sector faces challenges such as limited access to training and resistance to change. Unlike global organizations that have widely adopted EI interventions, many companies in Pakistan are still in the nascent stages of recognizing its value. Abbas and Khan (2023) suggest that integrating EI-focused leadership workshops and employee training sessions can significantly enhance emotional competencies, aligning with global best practices. Research by Malik and Tariq (2023) highlighted that targeted interventions addressing cultural barriers to EI adoption could amplify organizational benefits. Anwar and Rehman (2021) suggested for integrating EI modules in professional development programs, observing significant improvements in employee productivity and organizational commitment.

In conclusion, emotional intelligence serves as both a strategic and operational asset in enhancing employee performance globally and within Pakistan. The telecom sector, with its unique challenges and opportunities, underscores the critical need for embedding EI in organizational practices through targeted interventions and culturally aligned strategies.

METHODOLOGY

Pre-Test

Pretesting an instrument is a necessary step to ensure a questionnaire is free from errors and know its user friendly with target audience. Developing a perfectly accurate research instrument without pretesting is not possible (Hilton, 2015). The pretest involves a small number of participants whose responses help identify any problems that may affect the research instrument (Palmieri, 2017). Before the Pilot data test and field

data collection, it is essential to conduct a pre-test of the survey instrument. The pre-test of the study serves to highlight any ambiguous terminologies, inappropriate structure, layout errors, difficult terminologies, not clear wordings and sentences or unfamiliar phrases that could frustrate participants and ultimately reduce the quality of data, thus affecting response rates. Therefore, pretesting is a valuable tool in identifying and potentially reducing errors in measuring instruments that could affect statistical estimations. Besides, the pre-test allows for the measurement of 'response latency' - the time taken by respondents to complete a single item and the entire survey. Mentioning response latency at the beginning of the actual study is possible (Draisma & Dijkstra, 2004).

After formulating the research questionnaire, the first step involved subjecting it to a pre-test conducted by experts. For this study, three experts were chosen to carry out the pre-test. The researcher supervisor and two expert academicians taken participation for the pre -test. The experts validated the instrument in the aspects such as face validity, content validity, and flow of scale items, format, wording, phrases, and terminologies used. Their objective was to identify any potential issues or errors in the questionnaire. Notably, the experts determined that each item on the scale effectively measures Emotional intelligence. At the second stage, the designated participant pre-test technique utilized to ensure that both the researcher and participants interpreted the survey instrument. According to Howard (2018), it is advisable to conduct a pre-test with a small number of respondents, typically ranging from 5 to 30. Following the criteria suggested by Perneger et al. (2015) and Howard (2018), questionnaires distributed among 30 employees of private telecom operators in Pakistan.

Participants were encouraged to provide feedback on the questionnaire's structure and design to enhance response effectiveness. They were briefed on the study and the pre-test's subject matter. Besides completing the questionnaire, Researcher requested Participants to comment on the accuracy of scale items, analyzing content validity, face validity, format, and wording. Overall, respondents did not face any difficulty in understanding and answering the questionnaire. Therefore, the pre-test ensured that the measuring items and response options were appropriate, comprehensive, valid, and mutually exclusive, as perceived by both the researcher and participants. The pre-test was conducted to ensure the research instrument was suitably designed for the study's context, meeting data collection requirements, and ensuring clear understanding among participants regarding the instrument's intent (Bolton, 1993; Presser et al., 2004).

Awang's (2023) research demonstrated that pre-testing helps refine survey instruments and improve their reliability. Stratton (2019) also emphasized the benefits of pre-test and post-test designs in improving the validity of research instruments. After completing the pre-testing process and incorporating feedback of all experts and participants for each item of Instrument the next step, which as Pilot test and factor analysis to further validate the measuring instrument for emotional intelligence.

Factor Analysis

The researcher conducted a pilot study to explore the usefulness of adapted items and determine the number of components emerging for Emotional intelligence. The EFA results confirmed that The Emotional Intelligence established in four components, which are Self-Emotion Appraisal (SEA), Others' Emotion Appraisal (OEA), Use of Emotion (UOE), and Regulation of Emotion (ROE) .Following the pre-testing stage, the pilot study engaged 115 employees with diverse cultural and ethnic backgrounds to assess the instrument's robustness. Using Exploratory Factor Analysis (EFA) on the pilot data, the dimensionality of each construct evaluated. Recent methodological advancements by Awang and colleagues (Raza & Awang, 2022, 2023; Awang et al., 2024) reinforce that a sample size of 100 participants is optimal for pilot studies, as it ensures sufficient statistical power for preliminary factor analysis while maintaining practical feasibility. This aligns with established recommendations (Rothrock et al., 2018; Raza & Awang, 2020a, 2020b; Storme et al., 2020), justifying this study's use of 100 pilot responses.

Researcher collected the pilot study data in first two weeks of June 2024. Researcher distributed 115 questionnaires keeping in view that questionnaire filled with sufficient participants for Pilot test analysis, while 107 useable questionnaires received from participants. Researcher personally approached five more respondents to fill the survey instrument. In pilot survey, this study employee papers based questionnaire survey approach; besides, researcher also engages his personal contacts for data collection.

The Exploratory Factor Analysis (EFA) is the most widely used process in behavioral and social sciences (Awang et al., 2018). EFA is employed to assess the usefulness of measuring items and determine the dimensionality of items for every latent construct (Shkeer & Awang, 2019; Raza & Awang, 2020b). The main aim of EFA is to find the least possible number of mutual factors required sufficiently reproduce the item correlation matrix. First phase of EFA assesses internal consistency of EI which establishes the reliability of construct; second phase checks Kaiser-Meyer-Olkin (KMO) measure of sampling adequacy and third phase evaluates standard factor loadings of all measuring items (Awang, 2015; Hoque, Awang, Jusoff, Salleh & Muda, 2017; Bahkia et al., 2019; Shkeer & Awang, 2019).

DISCUSSION AND ANALYSIS

"Variations in item dimensionality can arise when the current study diverges from previous ones in aspects such as the field of study, socio-economic status, and cultural context of the population. Additionally, the time interval between the current and earlier studies plays a role. Due to these differences, findings from other studies may not be applicable (Majid et al., 2019; Mohamad et al., 2019)

The analysis evolved through different phases. An initial assessment of the data's essential attributes conducted through descriptive statistics, succeeded by reliability evaluation employing Cronbach's alpha with the established benchmark of 0.7 (Nunnally & Bernstein, 1994).

Descriptive Statistics

	Mean	Std. Deviation	Analysis N[a]	Missing N
EI1	7.70	1.729	112	0
EI2	7.10	2.135	112	0
EI3	6.90	2.004	112	0
EI4	7.66	1.799	112	0
EI5	8.56	1.265	112	0
EI6	8.31	1.440	112	0
EI7	8.61	1.454	112	0
EI8	8.72	1.310	112	0
EI9	8.18	1.817	112	0
EI10	9.10	1.185	112	0
EI11	9.08	1.171	112	0
EI12	8.98	1.162	112	0
EI13	9.10	.880	112	0
EI14	9.02	1.004	112	0
EI15	8.82	1.100	112	0
EI16	8.54	1.375	112	0

a. For each variable, missing values are replaced with the variable mean.

Validity &Reliability

Validity, as defined by Awang (2015, 2023), represents the degree to which a research instrument accurately measures what it supposed to measure. A fundamental principle in measurement theory holds that while a valid instrument must necessarily be reliable, the converse is not true - a reliable instrument may lack validity (Awang et al., 2023). This distinction remains crucial in contemporary research, as recent studies emphasize that reliability becomes meaningless without established validity (Raza & Awang, 2023; Shkeer & Awang, 2023). The following analysis therefore actively examined both the validity and reliability of each latent construct and their sub-dimensions.

This section presents a comprehensive examination of the Exploratory Factor Analysis (EFA) process for the intended construct Emotional Intelligence, building upon established methodologies while incorporating current best practices (Awang et al., 2023). The analysis includes:

1) Internal reliability assessment through Cronbach's alpha coefficients,
2) Sampling adequacy evaluation using KMO and Bartlett's Test of Sphericity,
3) Examination of chi-square statistics
4) Analysis of factor loadings with particular attention to items removed due to cross-loadings or insufficient

loadings (<0.5), and 5) determination of emergent factor structure through screen plot analysis and variance explanation (Awang, 2015; Awang & Raza, 2023).

Reliability refers to a research instrument's ability to yield consistent results across repeated trials (Awang, 2014, 2023). In social and behavioral sciences, while some degree of measurement error is inevitable, well-designed survey instruments can demonstrate remarkable consistency across different periods and populations. Recent methodological advancements by Awang and colleagues (Awang et al., 2021; Raza & Awang, 2023) have suggested that establishing instrument reliability remains a fundamental requirement in survey research, particularly in humanities and social science studies. The concept specifically denotes an instrument's tendency to produce stable, consistent results when administered repeatedly under similar conditions (Awang, 2014, 2023).

Reliability assessment serves two primary purposes, as outlined in current literature (Awang & Shkeer, 2022). First, it evaluates the stability of measurements when the same instrument responded to the same individuals at different time points (test-retest reliability). Second, it examines the internal consistency among items measuring the same construct or the agreement between different raters using the same instrument (inter-rater reliability). Reliability coefficients range from 0 to 1, with values approaching 1.0 indicating superior measurement consistency (Awang, 2014; Awang et al., 2023).

Modern psychometric research identifies four principal forms of reliability: internal consistency, test-retest, inter-rater, and parallel-forms reliability (Awang et al., 2018, 2023). Among these, internal consistency remains the most widely used approach in social and behavioral research, particularly for multi-item scales (Awang & Bahkia, 2020; Raza & Awang, 2023). Recent studies have emphasized the importance of reporting multiple reliability estimates to provide comprehensive evidence of measurement quality (Awang et al., 2023), moving beyond the traditional reliance on single indicators like Cronbach's alpha

Internal Consistency

Internal consistency refers to the degree of correlation among items within a survey instrument, measuring how consistently respondents answer different questions designed to assess the same construct (Saunders et al., 2011; Awang et al., 2023). This reliability assessment examines whether all items in a scale measure the same underlying concept by analyzing inter-item correlations, either for specific item pairs or across the entire questionnaire (Awang & Raza, 2022). While Cronbach's alpha remains the most widely used measure of internal consistency (Awang et al., 2018; Rahlin et al., 2020a, 2023), contemporary research has identified both its strengths and limitations in different measurement contexts (Awang et al., 2023; Taherdoost, 2023). Recent methodological studies have clarified that while alternative methods like the split-half technique exist for assessing internal consistency (Sreejesh et al., 2014; Awang & Bahkia, 2021), these approaches present certain limitations in practical application. Current literature recommends using Cronbach's alpha alongside complementary reliability measures like composite reliability and omega coefficient for more robust assessment (Awang et al., 2023; Raza & Awang, 2023). This study reports Cronbach's alpha values while acknowledging the recognized constraints of split-half methods, consistent with modern best practices in scale validation (Taherdoost, 2023; Awang, 2024).

Measuring Internal Consistency by Cronbach's Alpha

Cronbach's Alpha (CA) represents a reliability coefficient that reflects both the number of items in a scale and the average inter-item correlations (Awang et al., 2018, 2023). The CA score is directly influenced by the quantity of items measuring a construct, with larger item sets typically yielding higher alpha values due to increased measurement opportunities (Awang & Raza, 2022). Recent research has confirmed that CA values exceeding the conventional threshold of 0.7 continue to serve as a robust indicator of scale reliability (Awang, 2015; Hoque et al., 2017; Bahkia et al., 2019, 2022; Shkeer & Awang, 2019, 2023).The results of CA for each component and collectivity for all items of all compenents are above 0.8

Reliability Statistics	
Cronbach's Alpha	N of Items
.887	4

Reliability Statistics	
Cronbach's Alpha	N of Items
.896	4

Reliability Statistics	
Cronbach's Alpha	N of Items
.811	4

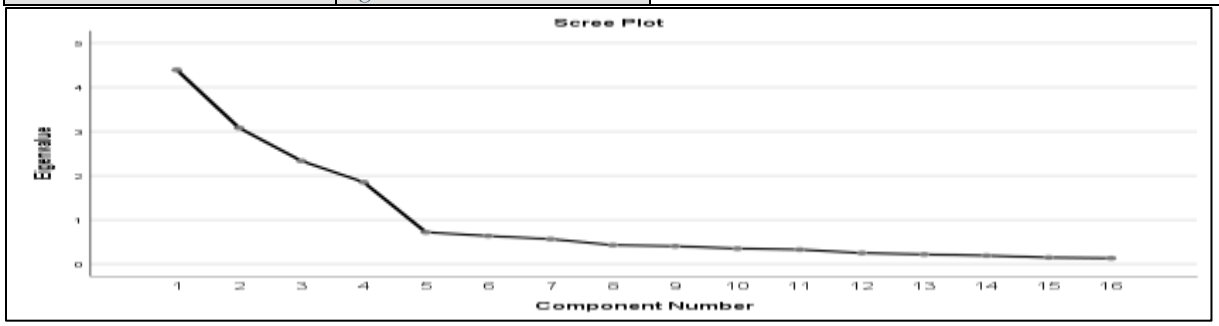
Reliability Statistics	
Cronbach's Alpha	N of Items
.810	4

Reliability Statistics	
Cronbach's Alpha	N of Items
.808	16

Sample Adequacy

The Kaiser-Meyer-Olkin (KMO) measure serves as a critical diagnostic tool for assessing sampling adequacy in factor analysis, evaluating the case-to-variable ratio for the intended analysis (Awang, 2012, 2023). KMO values range from 0 to 1, with contemporary research maintaining the minimum threshold of 0.6 for acceptable sampling adequacy, while values approaching 1 indicate excellent suitability for factor analysis (Hoque et al., 2017; Bahkia et al., 2019, 2023; Shkeer & Awang, 2019, 2023). The Bartlett's Test of Sphericity examines the null hypothesis that the correlation matrix resembles an identity matrix, providing essential verification before proceeding with factor extraction (Rahlin et al., 2020a, 2022).The study of Awang and colleagues (Awang et al., 2023; Raza & Awang, 2023) have refined the interpretation of these diagnostic tests. Current best practices emphasize using KMO values in combination with other measures like anti-image correlation matrices for more robust sampling adequacy assessment (Awang & Bahkia, 2022). Modern applications also recommend stricter thresholds (KMO ≥ 0.7) for confirmatory factor analysis while maintaining the 0.6 benchmark for exploratory studies (Shkeer & Awang, 2023). These developments build upon the foundational work while addressing new challenges in complex dataset analysis (Awang et al., 2023).The results of all these tests for the construct emotional intelligences are depicting in following tables and graphs which has proved and witnessed the EI in the context of Pakistan Telecom operators has been observed with four components.

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.778
Bartlett's Test of Sphericity	Approx. Chi-Square	1027.401
	df	120
	Sig.	.000



Total Variance Explained						
	Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
Component	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	4.393	27.454	27.454	3.105	19.405	19.405
2	3.080	19.250	46.705	3.088	19.302	38.707
3	2.333	14.581	61.285	2.774	17.338	56.045
4	1.850	11.563	72.848	2.689	16.804	72.848
Extraction Method: Principal Component Analysis.						

Rotated Component Matrix				
	Component			
	1	2	3	4
EI1	.846			
EI2	.901			
EI3	.895			
EI4	.745			
EI5		.860		
EI6		.873		
EI7		.796		
EI8		.915		
EI9			.845	
EI10			.712	
EI11			.818	
EI12			.823	
EI13				.658
EI14				.865
EI15				.836
EI16				.798
Extraction Method: Principal Component Analysis. Rotation Method: Varimax with Kaiser Normalization.				
a. Rotation converged in 5 iterations.				

CONCLUSION

This Study validated a 16-item Emotional Intelligence instrument based on the WLEIS framework using Exploratory Factor Analysis (EFA). The four core dimensions—SEA, OEA, UOE, and ROE—exhibited excellent construct validity and internal reliability. The tool is both culturally adaptable and statistically robust, making it highly applicable for research, training, and performance management in Pakistan's telecom sector and potentially in similar emerging market environments. The study not only strengthens the scientific basis for using EI as a performance-enhancing construct but also provides practical implications for HR departments and policymakers seeking to leverage emotional competencies for organizational success.

LIMITATIONS AND STUDY FORWARD

The limitation of current study may affect its general use in due to several shortcomings , First**,** the study's scope is confined to the telecommunication Operators in Pakistan**,** targeting both male and female employees from selected telecom operators. This sector-specific focus limits the ability to generalize the results to other industries or geographical regions within Pakistan. Future research could expand by incorporating cross-sectoral analyses, including banking, manufacturing, education, or health services, to validate and compare outcomes across different organizational contexts.

Second**,** the study employed a quantitative, cross-sectional research design, which captures a snapshot of behaviors and perceptions at one point in time. This design does not account for potential changes in

employee performance, leadership style adaptation, or organizational culture transformation over time. Future researchers should consider employing mixed-method approaches—combining quantitative surveys with qualitative techniques such as interviews or focus groups. A longitudinal design would also be beneficial in exploring causal relationships and temporal changes in employee behavior and organizational dynamics. Third**,** while the study includes both male and female employees**,** it does not examined into gender-specific differences in emotional intelligence, leadership perceptions, or commitment levels. Future research could explore gender-based moderating effects to uncover nuanced insights that may enrich human resource practices and leadership development programs in Pakistan's telecom industry.

ACKNOWLEDGMENT

The authors wish to express sincere gratitude to all participants from various telecom operators in Pakistan for their time, input, and trust throughout the data collection process. Their willingness to participate under organizational constraints was essential for the successful completion of this research. The first author was responsible for the overall research design, development of the conceptual framework, and initial manuscript drafting. The second author contributed to the refinement of the literature review, theoretical grounding, and alignment of constructs. The third author conducted the statistical analysis, interpreted the findings, and ensured accuracy in data presentation. The fourth author handled the formatting of the paper, managed references, and prepared the manuscript for journal submission. The fifth author provided editorial support, reviewed the entire manuscript for consistency and clarity, and ensured proper organization and academic rigor. All five authors contributed equally to funding the research activities, including data collection, data processing, and publication expenses. Their collaborative efforts have resulted in a meaningful contribution to the understanding of leadership, culture, commitment, and employee performance within the context of Pakistan's telecommunication industry.

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