

T.C.
ISTANBUL AYDIN UNIVERSITY
INSTITUTE OF GRADUATE STUDIES



**THE MEDIATING ROLE OF JOB SATISFACTION IN THE RELATIONSHIP
BETWEEN EMOTIONAL INTELLIGENCE AND ORGANIZATIONAL
COMMITMENT: A STUDY IN THE MANUFACTURING SECTOR IN JORDAN.**

MASTER'S THESIS

Aseel Ammar Jamal ABUELIYAN

**Department of Business
Business Administration Program**

JULY, 2025

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(Y2312.130037)**

**Department of Business
Business Administration Program**

Thesis Advisor: Assist. Prof. Dr. Tolga TÜRKÖZ

JULY, 2025

Appendix-6a: Master's Thesis Defense Report

(Accepted by the Decision of the Institute Board of Directors numbered 2024/06 and dated 04.04.2024.)

Istanbul Aydın University Institute of Graduate Studies Board of Directors

..... date and decision no, the thesis of
.....; whose thesis defense exam was held on
..... before the jury members formed at the meeting,
.....*** decision was made.

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APPROVAL

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(**) Acceptance decision will be written in writing.

DECLARATION

I hereby declare with the respect that the study “The Mediating Role of Job Satisfaction in the Relationship Between Emotional Intelligence and Organizational Commitment: A Study in the Manufacturing Sector in Jordan”, which I submitted as a Master thesis, is written without any assistance in violation of scientific ethics and traditions in all the processes from the project phase to the conclusion of the thesis and that the works I have benefited are from those shown in the References. (09/07/2025).

Aseel Ammar Jamal ABUELIYAN

FOREWORD

I would be honored to sincerely appreciate the efforts of my thesis advisor, Assist. Prof. Dr. Tolga TÜRKÖZ, for guiding me throughout this research journey. His invaluable support, constructive feedback, and insightful guidance have played a crucial role in shaping this thesis. I am deeply grateful for his patience, encouragement, and dedication, which have helped me navigate challenges and stay committed to my academic goals.

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Finally, I am eager to acknowledge the role of the participants for their contribution to this study, without their cooperation, this research would not have been possible.

JULY, 2025

Aseel Ammar Jamal
ABUELİYAN

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ABSTRACT

The primary objective is to examine how Emotional Intelligence (EI) influences Organizational Commitment (OC) and whether Job Satisfaction (JS) serves as a significant mediator in this relationship. A total of 411 employees from numerous manufacturing firms in Jordan participated in the study. The research utilized a quantitative methodology, employing validated scales to measure EI, JS, and OC. Data were analyzed using SPSS 30.0, incorporating descriptive statistics, correlation analysis, regression analysis, and mediation analysis through Hayes' PROCESS Macro (Model 4). Findings revealed that EI has a significant and positive impact on both JS and OC. Employees with higher EI levels demonstrated greater JS, which in turn enhanced their OC. Furthermore, JS was found to partially mediate the relationship between EI and OC, indicating that the positive effect of EI on OC operates through increased JS. This suggests that emotionally intelligent employees experience higher JS, which in turn strengthens their commitment to the organization. The study contributes to existing literature by providing empirical evidence supporting the importance of EI and JS in fostering OC. The results emphasize the need for organizations to enhance EI of the employees through targeted training programs and to develop workplace policies that could enhance JS. By doing so, companies can foster a more committed workforce.

Keywords: Emotional Intelligence, Job Satisfaction, Organizational Commitment, Mediation Analysis, Manufacturing Sector

DUYGUSAL ZEKA İLE ÖRGÜTSEL BAĞLILIK ARASINDAKİ İLİŞKİDE İŞ TATMİNİNİN ARACILIK ROLÜ: ÜRDÜN'DEKİ İMALAT SEKTÖRÜNDE BİR ARAŞTIRMA

ÖZET

Bu tezdeki temel amaç, Duygusal Zeka'nın (DZ) Örgütsel Bağlılığı (ÖB) nasıl etkilediğini ve İş Tatmininin (İT) bu ilişkide önemli bir aracı olarak hizmet edip etmediğini incelemektir. Ürdün'deki çok sayıda imalat firmasından toplam 411 çalışan çalışmaya katılmıştır. Araştırmada, DZ, ÖB ve İT'ni ölçmek için doğrulanmış ölçekler kullanan nicel bir metodoloji uygulanmıştır. Veriler, tanımlayıcı istatistikler, korelasyon analizi, regresyon analizi ve Hayes PROCESS Makro (Model 4) aracılığıyla aracılık analizini içeren SPSS 30.0 kullanılarak analiz edilmiştir. Bulgular, DZ'nin hem İT hem de ÖB üzerinde önemli ve olumlu bir etkiye sahip olduğunu ortaya koymuştur. Daha yüksek DZ seviyelerine sahip çalışanların, ÖB'ları ve İT'leri artmaktadır. Dahası, İT'nin DZ ve ÖB arasındaki ilişkiye kısmen aracılık ettiği bulunmuştur, bu da DZ seviyesi yüksek çalışanların işlerinden daha tatmin olduklarını ve bu da kuruluşlarına daha güçlü bir bağlılık sağladıklarını göstermektedir. Çalışma, DZ ve İT'nin ÖB'lığı teşvik etmedeki önemini destekleyen ampirik kanıtlar sağlayarak mevcut literatüre katkıda bulunmaktadır. Sonuçlar, kuruluşların hedefli eğitim programları aracılığıyla çalışanların DZ'sını artırma ve İT'ni artıracı işyeri politikaları geliştirme ihtiyacını vurgulamaktadır ve bunu yaparak şirketler örgüte daha bağlı bir iş gücü yetiştirebilir.

Anahtar Kelimeler: Duygusal Zeka, İş Tatmini, Örgütsel Bağlılık, Aracılık Analizi, Üretim Sektörü

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LIST OF ABBREVIATIONS

AC: Affective Commitment

ANOVA: Analysis of Variance

CC: Continuance Commitment

EFA: Exploratory Factor Analysis

EI: Emotional Intelligence

JS: Job Satisfaction

KMO: Kaiser-Meyer-Olkin

NC: Normative Commitment

OC: Organizational commitment

PCA: Principal Component Analysis

I. INTRODUCTION

Organizational Commitment (OC) has a unique role when determining the success of each organization (Cesário and Chambel, 2017). The term OC is defined as the members' desire of an organization to remain eager and involved in working toward the goals of the organization (Yandi and Havidz, 2022). Rahiman et al. (2020) highlight the importance of OC as a high OC will correspond with improved job performance, increased employee retention and lower turnover. Furthermore, Employees who are emotionally intelligent may reveal stronger OC due to their capability to navigate workplace challenges productively (Miao et al., 2017). Nevertheless, while these findings emphasize the significance of OC, there are gaps that remain in the literature, especially with regard to its mediators and context-specific effects (Elayan et al., 2023). Emotional Intelligence (EI) could be described as the capability of an individual for controlling as well as managing overwhelming feelings with the aim of transforming them into assistance tools enabling employees to navigate workplace challenges effectively and build strong relationships, which in turn significantly enhances their OC (Alzoubi et al., 2021). Mrisho and Mseti (2024) mentioned EI as a critical skill in promoting positive workplace interactions, enhancing problem-solving abilities, and improving overall job performance. This indicates that employees with high EI are better equipped to adapt to workplace challenges, which contributes crucially to organizational outcomes (Sastre Castillo and Danvila Del Valle, 2017). The term Job Satisfaction (JS), Vice versa, make reference to a series of emotions used to determine whether the job or task is pleasant for the employee at the workplace, and this satisfaction plays a key role in fostering OC by enhancing the emotional attachment of personnel and loyalty to the organization (Afolashade et al, 2024). This interconnectedness between JS and OC emphasizes the significance of investigating these variables within specific organizational settings. An outstanding example is the manufacturing sector in Jordan as it is considered to be a critical component of the Jordanian economy (Al-Hyari et al., 2011). Despite that and

with all of its importance, this field remains underexplored in this context which led to the perception that there is a lack of studies addressing how EI influences OC through JS within this particular sector. This leaves a remarkable gap in understanding Jordanian manufacturing sector dynamics and their implications for employee commitment. with the aim of linking this void, This objective of the research is implemented for conducting an investigation into the function the intermediating variable JS for in the connection of EI and OC among Jordan's manufacturing sector. The investigation will apply a quantitative approach, utilizing validated scales to measure EI, JS, and OC. By gathering and inspecting the primary data from employees in this sector, the study will seek to uncover the tools through which EI impacts OC, with JS serving as a mediator variable. This focused exploration will provide actionable insights for policymakers and executives in the manufacturing sector of Jordan, which may support them by knowing how to enhance employee satisfaction and commitment. In addition to that, the findings may contribute to the comprehensive literature by labelling an understudied context besides offering a deeper understanding of how these variables interconnect. By focusing on this unique topic, the study will not only fill a definitive gap in the field but also provide an applied recommendation and guidance for reinforcing OC through targeted strategies that leverage EI and JS.

A. Significance of the Research

OC functions as a vital part concerning the prosperity of an organization, affecting personnel retention and alignment with the objectives of the firms. It is extremely substantial to understand the elements that lead or impede OC so as to cultivate a motivated and resolute workforce. Although EI and JS are well-established elements in workplace dynamics, their combined effect on OC has not been thoroughly examined, especially within the manufacturing sector in Jordan. The investigation of this research will attempt to fill this void via exploring in what way EI impacts OC through JS, offering important insights into the factors that promote employee commitment. By concentrating on OC as the dependent variable, this research aims to develop targeted strategies that can improve organizational performance and foster employee loyalty.

II.THEORITICAL FRAMEWORK

A. Emotional Intelligence

Nowadays, the EI field is considered one of the most important topics in workplace discussions, as it holds a special place in shaping the work environment. (Kalra et al., 2022). The concept of EI was originally developed by Salovey and Mayer (1990) which could be characterized as having a capacity and the skill for the purpose of observing and recognizing the emotions and feelings of oneself and others. As was mentioned recently in the study, the importance of this concept is vital in the workplace due to the positive roles that would bring to the organizations like the ability to improve the performance of an individual's job leading to productivity and better cooperation with the others (Oliver, 2019; Sembiring et al., 2020; Giao et al., 2020). According to Bradberry (2023), employees who develop strong EI skills benefit from handling workplace challenges effectively, such as resolving conflicts and adapting to demanding situations. As a result, numerous organizations now recognize EI as a key component in sections like hiring, training, and leadership development programs which significantly highlight its growing significance in today's professional world (Lopes, 2016). EI is linked to several positive workplace outcomes, outstandingly in employee performance, leadership effectiveness, and teamwork as Employees with high EI demonstrate strong adaptability to change, superior conflict resolution skills, and higher levels of resilience in demanding work environments (Oliver, 2019). On top of that, Sembiring et al. (2020), Remarked that emotionally intelligent staff members would be more likely to engage in positive workplace interactions, which will lead to better communication and reduced misunderstandings. One of the correlations that are related to EI research is its connection to collaboration and workplace harmony as Employees with high EI are better at grasping the emotional needs of others, Dealing with stress, As well as contributing to a constructive work culture (Ozoekwe and Konya, 2021). Besides, Emotionally intelligent individuals are additionally more empathetic which lets them communicate more effectively, deal

with conflicts, As well as contribute to a productive work surrounding (Giao et al., 2020). By way of illustration, An exploration that was conducted by Sharma et al., (2024) looked into how EI impacts have an influence on workplace interactions and it also found that members of staff with high EI were notably better at resolving disagreement, Conserving motivation, Including reinforcing teamwork. These findings suggest that EI is a decisive element in maintaining productivity together with stability in organizations. According to Sapkota et al. (2023), It was concluded that members of the workplace who possess elevated EI were also found to own better job performance due to their ability to modify emotions, Remain motivated, And engage in productive behaviours. Bradberry (2023) realized that personnel who demonstrate advanced grades of EI were extra adaptable, and more effective at teamwork along with stronger problem-solving skills. Similarly, Miao et al. (2017), Noted that the state of positive EI correlates with workplace performance across various industries including sectors like manufacturing, education, and healthcare, It was also considered that Employees who revealed greater emotional awareness and regulation performed better in high-pressure environments and were less likely to experience burnout. The relationship between EI and JS has been well documented, Showing that EI contributes a significant part by improving the work experience of the personnel. Members of the workforce who possess elevated levels of EI have an extra capability when it comes to matters like managing workplace stress, Adapting to changes as well as encouraging constructive relationships with colleagues, all of which contribute to greater JS Deveci (2015). One cause for this link is that employees who own additional EI can control their passion while staying composed in high-pressure circumstances, which in turn minimises discouragement and prevents dissatisfaction from accumulating (Extremiera et al., 2018). Additionally, emotionally intelligent employees are considered better at interpreting social cues as well as handling disputes diplomatically, And maintaining a balanced standpoint on work-related challenges (Afolashade et al., 2024). As a case in point, Giao et al., (2020) found that personnel that holds a decent grade of EI Indicated greater contentment with their work environments, as they could communicate their needs successfully along with strengthen collaborative workplace links. This suggests that EI is a key element in improving workplace morale and overall JS. A growing body of examination recommends that the variable of EI functions as an essential part when it comes to strengthening OC as members of staff

that hold an advanced grades of EI will be very invested emotionally in their organizations, leading to greater loyalty, reduced turnover, and a stronger attachment to their workplace (Miao et al., 2017). An additional factor that links EI to OC is emotional regulation of own emotions as employees who effectively manage their emotions are better at coping with stress that is related to the job and maintaining motivation even in challenging situations (Giao et al., 2020). Thus, their ability to stay composed under pressure strengthens their sense of stability within the organization, reducing uncertainty and dissatisfaction that could lead to voluntary turnover (Dibaji and Massah, 2023). Additionally, EI fosters alignment between employees' personal goals and the organization's mission, making them feel more connected to the company's objectives (Kuhel et al., 2020). This alignment increases the probability that personnel will remain obliged to the organization they work for in the long term. Miao et al., (2017) have also specified that personnel who are emotionally intelligent will show elevated grades besides trust and mutual respect within the workplace environment which reinforces their commitment and willingness to Take part in the organization's prosperity. It would be realized that EI serves as a driving force in maintaining organizational stability, as emotionally intelligent staff have an extra devotion when it comes to their work environment (Extremera et al., 2018). The positive influence of EI on OC underscores the importance of encouraging emotional awareness and interpersonal skills within organizations to assist in long term employee retention and engagement.

B. Organizational Commitment

OC would be considered as a pivotal index of employee behavior within organizations. Where employees with robust commitment are more doubtlessly to play a role in non-mandatory behaviours that boost workplace productivity, while those with low commitment are at a higher risk of turnover (Faridah et al., 2022). Various studies emphasize the importance of OC in enhancing a steady and engaged workforce, particularly in sectors requiring long-term employee dedication, such as manufacturing, healthcare, and education (Mehra, 2023). therefore, grasping OC not only helps organizations improve employee retention but also provides insights into workforce motivation and JS (Rahmatullah et al., 2022).

Research such as Cesário and Chambel, (2017) has consistently Substantiated that elevated grades of OC correlate with boosted job performance as well as lower absenteeism. DiPietro et al., (2020) indicated that personnel who feel obliged to their organization are highly possibly to show higher engagement, stronger teamwork, and a proactive approach to problem-solving. In addition to that, organizations with committed staff experience lower turnover rates, which is particularly critical in sectors such as manufacturing, where high turnover can disrupt production processes and increase operational costs (Luthfi et al., 2022). In a study conducted by Kamau et al. (2023), it became apparent that companies with higher levels of OC reveal stronger innovation capabilities and better overall organizational performance give a demonstration of the long term benefits of encouraging commitment among employees.

OC is a multidimensional construct, typically comprising three dimensions: affective commitment (AC), continuance commitment (CC), and normative commitment (NC) (Meyer and Allen, 1997).

AC is regarded as the most desirable form of commitment, as it reflects and considers the attachment of an employee towards their organization (Meyer and Allen, 1991). Employees with high AC remain with their organizations because they want to, rather than out of necessity (Meyer and Allen, 1997). The Research of Ahmad Zawawi et al. (2024) suggests that organizations boosting a positive work environment, open communication, and employee recognition programs will have a propensity for an advanced grades of AC. For example, Sastre Castillo and Danvila Del Valle (2017) study found that employees who received regular feedback and professional development opportunities exhibited vigorous passionate ties to the organizations they work for, which translated as an advanced level of JS.

CC is based on assessment of the personnel regarding the correlated costs besides withdrawing from the organization that they currently work for (Muthuveloo and Rose, 2005; Kuhal et al., 2020). DiPietro et al., (2020) referred that employees with high CC may remain with their organization not due to emotional attachment but because they perceive considerable financial, social, or career related losses if they depart. This type of dedication is often affected by multiple components Including tenure, salary, benefits as well as job market conditions (Luthfi et al., 2022). Gopinath

et al. (2020) disclosed that personnel who had long tenures or substantial retirement benefits were more likely to display continuance commitment, even if they were dissatisfied with their work environment. However, excessive reliance on CC can lead to employee disengagement, as commitment is driven by necessity rather than motivation (De las Heras-Rosas et al., 2021).

The NC dimension gives consideration to the sense of duty as well as the moral obligation of an employee in order to remain with their organization (Meyer and Parfyonova, 2010). Employees with high NC feel that withdrawing from the organization would be disloyal or unethical, usually due to cultural influences, company values, or personal beliefs (Meyer and Allen, 1997). DiPietro et al. (2020) indicate that NC is particularly strong in collectivist cultures, where loyalty and long-term employment are emphasized. In a study by McCormick and Donohue (2019), it was found that organizations that provide mentorship programs, corporate social responsibility initiatives, and ethical leadership tend to establish higher levels of NC among employees, as they comprehend their company as aligned with their personal values and self esteem. OC engage in a vital part when it comes to forming workplace outcomes, Influencing the retention of staff, The performance of the job besides the effectiveness of the organization. Research has established the significance of its three dimensions—AC, CC, and NC with each dimension impacting employee motivation in distinct ways (Meyer and Allen, 1997). In this study, AC, CC and NC are measured using Meyer and Allen's (1997) OC Scale, a widely validated and reliable instrument. A detailed description of the scale is provided in the Methodology section. While previous studies have explored OC across various industries, However a gap remains in grasping how OC functions inside the Jordanian manufacturing sector, specifically in relation to EI and JS. By investigating this relationship, this study aims to provide beneficial comprehension regarding the guidance of HR policies, Strategies for employee engagement, and organizational development within the sector.

C. Job Satisfaction

JS has been widely studied in organizational psychology as well as human resource management, as it is a key determinant of personnel welfare as well as workplace productivity (Judge et al., 2020). Marques et al. (2018) define JS as a

condition of positive feelings and contentment obtained from an employee's job and its numerous aspects. It is believed that the employees who experience elevated levels of JS will have a tendency to be more engaged, motivated, and productive, which directly exert an influence on the outcomes of the organizations such as productivity, retention besides overall efficiency (Memon et al., 2023). The research of Thant and Chang (2021) highlights JS as a complex conception exert influence on multiplicity of elements, which includes work conditions, relation with coworkers, compensation as well as individual mental attributes. Research, such as the study of Karanika-Murray et al. (2015), has consistently demonstrated that the members of staff who are pleased will tend to show strong workplace commitment, lower absenteeism, as well as higher grades of organizational engagement. Given the critical role of JS in shaping employee behaviour, organizations constantly strive to boost workplace surroundings besides policies to improve contentment levels. JS is considered a pivotal factor in workplace success, as it influences employee performance, OC, and overall productivity (Katebi et al., 2022). Furthermore, it has been shown that JS has a direct impact on employee efficiency as was demonstrated in a study conducted by Badrianto and Ekhsan, (2020) in Japan's manufacturing sector which found that the members of the workforce who reported advanced grades of JS have additionally indicated considerable execution and efficiency which will contribute to growth and organizational lucrativeness. This aligns with the findings of Dhir et al. (2020), who noted that JS leads to higher employee loyalty and a stronger sense of belonging within an organization which led to reduce the risks that are associated with high turnover. JS is not an isolated phenomenon but rather the result of numerous internal, external, and personal components that form the personnel perception and comprehension of the occupation as Thant and Chang (2021) categorize these influences into three primary factors: internal, external, and personal. Internal factors are attributes within the individual that affect their level of satisfaction in the workplace. These elements are psychological in nature and are substantial to the employee, meaning they are driven by personal motivation, cognitive forestation, and job-related expectations besides Achievement and recognition that play an essential role, as for instance, members of staff who feel that their effort in the work is valued and recognized are more presumably to experience JS (Arian et al., 2018). Control and autonomy are also pivotal, as being in possession of the potential to make resolutions, take responsibility besides having the

control over tasks positively influences JS (Andreas, 2022). Moreover, opportunities for career advancement and skill development contribute to higher satisfaction levels (Kang and Malvaso, 2023). Studies show that employees who have greater control over their work and receive recurrent acknowledgement for their contributions exhibit stronger JS. According to Hudays et al. (2024), personnel who were given professional growth opportunities showed significantly higher satisfaction levels compared to those who did not. External factors, on the other hand, are elements outside the individual that shape their work experience and affect their overall JS, and these organizational and environmental factors often determine how employees perceive their workplace conditions and Work environment which plays a significant role, as physical conditions, workplace safety, and access to resources impact satisfaction (Mehrad, 2016). Company culture is another major determinant, with a positive and inclusive workplace culture fostering higher JS (Bektaş, 2017). Compensation and benefits are also strong influencers, as fair salaries, bonuses, and benefits significantly impact employee satisfaction levels (Dhir et al., 2020). Job security is another external factor, with staff that experience security in their jobs tend to be more pleased and highly improbable to seek alternative employment (Thant and Chang, 2021). The study by Wieneke et al. (2019) found that workplace flexibility, fair wages, and strong leadership contribute significantly to JS. Moreover, companies that prioritize employee well-being through wellness programs, health benefits, and career advancement opportunities tend to have higher satisfaction levels. Personal factors refer to an employee's background, lifestyle, and external responsibilities that influence their JS. These factors often vary from person to person, making them more individualized compared to internal or external factors, Furthermore, The balance amidst work and individual life is considered one of the key determinants, as employees who can balance work with personal life tend to have an advanced grade of satisfaction (Žnidaršič et al., 2021). Family responsibilities also play a part, as employees with a family support structure experience less stress and greater satisfaction (Hudays et al., 2024). Additionally, psychological and physical health directly affects an employee's attitude toward work, as higher well-being will provide an additional positive workplace experience (Thant and Chang, 2021). This highlights the importance of supportive workplace policies, which enable the staff to stabilize between the job and the private responsibilities. Winton (2023) shows a robust

connection among the variables of JS and OC for instance, members of the workforce who are pleased with their positions of employment are likely to promote an awareness of commitment and loyalty to their workplace, reducing turnover and increasing overall engagement. Al-Refaei et al. (2023) study has Identified that higher JS leads to stronger AC, meaning employees are more emotionally invested in their workplace. in addition, employees who feel valued and appreciated develop stronger bonds with their organization, leading to lower absenteeism rates and higher retention (Martín and Uribe, 2021). Moreover, JS can influence CC, Employees who feel financially stable and have secure career prospects within the organization that they work for are hardly likely to look for outer job chances (Jufrizen et al., 2023). These findings reinforce the idea that enhancing JS can serve organizations as a tactical tool that will result in improving workforce commitment and reducing turnover rates. Shruthi Renukaradhya (2024) describes JS as a foundational aspect of workplace dynamics, influencing employee engagement, OC, and overall job performance. Additionally, JS has a direct impact on OC, as employees who experience higher satisfaction tend to be more committed and engaged in their workplace. Despite extensive research on JS, further studies are needed to explore its mediating role between EI and OC, particularly in sector-specific contexts like manufacturing. By labelling this hiatus, The objective of this research is to offer workable comprehension along with awareness for organizations looking to increase long-term commitment as well as the satisfaction of the employees.

D. Relationships Between Variables

EI plays a significant role in shaping employee attitudes toward their organizations. Employees with advanced EI are preferable at managing their feelings, Adapting to the challenges of the workplace, And building strong interpersonal relationships, which directly contribute to their perception of correlation together with dedication to the workplace (Miao et al., 2017). EI enhances the ability of staff in order to regulate stress and maintain motivation, leading to a stronger emotional connection to their workplace (Extremera et al., 2018). Miao et al. (2017) indicate that personnel with high EI give a demonstration of increased levels of affective commitment, as they align more closely with organizational goals and values. Furthermore, emotionally

intelligent employees tend to create positive work environments, reducing turnover intentions and strengthening their long-term commitment to their organizations (Goleman, 1995).

Based on these studies, Hypothesis-1 was developed:

H1: Emotional intelligence positively affects organizational commitment.

The association in the middle of EI and JS has been well determined in the studies organizational behavior. Employees with advanced grades of EI would be more capable of stress management, resolving conflicts, and maintaining positive workplace relationships, all of which contribute to a greater sense of JS (Sembiring et al., 2020). Individuals who can recognize in addition to regulating their feelings have a propensity for exhibit additional optimistic attitudes toward their work, resulting in higher engagement and motivation (Giao et al., 2020). Additionally, The investigation recommends that personnel who are emotionally intelligent are better at navigating workplace challenges, which provides a route to lower grades of frustration besides burnout. Employees with higher EI also tend to become aware of their work circumstances as extra supportive, As a result, it leads to boosted grades in JS (Bradberry, 2023).

Based on these studies, Hypothesis-2 was developed:

H2: Emotional intelligence positively affects job satisfaction.

JS has been identified as a crucial determinant of OC. well pleased personnel with their jobs are more likely to evolve a vigorous attachment to their workplace and that would play a role in Increasing the devotion grades (Winton, 2023). High levels of JS uphold an awareness of Affiliation, making personnel more willing to contribute to organizational goals (Jufrizen et al., 2023). Research indicates that satisfied staff are less likely to withdraw from their organizations and more likely to take part in non compulsory conducts that support the success of the organization (Martinr and Uribe, 2021). Furthermore, employees who perceive their jobs as fulfilling and rewarding demonstrate higher levels of CC and AC, reinforcing the idea that JS directly influences OC (Al-Refaei et al., 2023).

as regards to these studies, Hypothesis-3 was developed:

H3: Job satisfaction positively affects organizational commitment.

Previous research has indicated that JS mediates the connection in the middle of EI and OC. As a case in point, Anari (2012) realized that JS plays a significant role in linking EI to OC, as emotionally intelligent employees experience higher JS, Therefore, This notion would strengthen their dedication and loyalty to the organization (Güleryüz et al., 2008). However, while studies like Anari (2012) have explored this mediating role, research on this relationship remains limited, especially in the Jordanian manufacturing sector. Most existing studies have focused on service industries like healthcare and banking, Withdrawing from a hiatus in grasping how JS mediates EI and OC in manufacturing-based work environments. Since manufacturing jobs often have unique workplace conditions and job anticipation, examining this relationship in this context is essential.

Based on these studies, Hypothesis-4 was developed:

H4: Job satisfaction mediates the relationship between emotional intelligence and organizational commitment.

III. METHODOLOGY

A. Research Model

The Research Model is presented in Figure 1.

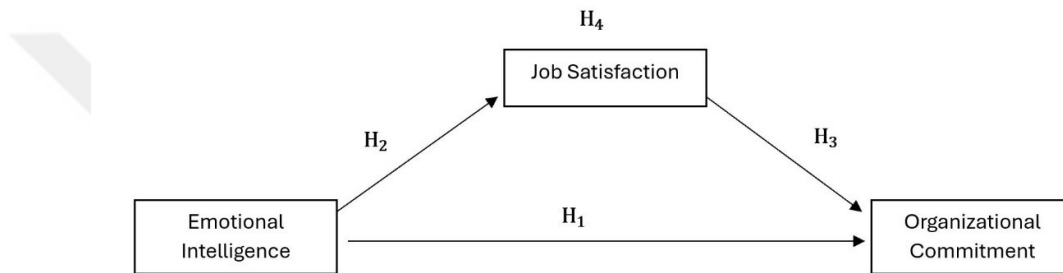


Figure 1: Research Model

Note: The indirect effect of EI on OC through JS represents H₄

Hypotheses of the Research

The hypotheses of the study are:

H1: Emotional intelligence positively affects organizational commitment.

H2: Emotional intelligence positively effects job satisfaction.

H3: Job satisfaction positively effects organizational commitment.

H4: Job satisfaction mediates the relationship between emotional intelligence and organizational commitment.

B. Research Design

The offered research is relational research, designed to inquire into the relationships in the middle of the independent variable as EI, The dependent variable as OC, And the mediator as the JS.

Variables

- a. Independent variable: Emotional Intelligence (EI).

As stated by Dhani and Sharma (2016), EI is the ability to express and recognize emotions as well as managing both positive and negative feelings in oneself and others.

- b. Dependent Variable: Organizational Commitment (OC).

Based on Bakhshi et al. (2011), OC involves people's feelings about the organizations for which they work.

- c. Mediating Variable: Job Satisfaction (JS).

The term of JS is defined as an emotional response to a work that arises from contrasting actual results with desired ones (Kardam and Rangnekar, 2012).

C. Type of Sampling

The sufficiency of the sample volume was confirmed on the basis of Hair et al. (2018) recommendation and with the aim of guaranteeing statistical reliability, The sample of the data should be at a minimum of no less than ten times the number of items that were used in the scale (p. 557). The Convenience sampling will be used for this research because it is inexpensive, efficient, and easy to implement, making it suitable for gathering data from employees in the manufacturing sector of Jordan as this method will ensure accessibility to participants, even though it does not guarantee full representativeness of the population (Jager et al., 2017). In this study, the survey instrument consisted of 41 items, and the minimum required sample size was calculated as 410 respondents ($41 \text{ items} \times 10$). A total of 411 feedbacks were received from the employees that are working in the manufacturing sector in Jordan using

Google Forms as the data collection tool. All responses were usable, as the survey design prevented participants from skipping questions, ensuring no missing or erroneous data.

The final sample size of 411 respondents exceeds the minimum requirement of 410, as per Hair et al. (2018) guideline, confirming the statistical adequacy of the sample. Additionally, the sample represents a diverse range of demographic characteristics, including a demographic information of gender, age, education level, work experience, and job position, as detailed in the demographic analysis part. While convenience sampling was used due to its cost-effectiveness and accessibility, the sample size and diversity ensure that the findings are sufficiently representative of the target population in the Jordanian manufacturing sector.

D. Research setting and sample

The ethical approval required for the implementation of the survey in this study was obtained from the Istanbul Aydin University Social and Human Sciences Ethics Committee. Report Date:20.02.2025. Report number: 2025/02.

E. Measures

A 5-point Likert scale is applied in all scales (1 = Strongly Disagree to 5 = Strongly Agree), Depending on the scale's wording.

1. Emotional Intelligence Scale

The Self-Rated Emotional Intelligence Scale—Revised which was developed by Davies et al, (2010), will be used in this research. The EI scale consists of 10 items and 5 factors, These are an appraisal of own emotions and the second factor is Appraisal of others' emotions, the third one is regulation of own emotions, the fourth one is regulation of others' emotions and the last one is Utilization of emotions. The Self-Rated Emotional Intelligence Scale—Revised has a coefficient of Cronbach's alpha coefficient that is equal to 0.86 which gives a demonstration of valid and good reliability based on this result. The item numbers and dimensions of the EI Scale are as follows: 1–2: Appraisal of own emotions; 3–4: Appraisal of others' emotions; 5–6:

Regulation of own emotions; 7–8: Regulation of others' emotions; 9–10: Utilization of emotions.

2. Organizational Commitment Scale

The Three-Component Model (TCM) of commitment Meyer and Allen (1990) will be utilized. the scale of OC contains 24 items that are split based on 3 factors, These are: Affective Commitment, Continuance Commitment and Normative Commitment and The score of Cronbach's alpha is 0.70. The item numbers and dimensions of the OC Scale are as follows: Items 1–8: Affective Commitment; Items 9–16: Continuance Commitment; Items 17–24: Normative Commitment.

3. Job Satisfaction Scale

The Brief Index of Affective Job Satisfaction (BIAJS) developed by Thompson and Phua (2012) will be utilized as well and it is evaluated on a 5-point Likert scale. JS scale is consists of 7 items as 1 factor. In the study of Thompson and Phua (2012), The BIAJS demonstrated good internal consistency reliability, with a Cronbach's alpha coefficient of 0.84 which suggests that the BIAJS is a reliable tool for measuring affective JS across diverse populations. The item numbers and structure of the BIAJS are as follows: Items 1, 3, 5, and 7 are positively worded, while Items 2, 4, and 6 are reverse-coded.

F. Validation of the scales

In order to assess the construct validity of the measurement instruments, Exploratory Factor Analysis (EFA) was conducted using Principal Component Analysis (PCA) with Varimax rotation. Sampling adequacy was assessed using the Kaiser-Meyer-Olkin (KMO) measure, and the suitability of the correlation matrix for factor analysis was tested using Bartlett's Test of Sphericity. These tests ensure that the dataset is suitable for uncovering latent variable structures (Hair et al., 2018, p. 127; Tabachnick and Fidell, 2013, p. 612).

Table 1 presents the outcomes of the KMO and Bartlett's tests for the EI scale. The KMO value of .810 exceeded the minimum threshold of 0.70, indicating adequate sampling adequacy (Kaiser, 1974). Furthermore, Bartlett's test was statistically

significant ($\chi^2=576.104$, $p<0.001$), confirming the suitability of the data for factor analysis (Field, 2018). These outcomes confirm that the EI dataset was appropriate for further exploratory factor analysis.

Table 1: KMO and Bartlett's Tests for the scale of EI

Test	Result
KMO Measure	0.810
Bartlett's χ^2	576.104
significance	$p<0.001$

The upcoming analysis was conducted for the JS scale, which consists of seven items. Results from the KMO and Bartlett's Test will be shown in Table 2

Table 2: KMO and Bartlett's Test for JS

Test	Result
KMO Measure	0.776
Bartlett's χ^2	941.165
Significance	$p<.001$

The KMO JS scale (.776) and Bartlett's test ($\chi^2= 941.165$, $p<0.001$) supported factor analysis, Regarding the OC scale, It can be mentiond that despite its three theoretical dimensions.

OC scale consists of 24 items. Factor analysis was conducted by extracting three components, consistent with the model proposed by Meyer and Allen (1990). The KMO and Bartlett's Test results are presented in Table 3.

Table 3: KMO and Bartlett's Test for OC

Test	Result
KMO Measure	0.918
Bartlett's χ^2	3581.943
Significance	$p<0.001$

OC were treated as unidimensional for analysis and the KMO result was (0.918) and Bartlett's test ($\chi^2=3581.943$, $p<0.001$) validated factorability.

G. Data Analysis

The collected data will be clarified throughout the program of Statistical Package for Social Sciences (SPSS) 30.0. Once survey responses are gathered, There will be statistical techniques including descriptive evaluation, correlation analysis, and analysis of regression will be applied in order to investigate the association between the variables.



IV. RESULTS

A. Introduction to Results

This segment will provide and present the outcomes of the study, which will inspect the interconnection among EI, JS, and OC in personnel working inside the manufacturing section in Jordan. The analysis includes demographic characteristics, descriptive statistics, internal consistency reliability, normality tests, analysis of the correlation, regression analysis, as well as mediation analysis. Furthermore, The findings will provide empirical support for the suggested hypotheses and will also provide beneficial insights into the dynamics of EI, JS, and OC inside the workplace. The study utilized a questionnaire With the intention of gathering responses from 411 employees. The demographic elements of the participants including gender, age, education level, years of work experience, As well as job position are summarized in the demographic analysis part.

The analysis of the data was executed using SPSS 30.0. In an effort to evaluate the accuracy of the scales, The values of Cronbach's alpha were computed. The normality of data distribution was checked using skewness and kurtosis statistics. The analysis of Pearson correlation was conducted to examine the link among the variables of the study, followed by the analysis of multiple regression to test the direct effects of EI on JS and OC, and JS on OC. Finally, the mediation influence of JS in the middle of EI and OC was examined using the analysis of PROCESS Macro (Model 4) developed by Hayes (2022). The outcomes from these analyses are presented in detail throughout the next sections.

B. Descriptive Analysis

1. Demographic Analysis

The analysis of the demographic test was carried out with an effort to examine the characteristics of the studied population. Table 4 produces a summary of the Frequency Distribution of Demographic Information obtained from the respondents.

The Google Forms that were created as a data collection tool were sent to the members of staff who work inside the manufacturing sector in Jordan, and there was a total of 411 samples were received. All the questions in the obtained questionnaires have been answered because it is impossible to move from one question to the next without responding. As a result, no questionnaire was discovered to be erroneous or lacking. Hair et al. (2018) indicates that the size of the sample should be at a minimum of 10 times the number of items used in the scale. The volume of the sample exceeds ten times the 41 items in the scale, ensuring that the statistical requirements have been comfortably met. For a closer look at the demographic elements of the sample, you can refer to the frequencies and percentages offered in Table 4.

Table 4: Frequency Distribution of Demographic

Demographics		Frequency	Percent
Gender	Male	219	53.3
	Female	192	46.7
Age	18–24 years	105	25.5
	25–34 years	179	34.6
	35–44 years	93	22.6
	45 + years	34	8.3
	High school diploma	58	14.1
Educational Level	Bachelor	268	65.2
	Master	66	16.1
	Doctorate	19	4.6
Years of Work Experience	Less than 5 years	138	33.6
	5–10 years	165	40.1
	More than 10 years	108	26.3
Job Level/Position	Entry-Level	183	44.5
	Mid-Level	178	43.3
	Senior/Executive-Level	50	12.2

Most study participants are between the ages of 18-34 and hold bachelor's degrees.

2. Factor Analysis Results

In order to evaluate the construct validity of the measurement implements, Exploratory Factor Analysis (EFA) was conducted by utilizing Principal Component Analysis (PCA) along with Varimax rotation.

Sampling adequacy was assessed using the Kaiser-Meyer-Olkin (KMO) measure, and the suitability of the correlation matrix for factor analysis was also tested using Bartlett's Test of Sphericity.

These tests will ensure that the dataset is acceptable for uncovering latent variable structures (Hair et al., 2018, p. 127; Tabachnick and Fidell, 2013, p. 612).

Table 5: Rotated Component Matrix – EI

Item	Factor 1 (Appraisal of own emotions)	Factor 2 (Appraisal of others' emotions)	Factor 3 (Regulation of own emotions)	Factor 4 (Regulation of others' emotions)	Factor 5 (Utilizatio n of emotions)
EI1	-0.058	0.767	0.315	-0.026	0.133
EI2	0.266	0.770	-0.132	0.198	0.035
EI3	0.129	0.146	-0.126	0.736	0.365
EI4	0.057	0.048	0.392	0.756	-0.226
EI5	0.767	0.017	-0.208	0.123	0.042
EI6	0.080	0.068	0.174	0.014	0.852
EI7	0.118	0.097	0.758	0.119	0.236
EI8	0.361	0.336	0.135	0.170	0.422
EI9	0.626	0.256	0.394	0.037	-0.001
EI10	0.725	0.060	0.333	0.024	0.219

Based on the original structure of EI, A 5-factor solution was extracted. As shown in Table 5 Three of the five factors aligned with the original subdimensions: Factor 1 corresponded to Utilization of Emotions (EI9, EI10, and unexpectedly EI5), Factor 2 represented Appraisal of Own Emotions (EI1, EI2), and Factor 4 matched Appraisal of Others' Emotions (EI3, EI4). However, Factor 3 (Regulation of Others' Emotions) and Factor 5 (Regulation of Own Emotions) did not group as expected. For instance, EI5, which theoretically belongs to Regulation of Own Emotions, loaded

onto the Utilization factor. Despite this deviation, no item was removed, and the full scale was used as a single-dimension construct in the final analysis, consistent with similar approaches in prior studies..

Table 6 summarizes the item-groupings by factor, corresponding to the dimensions of EI:

Table 6: EI Subdimensions and Items

Subdimension	Items Expected	Items Observed
F1: Appraisal of own emotions	9, 10	5, 9, 10
F2: Appraisal of others' emotions	1, 2	1, 2
F3: Regulation of own emotions	7, 8	7
F4: Regulation of others' emotions	3, 4	3, 4
F5: Utilization of emotions	5, 6	6, 8

As shown in Tables 5 and 6, the factor loadings align with the theoretical model proposed by Davies et al. (2010), p. 204 where each factor is represented by two items. The five-factor structure explains 67.97% of the total variance. All communalities were above the 0.40 threshold, indicating good shared variance.

These results provide partial support for the construct validity of the EI scale, as three of the five extracted factors aligned with the theoretical structure, while two showed variation (Hair et al., 2018, p. 139; Tabachnick and Fidell, 2013, p. 619).

Table 7 presents the rotated component matrix. Two factors emerged: As one representing positive satisfaction, and another including reverse-worded items.

Table 7: Rotated Component Matrix – JS

Item	Factor (Positive)	Factor (Reverse-coded)
JS1	0.875	-0.106
JS2 (R)	-0.214	0.701
JS3	0.671	-0.145
JS4 (R)	-0.157	0.743
JS5	0.803	-0.054
JS6 (R)	0.413	0.495
JS7	0.902	-0.082

The JS scale used in this study is the Brief Index of Affective Job Satisfaction (BIAJS) developed by Thompson and Phua (2012). This scale incorporates four primary items measuring affective job satisfaction, and three optional distracter items (e.g., “My job is unusual”) that are reverse-worded to help reduce method bias. In the original scoring guide, the authors stated that these distracters may be removed from analysis if desired.

In this research, all seven items were retained for exploratory factor analysis. The results revealed a two-factor structure, with positively worded items loading onto one factor and distracter (reverse-coded) items loading onto a second factor. This pattern is consistent with method effects rather than actual multidimensionality. No items were removed in order to preserve the scale's original structure as administered. Following the guidance of Thompson and Phua (2012), and given that the scale is designed to measure overall affective job satisfaction, the full scale was treated as a single-dimension construct in the mediation and regression analyses.

The factor-item structure is summarized in Table 8:

Table 8: JS Subdimensions and Items

Subdimension	Items
F1: Positive Satisfaction	JS1, JS3, JS5, JS7
F2: Reverse-coded Items	JS2, JS4, JS6

The two-factor solution explained 60.67% of the total variance. Positive items grouped under Factor 1, while all reverse-worded items loaded on Factor 2. This finding aligns with previous studies that suggest reverse-coded items may form separate factors due to method variance (DiStefano and Motl, 2006, pp. 441–443; Marsh, 1986, p. 38).

Table 9 presents the rotated component matrix. Factor 1 represents AC, Factor 2 represents CC, and Factor 3 represents NC.

Table 9: Rotated Component Matrix – OC

Item	Factor 1 (AC)	Factor 2 (CC)	Factor 3 (NC)
OC1	0.795	-0.269	0.126
OC2	0.564	-0.233	0.119
OC3	0.558	-0.059	0.211
OC4	0.051	0.039	0.330
OC5	0.655	-0.127	0.177
OC6	0.688	-0.150	0.253
OC7	0.753	-0.187	0.222
OC8	0.588	-0.287	0.236
OC9	-0.207	0.585	0.011
OC10	-0.109	0.629	-0.214
OC11	-0.004	0.824	-0.092
OC12	-0.023	0.670	0.129
OC13	0.796	-0.262	0.078
OC14	0.741	-0.204	0.094
OC15	-0.236	0.610	-0.183
OC16	0.705	0.094	-0.107
OC17	0.323	-0.005	-0.038
OC18	0.155	-0.122	0.715
OC19	0.003	-0.147	0.738
OC20	0.421	-0.151	0.583
OC21	0.355	-0.009	0.425
OC22	0.305	0.149	0.110
OC23	0.542	0.003	0.313
OC24	0.466	-0.114	0.462

The OC scale used in this study was developed by Meyer and Allen (1990), which consists of 24 items categorized into three distinct dimensions: AC, CC, and NC. However, the exploratory factor analysis in this study revealed that several items

did not load onto their expected theoretical dimensions. For instance, Item OC4, which theoretically belongs to AC, loaded onto a different factor (Factor 3), and Item OC13, originally part of CC, appeared under Factor 1. This mismatch indicates that the empirical factor structure obtained in this study does not fully align with the original scale's theoretical framework. Despite these deviations, no items were removed from the analysis in order to preserve the full conceptual coverage and content validity of the scale. As a result, The current research treated OC as a single-dimensional construct for analytical purposes. This approach was adopted to capture the overall effect of commitment in the mediation model, while still remaining loyal to the original structure and theoretical underpinnings of the scale proposed by Meyer and Allen (1990).

The items grouped into the expected and Observed subdimensions as shown in Table 10.

Table 10: OC Subdimensions and Items

Subdimension	Items Expected	Items Observed
AC	OC1, OC2, OC3, OC4, OC5, OC6, OC7, OC8,	OC1, OC2, OC3, OC5, OC6, OC7, OC8, OC13, OC14, OC16, OC17, OC22, OC23, OC24
CC	OC9, OC10, OC11, OC12, OC13, OC14, OC15, OC16	OC9, OC10, OC11, OC12, OC15
NC	OC17, OC18, OC18, OC19, OC20, OC21, OC22, OC23, OC24	OC4, OC18, OC19, OC20, OC21

As shown in Table 10, several items did not load onto their original theoretical subdimensions. For example, OC4, which was expected to be part of AC, loaded under NC. Similarly, items such as OC13, OC14, OC16 (originally Continuance) and OC22, OC23, and OC24 (originally Normative) loaded onto AC based on the exploratory factor analysis results. Although some items had relatively low factor loadings (e.g., OC17 at 0.323), they were retained to preserve theoretical coherence. Overall, the three-factor structure accounted for 50.13% of the total variance, supporting the construct validity of the OC scale in this study (Hair et al., 2018, p. 139).

3. Variables Analysis

The variables analysis was conducted to assess the status of research variables within the studied population. Table 11 presents a summary of the obtained data from the respondents, including the scores of means, standard deviations, Cronbach's alpha, skewness, as well as kurtosis for EI, JS, and OC.

Table 11: Internal consistency and normality distribution results

	EI	JS	OC
Cronbach's Alpha (α)	0.726	0.741	0.853
Skewness	0.178	0.053	0.012
Kurtosis	0.115	0.418	7.852
Mean	2.98	2.97	2.83
Std. Deviation	5.81408	3.72428	7.42123

Reliability and normality analyses indicated that Cronbach's alpha values for EI, JS, and OC were 0.726, 0.741, and 0.853, respectively. According to Nunnally (1987), Cronbach's alpha values above 0.70 are considered acceptable, indicating that the scales used in this study demonstrated acceptable to high internal consistency. This suggests that the measurement tools were reliable for assessing the constructs of EI, JS, and OC.

Moreover, the values of skewness and kurtosis analysis were reviewed in order to evaluate the normality of the data distribution. The values of skewness were ranged between 0.012 and 0.178, And the values of kurtosis were ranged between 0.115 and 7.852. According to Field (2018), skewness values between -2 and +2 and kurtosis values between -7 and +7 are generally considered acceptable for assuming normality in data distribution. While the kurtosis value for OC (7.852) slightly exceeds the threshold of ± 7 , this deviation is not uncommon in large sample sizes ($n=411$). Tabachnick and Fidell (2013, p. 86) note that parametric tests are solid to moderate deviations from normality, especially with large samples, and kurtosis values up to ± 10 may still permit the utilize of parametric analyses. Moreover, The outcomes confirm that the data distribution was acceptable for parametric statistical analyses, such as regression and mediation analysis.

The mean scores for EI, JS, and OC were 2.98, 2.83, and 2.97, respectively, indicating the average levels of these constructs among the respondents. The standard deviations for EI, JS, and OC were 1.84, 1.41, and 1.51, respectively, reflecting the

variability in responses around the mean. These values suggest that the respondents' scores were relatively consistent, with moderate dispersion around the mean for each variable.

In an effort to look into the connection amidst EI, OC, and JS, an analysis of the Pearson correlation was carried out. The matrix correlation provides insight into the direction and power of the relationships amidst these elements. A positive correlation would give a signal to point out that as one variable rises, the other variable also rises, whereas a negative association indicates an opposite link. The results of the association examination are offered in Table 12.

Table 12: Correlation Matrix

Variable	EI	OC	JS
EI	1		
OC	0.545**	1	
JS	0.617**	0.563**	1

** p<0.01

As shown in Table 12, indicate that all correlations are statistically significant at the .01 level (two-tailed). A moderate positive correlation was found between EI and OC ($r=0.545$, $p<0.001$) suggesting that higher EI is associated with greater OC. A moderate to strong positive correlation was found between EI and JS ($r=0.617$, $p<0.001$), indicating that personnel with higher EI tend to be faced with greater JS. A moderate positive correlation was found between JS and OC ($r=0.563$, $p<0.001$), implying that JS is positively linked to OC. Since all correlation coefficients are positive and statistically significant.

An analysis of linear regression was conducted to examine the influence of EI on OC. Table 13 presents the model summary, which indicates how well EI predicts OC.

Table 13: Linear regression Test for EI on OC: Model Summary

Model	R	R ²	Adjusted R ²	Std. Error
1	0.545	0.296	0.295	6.232

Note. Predictor: EI; Dependent Variable: OC.

Note: Model 1 represents a simple linear regression where EI is the predictor, and OC is the dependent variable.

The results show that EI explains 29.6% of the difference in OC ($R^2 = 0.296$), And that would propose a moderate positive relationship. The adjusted R^2 value (0.295) confirms the reliability of the model by accounting for the number of predictors that were included inside the analysis.

To assess the statistical significance of the regression model, an Analysis of Variance (ANOVA) test was conducted. ANOVA determines whether the independent variable EI significantly predicts the dependent variable OC by comparing the variation explained by the model to the unexplained variation in the data. A significant F-value indicates that EI contributes meaningfully to predicting OC. Table 14 presents the results of the ANOVA test for this regression analysis. According to Field (2018), ANOVA test in regression is applied to test whether the model would produce a preferable fit than a model with no predictors.

Table 14: Anova test for EI on OC

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	6694.881	1	6694.881	172.369	<0.001
Residual	15885.700	409	38.840		
Total	22580.581	410			

Note. The model is statistically significant.

The ANOVA test was conducted to assess the statistical significance of the regression model, which examines the effect of EI on OC. The results, as shown in Table 14, indicate that the regression model is statistically significant, with an F-value of 172.369 and a p-value of <0.001. This would imply that EI significantly predicts OC, as the model explains a substantial portion of the variance in OC compared to a model with no predictors.

The Sum of Squares for the regression model (6694.881) represents the variation in OC that is explained by EI, while the Residual Sum of Squares (15885.700) represents the Inexplicable variation. The Mean Square for the regression (6694.881) is significantly above the Mean Square for the residual (38.840), further confirming that EI is a meaningful predictor of OC. According to Tabachnick and Fidell (2013), A significant F-value in ANOVA indicates that the variable of EI contributes remarkably to give an explanation of the OC variable, Therefore, The model will deliver a greater suitable than a null model with no predictors. The Sum of

Squares for the regression model (6694.881) represents the variation in OC that is explained by EI, while the Residual Sum of Squares (15885.700) represents the Inexplicable variation. The Mean Square for the regression (6694.881) is significantly above the Mean Square for the residual (38.840), further confirming that EI is a meaningful predictor of OC. According to Tabachnick and Fidell (2013), A significant F-value in ANOVA indicates that the variable of EI contributes remarkably to give an explanation of the OC variable, Therefore, The model will deliver a greater suitable than a null model with no predictors.

In order to inspect both the direction and strength of the link in the middle of EI and OC, An investigation of linear regression was conducted. This analysis estimates how much change in OC can be attributed to changes in EI while controlling for measurement errors. The regression coefficient (B) represents the extent to which EI effects OC. A statistically significant t-value further confirms the reliability of the estimated outcome. According to Hair et al. (2010), Analysis of regression is frequently applied inside the behavioural studies to quantify links amidst both independent and dependent variables, allowing researchers to predict outcomes based on observed patterns. Table 15 presents the comprehensive regression coefficients for this model.

Table 15: Regression Coefficients: EI on OC

Predictor	B	Std. Error	Beta	t	Sig.
(Constant)	50.505	1.610		31.377	<0.001
EI	0.695	0.053	0.545	13.129	<0.001

Note. EI significantly predicts OC.

The linear regression test was conducted with the intention of looking into the effect of EI on OC. The model was statistically significant, $F(1,409) = 172.37$, $p < 0.001$, explaining 29.6% of the variance in OC ($R^2 = 0.296$). ($B = 0.695$, $t = 13.13$, $p < 0.001$), indicating that higher EI leads to a stronger OC (Alsughayir, 2021; Sodeinde, 2024). The findings of this regression analysis show that Hypothesis-1 is supported.

A linear regression analysis was conducted to determine the effect of EI on JS. This analysis helps assess the extent to which variations in EI influence JS, which will provide insights into how emotionally intelligent employees may experience higher

contentment at work. Regression analysis allows researchers to quantify the strength of these relationships which will ensure statistical reliability in predicting workplace behaviours (Field, 2018). Table 16 presents the model summary, highlighting the predictive strength of EI on JS.

Table 16: Linear regression Test for EI on JS: Model Summary

Model	R	R ²	Adjusted R ²	Std. Error
1	0.629	0.394	0.295	3.75374

Note. Predictor: EI; Dependent Variable: JS.

In an effort to measure the effect of EI on JS, an analysis of linear regression was performed. The outcomes of these analyses, summarized in Table 16, provide insights into the strength and nature of this relationship.

The score of R (0.629): According to Hair et al. (2010), The coefficient (R) of correlation takes the measurements of the direction and power of a linear link in the middle of two variables. In this study, an R-value of 0.629 indicates a moderate positive correlation amidst EI and JS, suggesting that as EI increases, JS tends to rise as well.

R² (0.394): Cohen et al. (2003) explain that R-squared (R²) represents the ratio of the difference, in the dependent variable that is demonstrated by the independent variable. In such circumstances, 39.4% of the variability in JS is described by EI, implying that EI significantly influences employees' satisfaction levels.

The value of adjusted R² (0.295): As discussed by Field (2018), The adjusted R² is a refined version of R² that accounts for the number of predictors in the regression model, Which would prevent overestimation of the model's explanatory capability. In this research, the adjusted R² value of 0.295 recommends that, after adjusting for model complexity, EI explains 29.5% of the variance in JS.

Std. Error (3.75374): According to Tabachnick and Fidell (2013), the standard error of the approximation will consider the median deviation of observed values from the line of regression. A standard error of 3.75374 points out that the predicted JS scores deviate from actual values by approximately 3.75 units, indicating an accuracy for the model's predictive.

To examine the impact of EI on JS, a one-way ANOVA test was conducted. The ANOVA test assesses whether there is a statistically notable distinction in JS outcomes based on levels of EI. The null hypothesis (H_0) assumes that EI has no significant effect on JS, while the alternative hypothesis (H_1) assumes that EI significantly affects JS. The outcomes of the ANOVA experiment are introduced in Table 17.

Table 17: Anova test for EI on JS

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	3763.895	1	3763.895	267.121	<0.001
Residual	5763.044	409	14.091		
Total	9526.939	410			

Note. The model is statistically significant.

The analysis test of ANOVA was conducted in order to come to a decision on whether EI significantly predicts JS. The scores indicate that the model is statistically significant, $F(1,409) = 267.121$, $p < 0.001$, Which gives an explanation that EI contributes significantly to explaining the variation in JS. The high F-value suggests that the model of regression produces a strong fit, and the low p-value (< 0.001) confirms that the link amidst EI and JS is improbable to be by reason of random odds. This finding supports the idea that members of the workforce with elevated EI tend to have greater JS.

In order to examine how EI impact on JS, an analysis of linear regression was conducted. The regression analysis tests whether EI significantly predicts JS. The coefficients of regression (B), standard errors (SE), coefficients of standardized (Beta), t-values, and significance levels (p) are reported in Table 18. The results indicate the extent to which EI influences JS and whether this relationship is statistically significant.

Table 18: Regression Coefficients: EI on JS

Predictor	B	Std. Error	Beta	t	Sig.
(Constant)	5.458	0.970		5.630	<0.001
EI	0.521	0.032	0.629	16.344	<0.001

Note. EI significantly predicts JS.

The linear regression was conducted to examine the effect of EI on JS. The model was statistically significant, $F(1, 409) = 267.12$, $p < 0.001$, explaining 39.4% of

the variance in JS ($R^2=0.394$). EI had a strong positive effect on JS ($B=0.521$, $t=16.34$, $p<0.001$), indicating that higher EI significantly increases JS, These findings support Hypothesis 2.

An analysis of linear regression was conducted for the examination of JS's impact on OC. This analysis helps determine the range to which variations in JS predict OC. Analysis of Regression is essential in behavioural studies as it quantifies the direction of association in the middle of variables (Hair et al., 2010). Table 19 presents the model summary, Illustrating the predictive strength of JS on OC.

Table 19: Linear regression Test for JS on OC: Model Summary

Model	R	R ²	Adjusted R ²	Std. Error
1	0.554	0.307	0.306	6.18397

Note. Predictor: JS; Dependent Variable: OC.

The conclusions of the result point out that JS has a significant impact on the element of OC. The correlation coefficient ($R=0.554$) suggests a moderate positive relationship, meaning that elevated degrees of JS are correlated with elevated OC. The R^2 value (0.307) shows that JS explains approximately 30.7% of the variance in OC, advising that other components also contribute to OC. The adjusted R^2 (.306) confirms the model's reliability by accounting for predictor adjustments.

The standard error (6.18397) represents the average deviation of OC values, indicating the model's predictive accuracy. The findings of this regression analysis show that Hypothesis-3 is supported.

An ANOVA test was conducted to determine whether JS significantly predicts OC. ANOVA evaluates whether the independent variable JS gives a demonstration of a considerable share of the variance in the context of the dependent variable OC. A high F-value and a low p-value indicate that the model provides a better prediction than random chance. Table 20 presents the ANOVA results for this regression analysis (Field, 2018).

Table 20: Anova test for JS on OC

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	6939.821	1	6939.821	181.474	<0.001
Residual	15640.761	409	38.241		
Total	22580.581	410			

Note. The model is statistically significant.

The ANOVA results confirm that JS significantly predicts OC. The high F-value (181.474) suggests that the model explains a substantial portion of the variance in OC. The low significance level ($p < 0.001$) indicates that the effect of JS on OC is statistically significant and unlikely to be due to random variation. These findings support the argument that employees who experience higher JS tend to have stronger OC.

An analysis of linear regression was conducted to assess the effect of JS on OC. This analysis helps quantify how much change in OC can be attributed to variations in JS. An insight into the strength and direction of this relationship has been provided through the regression coefficients. A statistically significant t-value further confirms the reliability of the estimated effect. According to Hair et al. (2010), Regression coefficients help determine the level of effect of independent variables on the matter of the dependent variables in predictive models. Table 21 presents the regression coefficients for this model.

Table 21: Regression Coefficients: JS on OC

Predictor	B	Std. Error	Beta	t	Sig.
(Constant)	53.316	1.366		39.038	<0.001
JS	0.853	0.063	0.554	13.471	<0.001

Note. JS significantly predicts OC.

The linear regression was conducted with the aim of inspecting the impact of JS on OC. The model was statistically significant, $F(1,409) = 181.47$, $p < 0.001$, explaining 30.7% of the variance in OC ($R^2 = 0.307$). JS had a moderately positive effect on OC ($B = 0.853$, $t = 13.47$, $p < 0.001$), indicating that higher JS leads to a stronger OC.

The PROCESS Macro test was conducted in order to seek mediation analysis and examine whether JS intermediates the connection between EI and OC. The analysis of the mediation helps determine if the independent variable EI has an impact on the dependent variable OC occurs indirectly through the mediator JS. According to Hayes (2022), mediation is confirmed when the indirect effect is statistically significant, as indicated by confidence intervals that do not include zero. Table 22

offers the scores of the PROCESS Macro inspection, showing both the direct and indirect effects of EI on OC through JS.

Table 22: PROCESS Macro test : Regression Analysis for Direct and Indirect Effects

Predictor	B	SE	t	p	95% CI (LL)	95% CI (UL)
DV: JS						
EI	0.5211	0.0319	16.34	<.001	0.4585	0.5838
DV: OC						
EI	0.4137	0.0644	6.42	<.001	0.2870	0.5404
JS	0.5399	0.0777	6.95	<.001	0.3871	0.6927
Indirect Effect (Mediation via JS)						
Indirect Effect (Mediation via JS)	0.2813	0.0527	-	-	0.1783	0.3856

Note. B = Unstandardized Coefficients; SE = Standard Error; LLCI = Lower Limit Confidence Interval; ULCI = Upper Limit Confidence Interval.

For the purpose of testing the mediating role of JS in the link amidst EI and OC, an analysis of mediation was conducted by applying Hayes' PROCESS Macro (Model 4) with 5,000 bootstrap samples at a 95% confidence level. These scores point out that EI has a significant direct influence on OC ($\beta=0.4137$, $p<0.001$, 95% CI [0.2870, 0.5404]), supporting H1. Additionally, EI significantly predicts JS ($\beta=0.5211$, $p<0.001$, 95% CI [0.4585, 0.5838]), confirming H2. Similarly, JS significantly predicts OC ($\beta=0.5399$, $p<0.001$, 95% CI [0.3871, 0.6927]), supporting H3. The bootstrapped indirect effect of EI on OC via JS was found to be significant ($\beta=0.2813$, BootSE=0.0527, 95% CI [0.1783, 0.3856]). Since the confidence interval does not include zero, this confirms the mediating role of JS in the relationship between EI and OC, supporting H4.

The regression model predicting JS from EI give a clarification of 39.5% as for the difference ($R^2=0.3951$, $p<0.001$), indicating a strong predictive relationship. Similarly, the model predicting OC from EI and JS explained 37.1% of the variance ($R^2=0.3709$, $p<0.001$). The results provide strong empirical evidence that JS partially mediates the relationship between EI and OC. This suggests that higher EI enhances JS, which in turn strengthens OC, but EI also has an independent effect on OC that is

not explained by JS. This discovery is in line with the efforts of Baron and Kenny (1986), who argued that partial mediation occurs when the independent variable keeps hold of a significant direct impact on the dependent variable after accounting for the mediator. Similarly, Hayes (2022) and Zhao et al. (2010) emphasize that partial mediation is more common in social science research, as most relationships are influenced by multiple factors. The findings of this regression analysis show that Hypothesis-4 is supported.

Table 23 summarizes the hypotheses and their corresponding test results.

Table 23: Results of Hypotheses Tests

Hypotheses	Result
H1: Emotional Intelligence positively effects Organizational Commitment.	Supported
H2: Emotional Intelligence positively affects Job Satisfaction.	
H3: Job Satisfaction positively effects Organizational Commitment.	
H4: Job Satisfaction mediates the relationship between Emotional Intelligence and Organizational Commitment.	

V. DISCUSSION

A. Interpretation of Results

1. Theoretical Alignment

The findings are consistent with Salovey and Mayer's (1990) theory of EI, which posits that EI enhances individuals' ability to manage emotions, build relationships, and navigate workplace challenges. This study extends their theory by demonstrating that EI not only directly influences OC but also operates indirectly through JS. Similarly, the results support Meyer and Allen's (1990) Three-Component Model of OC, which highlights the role of emotional attachment (affective commitment) in fostering employee loyalty. The partial mediation of JS aligns with Baron and Kenny's (1986) mediation framework, suggesting that EI enhances OC both directly and indirectly through improved JS.

2. Consistency with Previous Research

The findings are consistent with several studies that have explored the EI-JS-OC relationship. For example, Alsughayir (2021) study within the banking sector in Saudi Arabia found that EI significantly predicts both JS and OC, with JS acting as a partial mediator. This study, like ours, emphasizes the importance of EI in fostering workplace attitudes and behaviors. However, some studies have reported different findings. As a case in point, Giao et al. (2020) found that the mediating part of JS was stronger in service industries compared to manufacturing, suggesting that sector-specific factors may influence these relationships. Additionally, Miao et al. (2017) observed that the direct effect of EI on OC was weaker in collectivist cultures, where organizational loyalty is often driven by normative commitment rather than emotional attachment.

3. The Context of the Jordanian may have influenced the findings in unique ways.

The collectivist culture of Jordan, Characterized by strong family ties and social cohesion may amplify the significance of EI in boosting the link of workplace and commitment. For instance, The personnel with elevated EI may be greater equipped to navigate the social dynamics of a collectivist workplace, Which leads to higher JS and OC. This arranges in line with Hofstede's (1980) cultural dimensions theory, Which suggests that collectivist cultures place a greater emphasis on interpersonal harmony and group loyalty.

However, The manufacturing sector in Jordan also presents distinctive challenges, such as high work strength and restricted profession advancement opportunities, Which may moderate the EI-JS-OC link. Specifically, JS plays a mediating role in this relationship, as EI influences OC through its impact on JS. These challenges may further shape the strength or nature of this mediation, and this will potentially affect how EI translates into JS and subsequently OC.

4. While items cluster into Affective (AC), Continuance (CC), and Normative (NC)

The factors of (Meyer and Allen, 1997), total OC scores were used because: the research question focuses on global commitment (Cooper-Hakim and Viswesvaran, 2005). Subdimensions were highly correlated ($r > 0.60$), suggesting a higher-order factor (Solinger et al., 2008). Total scores are standard in turnover prediction (Meyer et al., 2002).

C. Implications

These findings provide empirical suggestions for organizations in the manufacturing sector. Below are the main implications for different groups.

1. Implications for Managers:

Managers can make use of these findings to better understand how EI improves employee commitment. By developing their own EI skills, they can communicate more effectively, reduce disputes, and support their teams in meaningful ways. This can help create a more constructive work environment where employees feel valued and stay loyal to their organization.

2. Implications for Employees:

Employees can also benefit from learning about EI. Improving the skills of EI can assist them handle pressure, work well with others, as well as managing emotions effectively. This can lead to greater JS and stronger commitment to their company, which supports both personal growth and organizational goals.

3. Implications for HR Practitioners:

HR departments can apply these outcomes by creating training programs that build EI skills for employees and managers. They can also improve JS by offering clear feedback, acknowledging the good performance, and supporting employee well-being. By focusing on EI and satisfaction together, HR can strengthen employee commitment, reduce turnover, and support organizational success.

4. Implications for Policymakers/Businesses:

Business leaders and policymakers can glimpse the usefulness of investing in programs that boost EI and JS. Supporting such initiatives can lead to an additional stable and productive workforce. In manufacturing sectors, these efforts can help minimize challenges like high employee turnover and low engagement which contribute to overall industry growth.

5. Theoretical Implications:

This study adds to the literature by showing that JS partially explains the link between EI and OC in Jordan's manufacturing sector. It supports the idea that EI has an indirect effect on commitment through satisfaction, offering a clearer understanding of how these components work together in organizational surroundings.

D. Limitations

While this study comes up with valuable insights into the correlation between EI, JS, and OC, it has some restrictions that should be acknowledged:

Context-Specific Findings: The study was conducted within the Jordanian manufacturing sector, which may limit the generalizability of the outcomes to other

industries or cultural circumstances. Future investigations could explore these relationships in diverse surroundings to support the findings.

Sample Diversity: The sample primarily included employees with bachelor's degrees and mid-level positions, which may not fully represent workforce diversity. Expanding the sample to incorporate an extensive scope of education levels, job roles, and demographics could enhance the generalizability of the discovery.

Unmeasured Variables: The study focused on EI, JS, and OC but did not account for other potential influencing components, such as the culture of the organization or the types of leadership. Including these variables in future research could come up with an additional comprehensive grasp of the dynamics at play.

E. Future Research Directions

In order to label the restrictions of this investigation and further advance the apprehension of the EI-JS-OC relationship, Future research should examine and consider the following directions:

1. **Exploring both Additional Mediators and Moderators:** Future research should make inquiries into the role of other potential mediators and moderators, such as style of the leadership, organizational culture, as well as job autonomy, In the EI-JS-OC association. For example, Transformational leadership may strengthen the effect of EI on JS, while job autonomy could enhance the mediating part of JS in the EI-OC association.
2. **Cross-Cultural along with Cross-Industry Studies:** Research should extend to diverse cultural and industrial contexts to act on whether the observed relationships hold across diverse settings. For instance, studies could compare the EI-JS-OC relationship in collectivist against individualist cultures or in service against manufacturing industries.
3. **Examining the Impact of EI Training Programs:** Studies should make inquiries about the long-range effects of EI coaching programs on employee gratification besides commitment. This may produce beneficial comprehension when it come to the sustainability of such interventions in addition to their effect on organizational end results.

4. Exploring the Role of Cultural Factors: Given the unique cultural context of Jordan, future research should explore how cultural factors, such as collectivism and social cohesion, influence the EI-JS-OC relationship.



VI. CONCLUSION

This study underscores the conclusive role of EI in forming JS and OC of the employees within the Jordanian manufacturing sector. The findings reveal that EI significantly influences both JS and OC, suggesting that emotionally intelligent employees are more possibly to be well-pleased with their jobs as well as committed to their organizations. This aligns with previous research, such as Sodeinde (2024), which focuses on awareness of the worth of EI in boosting workplace attitudes and behaviours. The investigation also emphasizes the mediating role of JS in the link between EI and OC, indicating that while EI directly impacts OC, its effect is further amplified when employees experience higher levels of JS.

The outcomes propose that organizations should prioritize initiatives aimed at developing EI among employees, as it not only builds up their ability to manage emotions and navigate workplace challenges but also boosts a more positive and committed workforce. Furthermore, EI training programs can assist staff develop skills such as empathy and self-awareness besides emotional regulation, which are pivotal for maintaining workplace harmony as well as productivity. In addition, Organizations should concentrate on generating work environments that promote JS through fair compensation, recognition, career development excellent opportunities as well as supportive leadership.

The investigation of this research also concentrates on the value and the importance of taking into consideration cultural as well as contextual parts when interpreting the EI-JS-OC connection. In the Jordanian context, the collectivist nature of the culture may amplify the part of EI in strengthening workplace links besides commitment. Personnel with high EI are better equipped to navigate the social dynamics of a collectivist workplace, leading to higher JS and OC. However, the unique challenges of the manufacturing sector, such as high work intensity and limited career advancement opportunities, may moderate this relationship. Future research should explore these dynamics in greater depth to produce further nuanced insights.

Furthermore, The findings contribute to the broad-ranging field of workplace psychology by reinforcing the interconnectedness of EI, employee well-being, and organizational outcomes. as Selvi and Aiswarya (2023) noted, promoting a culture that contributes to emotional awareness, and satisfaction is crucial for retaining a committed workforce as for the Organizations that invest in EI and JS initiatives can achieve long-term benefits, including higher employee retention, improved productivity, and enhanced organizational performance and These outcomes are exceptionally substantial in the manufacturing sector, where employee dedication is critical for maintaining operational efficiency as well as competitiveness.

While the research produces perceptions considered to be precious, it is not without constraints. This study was conducted inside specific cultural and industrial circumstances, which may limit the generalizability of the study's discovery to other circumstances. Future studies should explore the EI-JS-OC relationship in diverse industries and cultural contexts to validate and extend the current findings. Furthermore, The study concentrated on EI, and JS besides OC but did not account for other potential influencing aspects, such as the culture of the organisation, leadership styles, or even the autonomy of the job. Including these variables in future research could provide an additional comprehensive perception of the dynamics at play.

Ultimately, This investigation places an emphasis on the value of EI and JS as major drivers of OC. By prioritizing EI evolution and creating work conditions that enhance JS, Organizations can implant an extra loyal and engaged staff. As workplaces continue to face dynamic challenges, A strong emphasis on these elements will be crucial for preserving workforce stability as well as performance. Future research should construct on these findings to further refine best practices for organizations aiming to build a resilient together with emotionally intelligent workforce.

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APPENDICES

Appendix – A: Demographic Variables Table.

Appendix – B: The Brief Emotional Intelligence Scale (BEIS-10) by Davies et al (2010).

Appendix – C: Organizational Commitment Scale by Allen and Meyer (1990).

Appendix – D: The Brief Index of Affective Job Satisfaction (BIAJS) by Thompson, and Phua (2012).

Appendix A

Demographic Variables Table

Survey Instructions: This survey aims to examine the relationship between Emotional Intelligence, Job Satisfaction, and Organizational Commitment. Your responses will remain confidential and used solely for research purposes. Please read each statement carefully and indicate your level of agreement using the provided scale. There are no right or wrong answers. Your honest opinions are highly appreciated. Thank you for your participation!

Category	Options
Gender	Male (1), Female (2)
Age	18–24 years (1), 25–34 years (2), 35–44 years (3), 45+ years (4)
Education Level	High School Diploma (1), Bachelor’s Degree (2), Master’s Degree (3), Doctorate/Ph.D. (4)
Work Experience	Less than 5 years (1), 5–10 years (2), More than 10 years (3)
Job Level	Entry-Level (1), Mid-Level (2), Senior/Executive-Level (3)

Appendix B

The Brief Emotional Intelligence Scale (BEIS-10) by Davies et al (2010).

Instructions of EI Scale: Please indicate the extent to which you agree or disagree with the following statements about your job. Response Scale: (1 = Strongly Disagree, 2 = Disagree, 3 = Neither agree nor disagree, 4 = Agree, 5 = Strongly Agree)

Number of items	Items
1	I know why my emotions change
2	I easily recognize my emotions as I experience them
3	I can tell how people are feeling by listening to the tone of their voice
4	By looking at their facial expressions, I recognize the emotions people are experiencing
5	I seek out activities that make me happy
6	I have control over my emotions
7	I arrange events others enjoy
8	I help other people feel better when they are down
9	When I am in a positive mood, I am able to come up with new ideas
10	I use good moods to help myself keep trying in the face of obstacles

Appendix C

Organizational Commitment Scale by Meyer and Allen (1990).

Instructions of OC Scale: Please indicate the extent to which you agree or disagree with the following statements about your job. Response Scale: (1 = Strongly Disagree, 2 = Disagree, 3 = Undecided, 4 = Agree, 5 = Strongly Agree)

Number of items	items
1	I would be very happy to spend the rest of my career with this organization
2	I enjoy discussing my organization with people outside it.
3	I really feel as if this organization's problems are my own.
4	I think that I could easily become as attached to another organization as I am to this one. (R)
5	I do not feel like 'part of the family' at my organization. (R)
6	I do not feel 'emotionally attached' to this organization. (R)
7	This organization has a great deal of personal meaning for me.
8	I do not feel a strong sense of belonging to my organization. (R)
9	I am not afraid of what might happen if I quit my job without having another one lined up. (R)
10	It would be very hard for me to leave my organization right now, even if I wanted to.
11	Too much in my life would be disrupted if I decided I wanted to leave my organization now.
12	It wouldn't be too costly for me to leave my organization now. (R)
13	Right now, staying with my organization is a matter of necessity as much as desire.
14	I feel that I have too few options to consider leaving this organization.
15	One of the few serious consequences of leaving this organization would be the scarcity of available alternatives.
16	One of the major reasons I continue to work for this organization is that leaving would require considerable personal sacrifice -another organization may not match the overall benefits I have here.
17	I think that people these days move from company to company too often.
18	I do not believe that a person must always be loyal to his or her organization. (R)
19	Jumping from organization to organization does not seem at all unethical to me. (R)
20	One of the major reasons I continue to work for this organization is that I believe that loyalty is important and therefore feel a sense of moral obligation to remain.
21	If I got another offer for a better job elsewhere I would not feel it was right to leave my organization.
22	I was taught to believe in the value of remaining loyal to one's organization.
23	Things were better in the days when people stayed with one organization for most of their careers.
24	I do not think that wanting to be a 'company man' or 'company woman' is sensible anymore. (R)

Note. (R) indicates a reverse item.

Appendix D

A Brief Index of Affective Job Satisfaction scale by Thompson and Phua (2012)

Instructions of JS Scale: Please indicate the extent to which you agree or disagree with the following statements about your job. Response Scale: (1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree)

Number of items	items
1	I find real enjoyment in my job
2	My job is unusual (R)
3	I like my job better than the average person
4	My job needs me to be fit (R)
5	Most days I am enthusiastic about my job
6	My job is time-consuming (R)
7	I feel fairly well satisfied with my job

Note. (R) indicates a reverse item.

Appendix E

Ethical committee report

Evrak Tarih ve Sayısı: 25.02.2025-147779



T.C.
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Lisansüstü Eğitim Enstitüsü Müdürlüğü

Sayı : E-88083623-020-147779
Konu : Etik Onayı Hk.

25.02.2025

Sayın Aseel Ammar Jamal ABUELIYAN

Tez çalışmanızda kullanmak üzere yapmayı talep ettiğiniz anketiniz İstanbul Aydın Üniversitesi Sosyal ve Beşeri Bilimler Etik Kurul Komisyonu'nun 20.02.2025 tarihli ve 2025/02 sayılı kararıyla uygun bulunmuştur.

Bilgilerinize rica ederim.

Dr.Öğr.Üyesi Hüseyin KAZAN
Müdür Yardımcısı

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