

## **Antecedents of Sensitivity Aptitude and its Influence on Work Accomplishment**

**D. Satish<sup>1</sup>, Dr. M. P Asha Kumari<sup>2</sup>**

<sup>1</sup>Ph.D Research Scholar in Commerce (Reg. No. 19113091011001), Muslim Arts College, Thiruvithancode, Affiliated to Manonmaniam Sundaranar University, Abishekapatti, Tirunelveli – 627012, Tamil Nadu–India.

<sup>2</sup> Associate Professor, PG and Research Department of Commerce, Muslim Arts College, Thiruvithancode – 629174, Kanyakumari District, Tamil Nadu–India.

### **Abstract**

*The motive of the present research is to study the antecedents of sensitivity aptitude and its influence on work accomplishment of employees. The study considered a sample of 612 employees working in various business organizations. Purposive sampling technique is administered to collect sample from the employees. Causal research design is used to check the impact of sensitivity aptitude on work accomplishment of employees. The study employed structural equation modelling to examine the causal association between workplace distress, work surroundings, sensitivity aptitude and work accomplishment. Furthermore, t-test is adopted to check the influence of gender on workplace distress, work surroundings, sensitivity aptitude and work accomplishment. Findings confirmed that workplace distress have no significant impact on sensitivity aptitude but enterprise surroundings have significant impact on sensitivity aptitude. Sensitivity aptitude have significant impact on work accomplishment of employees. Gender has no impact on workplace distress, work surroundings, sensitivity aptitude and work accomplishment.*

**Key Words:** Employees, Organization, Workplace Distress, Work Surroundings, Sensitivity Aptitude, Work Accomplishment

### **1. Introduction**

Suganthi as well as Singaravelloo (2021) averred that the amount of efficiency used to achieve a company's goals and goals in order to achieve the desired results is connected to the company's achievement. Businesses assess outcomes according to their fiscal health, the worth they deliver to clients, and their productivity in relation to rivals. On a broader scale, the success of a nation is typically tied to the competence of its state services, which is based on the traits and skills of public managers. Globally, the comparative performance of individual countries is largely affected by their world-wide ranking according to economic metrics. Nations' abilities to effectively steer their economies stems from their acquirement of associated skills and conduct. To survive in today's quickly changing business environment, which includes increasingly tough competition, businesses must employ a variety of techniques. To attain the best performance, one of the tactics is related to sensitivity aptitude (Ghuman, 2016). Today's business organization have a daunting problem in determining how to manage job performance that will be impacted by workplace stress and the environment in which they operate; in the meantime, they rely significantly on their employees' innate competency (Varma, 2017). Employee performance is highly affected by the prevailing stress and enterprise surrounding in the work place and at the same time organization development is also affected when the employees exhibit diminished work efficacy. Given the growing competitive market, these variables not only influence company effectiveness but might also result in extinction. A crucial obligation for every organization is to deal professionally and prevents employee agony. There are several problems creating pressure, tension, worry, nervousness, anxiety to the employees in the work place (Hitu & Baroda, 2018).

### **2. Statement of the Problem**

There is no other method to attain organizational success and competitiveness except via individual work performance. Every manager, especially human resource managers, has been concerned about this. There is no one-size-fits-all solution for improving organizational and individual performance (Machmud, 2018). Because problems are interrelated, focusing on a single solution is simply incorrect. Job contentment, involvement, and devotion, collaboration, treatment, expertise, talents, and self-efficacy seem to be factors that impact efficiency. Businesses assess outcomes based on their fiscal situation, the benefit they bring to their patrons, and their competence in contrast to contemporaries (Abun et al., 2021). Every business's ultimate goal is to reach a high degree of production and profitability. As a result, businesses entrust a significant amount of work to both operational and frontline personnel. Employee job satisfaction and efficiency in doing their normal work responsibilities improve when they

have enough work to do. Furthermore, a demanding work environment, such as an irregular work culture, various directions, and the form of daily reporting, has an impact on employee productivity. Stress, work environment, engagement, and emotional intelligence all have an impact on employee productivity (Duru&Shimawua, 2017).

### **3.Review of Literature**

The sensitivity capacity is an important characteristic that leads to increased skills in achieving corporate aspirations and job aims, as well as enhanced collaboration via teamwork and trustworthiness (Arfara and Samanta 2016). Personnel with a strong sensitivity capacity look more cheerful, devoted, and committed to their career and company, creating a favorable atmosphere for greater job efficiency (Miao et al. 2017). The ability to control and control one's emotions may aid in reducing workplace exhaustion (Bozionelos and Singh, 2017). When doing tasks, personnel with strong levels of sensitivity capacity have a lower likelihood of exhaustion (Sanchez-Gomez and Bres0 2020).In terms of moderate temperature, sufficient lighting, pleasant room, and so on, a flexible work environment gives a smooth atmosphere in which to discharge work without any physical problem (Edo & Nwosu, 2018).

The work ambiance is described as one that stimulates workers to engage more proactively in the duties assigned to them (Hastuti et al., 2021). Human mentality is influenced by aspects such as mental processes, emotion management, and employee motivation levels (Othman et al., 2019). Self-control, well-being, emotionality, sociability, global trait, and emotional intelligence were identified as crucial determinants in work performance in this study (Naqvi et al. 2016). Employees who have a high level of organizational support believe that their employers care about their well-being, value their efforts, and will assist them should problems arise (Ikon & Ogochukwu, 2019).

Employees reported considerable role strain in the areas of resource sufficiency, role inconsistency, self-role disconnect, personal shortcoming, role exclusion, role overburden, and role degradation (Deepanshi&Arrawatia, 2018).Yoga, positive attitude, regular exercise, meditation, counselling, spiritual events, and entertainment are needed to manage role stress of employees (Vasavi & Sudhir, 2018).Multiple job responsibilities, severe work pressure, competition, consumer forces and expectations, and the use of new technologies all add to their stress levels. Employees' emotional and physical health are both negatively affected by stress (Shobe, 2018). Employee wellbeing is negatively impacted by a poor work environment, role erosion, work obligation, over-commitment, and job uncertainty (Giorgi et al., 2017)

### **4. Research Objectives**

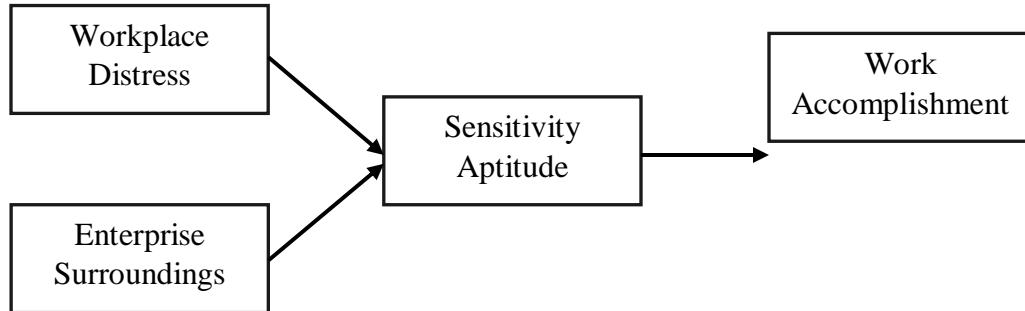
The study exploredthe following aims:

1. To examine the profile of employees working business organization.
2. To assess the causal association among workplace distress, enterprise surroundings, sensitivity aptitude and work accomplishment.
3. To measure the impact of gender on workplace distress, enterprise surroundings, sensitivity aptitude and work accomplishment.

### **5. Research Methodology**

The study is initiated with the intention to evaluate the antecedents of sensitivity aptitude and its impact of work accomplishment of employees. The study considered a sample size of 612 employees working in variable business firms. The study used purposive sampling technique to select samples. Further, causal research design is used to assess the impact of sensitivity aptitude on work accomplishment of employees. The study used structural equation modelling to examine the causal association between workplace distress, enterprise surroundings, sensitivity aptitude and work accomplishment. Moreover, gender of employees is taken into consideration to evaluate its impact on workplace distress, enterprise surroundings, sensitivity aptitude and work accomplishment using t-test. In this way, the following conceptual framework is framed to test.

**Figure 1: Work Accomplishment Conceptual Framework**



**6. Results and Discussion**

**6.1. Analysis of Demographic Profile**

The demographic profile of employees is presented in table 1.

**Table 1: Employee Demographics**

Employee Profile	Distribution	Frequency	Percentage
Gender	Women	489	79.9
	Men	123	20.1
Marital Status	Married	122	19.9
	Single	490	80.1
Experience	Up to 3 years	163	26.6
	4 to 6 years	277	45.3
	Above 6 years	172	28.1
Age	18 to 23 years	60	9.8
	24 to 28 years	358	58.5
	Above 28 years	194	31.7
Education	Graduate	215	35.1
	Post-Graduates	397	64.9

Table 1 depicts the demographic profile of employees. Gender shows that 79.9% are women employees and 20.1% are men employees. Marital status confirms that 19.9% are married employees and 80.1% are single employees. Experience reveals that 26.6% of employees have up to 3 years of experience, 45.3% of employees have 4 to 6 years of experience, and 28.1% of employees have above 6 years of experience. Age discloses that 9.8% of employees are falling under 18 to 23 years of age, 58.5% of employees are falling under 24 to 28 years of age, and 31.7% of employees are falling under above 28 years of age. Education confirms that 35.1% of employees are completed graduation and 64.9% are completed post-graduation.

**6.2. Causal Relationship among Research Variables**

The following variables are considered as observed, endogenous variables: WD1, WD2,WD3,WD4,WD5, SA1, SA2, SA3, SA4, SA5, ES1, ES2,ES3,ES4,ES5, WA1,WA2,WA3,WA4 and WA5.

The following variables are considered as unobserved, endogenous variables: workplace distress, sensitivity aptitude, enterprise surroundings and work accomplishment.

Therefore, the variable count includes that the number of variables used in the model 48; observed variables in the model 20; unobserved variables in the model 28; exogeneous variables in the model 24; and endogenous variables in the model 24.

The structural model is presented in figure 2 and its path analysis is depicted table 2.

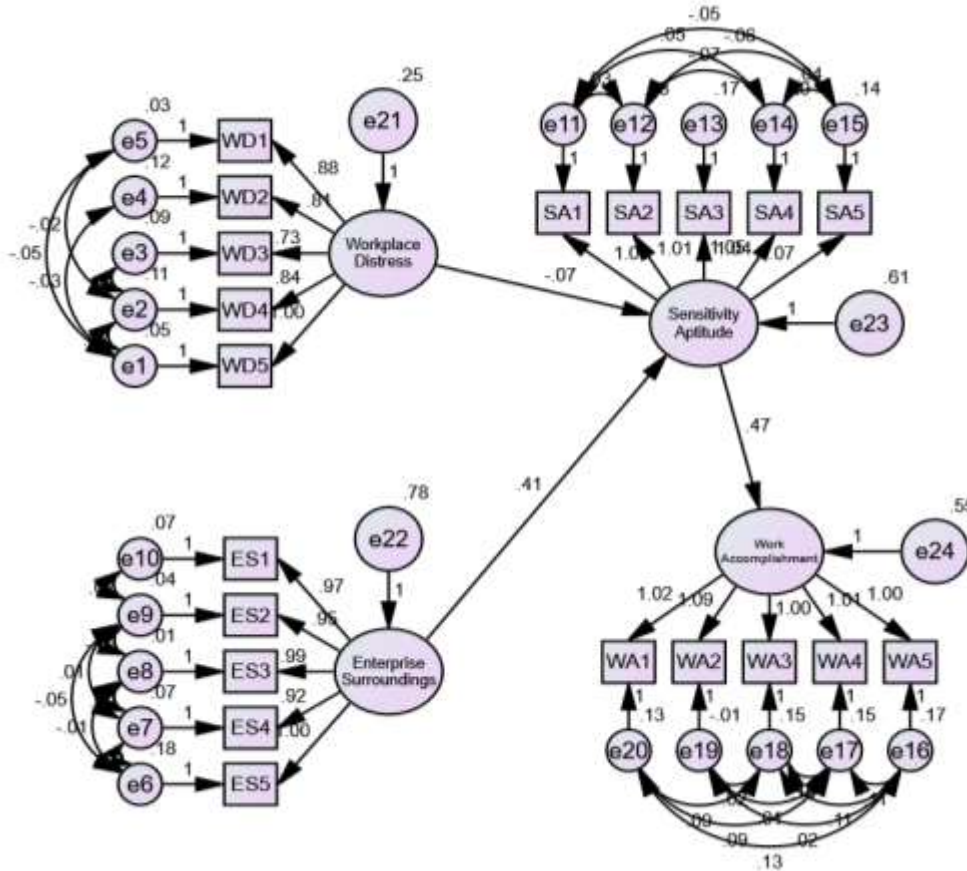
**Table 2: Work AccomplishmentStructural Model Path Analysis**

Path			Raw Coefficient	S.E.	p
WD5	←	WorkplaceDistress	1.000		
WD4	←	WorkplaceDistress	.837	.047	***
WD3	←	WorkplaceDistress	.735	.044	***
WD2	←	WorkplaceDistress	.805	.047	***
WD1	←	WorkplaceDistress	.880	.042	***
ES5	←	EnterpriseSurroundings	1.000		
ES4	←	EnterpriseSurroundings	.924	.026	***
ES3	←	EnterpriseSurroundings	.991	.022	***
ES2	←	EnterpriseSurroundings	.949	.039	***
ES1	←	EnterpriseSurroundings	.965	.035	***
SA1	←	SensitivityAptitude	1.000		
SA2	←	SensitivityAptitude	1.007	.022	***
SA3	←	SensitivityAptitude	1.047	.038	***
SA4	←	SensitivityAptitude	1.045	.034	***
SA5	←	SensitivityAptitude	1.073	.032	***
WA5	←	WorkAccomplishment	1.000		
WA4	←	WorkAccomplishment	1.013	.033	***
WA3	←	WorkAccomplishment	1.004	.033	***
WA2	←	WorkAccomplishment	1.087	.039	***
WA1	←	WorkAccomplishment	1.016	.020	***
SensitivityAptitude	←	WorkplaceDistress	-.068	.062	.278
SensitivityAptitude	←	EnterpriseSurroundings	.412	.039	***
WorkAccomplishment	←	SensitivityAptitude	.474	.042	***

\*\*\* significant at 1% level

The computed values of Goodness of Fit Index is 0.944, it confirms that it has reasonably a good fit and it's Adjusted Goodness of Fit Index value is 0.916. Similar to that the values of Relative Fit Index 0.971; Incremental Fit Index 0.987; Tucker-Lewis Index 0.982; Comparative Fit Index 0.987; and Normed-Fit Index 0.979 possess reasonable a good fit. In addition to that the value of RMSEA is 0.053; the smaller value certifies better model fit. Similarly, the value of CMIN/df is 2.699, it is quite lower than threshold value. Then, the value of Expected Cross Validation Index (ECVI) is 0.848. Therefore, the computed values are found as per the threshold limit and it assures the model has better fit.

Figure 2: Work Accomplishment Structural Model



**Impact of Antecedents on Workplace Distress**

The impact of antecedents on workplace distress is examined the following hypotheses.

- H<sub>1,1</sub>: Antecedents have a positive impact on workplace distress.
- H<sub>0,1</sub>: Antecedents do not have a positive impact on workplace distress.

The results are furnished in table 3.

**Table 3: Impact on Workplace Distress**

Path	Raw Coefficient	S.E.	p
WD5 <--- WorkplaceDistress	1.000		
WD4 <--- WorkplaceDistress	.837	.047	***
WD3 <--- WorkplaceDistress	.735	.044	***
WD2 <--- WorkplaceDistress	.805	.047	***

Path			Raw Coefficient	S.E.	p
WD1	<---	WorkplaceDistress	.880	.042	***

Table 3 discloses that the coefficient values of workplace distress being 1.000 for WD5 embracing other variables as constant. The coefficient value of WD4 is 0.837; WD3 is 0.735; WD2 is 0.805; and WD1 is 0.880. The positive coefficient value denotes that for every 1.000 unit rise in WD5, for every 0.837 unit rise in WD4, for every 0.735 unit rise in WD3, for every 0.805 unit rise in WD2, and for every 0.880 unit rise in WD1 leads to increase 1-unit in workplace distress. The computed p-value is significant at 0.1% level for all paths, and it leads to reject null hypothesis ( $H_{0,1}$ ). Therefore, antecedents have a positive impact on workplace distress.

***Impact of Antecedents on Enterprise Surroundings***

The impact of antecedents on enterprise surroundings is examined the following hypotheses.

- H<sub>1,2</sub>: Antecedents have a positive impact on enterprise surroundings.
- H<sub>0,2</sub>: Antecedents do not have a positive impact on enterprise surroundings.

The results are furnished in table 4.

**Table 4: Impact on Enterprise Surroundings**

Path			Raw Coefficient	S.E.	p
ES5	<---	EnterpriseSurroundings	1.000		
ES4	<---	EnterpriseSurroundings	.924	.026	***
ES3	<---	EnterpriseSurroundings	.991	.022	***
ES2	<---	EnterpriseSurroundings	.949	.039	***
ES1	<---	EnterpriseSurroundings	.965	.035	***

Table 4 discloses that the coefficient values of enterprise surroundings being 1.000 for ES5 embracing other variables as constant. The coefficient value of ES4 is 0.924; ES3 is 0.991; ES2 is 0.949; and ES1 is 0.965. The positive coefficient value denotes that for every 1.000 unit rise in ES5, for every 0.924 unit rise in ES4, for every 0.991 unit rise in ES3, for every 0.949 unit rise in ES2, and for every 0.965 unit rise in ES1 leads to increase 1-unit in enterprise surroundings. The computed p-value is significant at 0.1% level for all paths, and it leads to reject null hypothesis ( $H_{0,2}$ ). Therefore, antecedents have a positive impact on enterprise surroundings.

***Impact of Antecedents on Sensitivity Aptitude***

The impact of antecedents on sensitivity aptitude is examined with the following hypotheses.

- H<sub>1,3</sub>: Antecedents have a positive impact on sensitivity aptitude.
- H<sub>0,3</sub>: Antecedents do not have a positive impact on sensitivity aptitude.

Table 5 furnishes the outcome.

**Table 5: Impact on Sensitivity Aptitude**

Path			Raw Coefficient	S.E.	p
SA1	<---	SensitivityAptitude	1.000		
SA2	<---	SensitivityAptitude	1.007	.022	***
SA3	<---	SensitivityAptitude	1.047	.038	***
SA4	<---	SensitivityAptitude	1.045	.034	***
SA5	<---	SensitivityAptitude	1.073	.032	***

Table 5 discloses that the coefficient values of sensitivity aptitude being 1.000 for SA5 embracing other variables as constant. The coefficient value of SA4 is 1.007; SA3 is 1.047; SA2 is 1.045; and SA1 is 1.073. The positive coefficient value denotes that for every 1.000 unit rise in SA5, for every 1.007 unit rise in SA4, for every 1.047 unit rise in SA3, for every 1.045 unit rise in SA2, and for every 1.073 unit rise in SA1 leads to increase 1-unit in sensitivity aptitude. The computed p-value is significant at 0.1% level for all paths, and it leads to reject null hypothesis ( $H_{0.3}$ ). Therefore, antecedents have a positive impact on sensitivity aptitude.

***Impact of Antecedents on Work accomplishment***

The impact of antecedents on work accomplishment is examined with the following hypotheses.

$H_{1.4}$ : Antecedents have a positive impact on work accomplishment.

$H_{0.4}$ : Antecedents do not have a positive impact on work accomplishment.

The results are furnished in table 6.

**Table 6: Impact on Work accomplishment**

Path			Raw Coefficient	S.E.	p
WA5	<---	WorkAccomplishment	1.000		
WA4	<---	WorkAccomplishment	1.013	.033	***
WA3	<---	WorkAccomplishment	1.004	.033	***
WA2	<---	WorkAccomplishment	1.087	.039	***
WA1	<---	WorkAccomplishment	1.016	.020	***

Table 6 discloses that the coefficient values of work accomplishment being 1.000 for WA5 embracing other variables as constant. The coefficient value of WA4 is 1.013; WA3 is 1.004; WA2 is 1.087; and WA1 is 1.016. The positive coefficient value denotes that for every 1.000 unit rise in WA5, for every 1.013 unit rise in WA4, for every 1.004 unit rise in WA3, for every 1.087 unit rise in WA2, and for every 1.016 unit rise in WA1 leads to increase 1-unit in work accomplishment. The computed p-value is significant at 0.1% level for all paths, and it leads to reject null hypothesis ( $H_{0.4}$ ). Therefore, antecedents have a positive impact on work accomplishment.

***Impact of Workplace Distress and Enterprise Surroundings on Sensitivity Aptitude***

The impact of workplace distress and enterprise surroundings on sensitivity aptitude is examined with the following hypotheses.

$H_{1.5}$ : Workplace distress and enterprise surroundings have a positive impact on sensitivity aptitude.

$H_{0.5}$ : Workplace distress and enterprise surroundings do not have a positive impact on sensitivity aptitude.

The results are furnished in table 7.

**Table 7: WD and ES on Sensitivity Aptitude**

Path			Raw Coefficient	S.E.	p
SensitivityAptitude	<---	WorkplaceDistress	-.068	.062	.278
SensitivityAptitude	<---	EnterpriseSurroundings	.412	.039	***

Table 7 discloses that the coefficient values of sensitivity aptitude being -0.068 for workplace distress holding other variables as constant. The coefficient value of sensitivity aptitude is 0.412 for enterprise surroundings holding other variables as constant. The positive coefficient value denotes that for every 0.277 unit rise in workplace distress, and for every 0.412 unit rise in enterprise surroundings leads to increase 1-unit in work accomplishment.

The computed p-value is not significant for work place distress. The computed p-value is significant at 0.1% level for enterprise surroundings. Therefore, enterprise surroundings have a positive impact on sensitivity aptitude but workplace distress failed to have impact on sensitivity aptitude.

**Impact of Sensitivity Aptitude on Work Accomplishment**

The impact of sensitivity aptitude on work accomplishment is examined with the following hypotheses.

- H<sub>1,6</sub>: Sensitivity aptitude has an affirmative impact on work accomplishment.
- H<sub>0,6</sub>: Sensitivity aptitude does not have an affirmative impact on work accomplishment.

The results are furnished in table 8.

**Table 8: Impact of Sensitivity Aptitude on Work Accomplishment**

Path		Raw Coefficient	S.E.	p
WorkAccomplishment	<---	SensitivityAptitude	.474	.042 ***

Table 8 discloses that the coefficient values of sensitivity aptitude being 0.474 for work accomplishment. The positive coefficient value denotes that for every 0.474 unit rise in sensitivity aptitude rise 1 unit in work accomplishment. The computed p-value is not significant for work place distress. The computed p-value is significant at 0.1% level for enterprise surroundings. Therefore, sensitivity aptitude has a positive impact on work accomplishment.

**6.3. Impact of Gender on Workplace Distress, Enterprise Surroundings, Sensitivity Aptitude and Work Accomplishment**

Impact of gender of employees on workplace distress, enterprise surroundings, sensitivity aptitude and work accomplishment. Its impact is examined through t-test with the following hypotheses.

- H<sub>1,7</sub>: There is significant difference among gender in relation with workplace distress, enterprise surroundings, sensitivity aptitude and work accomplishment.
- H<sub>0,7</sub>: There is no significant difference among gender in relation with workplace distress, enterprise surroundings, sensitivity aptitude and work accomplishment.

The results are furnished in table 9.

**Table 9: t-test**

Constructs	Gender	N	t	p
Workplace Distress	Women	489	1.316	0.189
	Men	123		
Enterprise Surroundings	Women	489	0.330	0.741
	Men	123		
Sensitivity Aptitude	Women	489	0.151	0.880
	Men	123		
Work Accomplishment	Women	489	0.696	0.487
	Men	123		

Table 9 discloses that the null hypothesis is accepted for workplace distress, enterprise surroundings, sensitivity aptitude and work accomplishment are found to be non-significant as its p-values are higher than 0.05. Therefore, there is no significant difference among gender in relation with workplace distress, enterprise surroundings, sensitivity aptitude and work accomplishment.



## 7. Conclusion

Empirical findings confirmed that the sensitivity aptitude characteristic has a positive impact on work accomplishment. Workplace stress and the business environment have a favorable and significant impact on sensitivity. The primary reason for improving employee performance is for people to be directly involved in their work. The findings of this study suggest advice for corporate organizations, such as encouraging employees to be more active and innovative in the workplace, and facilitating the achievement of desired results. Furthermore, performance improvement plans based on sensitivity aptitude assist employees in developing abilities that help them reach their full potential. The organization intends to exceed expectations and supports employee behavior in order to achieve vital organizational goals for growth and development, so that employees who share such sensitivity aptitude can lead to establish better work results. Active employee work accomplishment should be fostered in order to give better workplace culture and conducive work environment in accordance with employee anticipations, resulting in a high level of enthusiasm for work and optimal performance success.

## References

1. Abun, D., Magallanes, T., Basilio, G.J.Q., Encarnacion, M.J. & Sallong, M. (2021). Examining the link between organizational citizenship behavior and work performance of employees in the private schools, mediated by the workplace environment. *International Journal of Research in Business and Social Science*, 10(4), 85-98.
2. Arfara, C. & Samanta, I. (2016). The impact of emotional intelligence on improving team-working: The case of public sector (National Centre for Public Administration and Local Government - N.C.P.A.L.G). *Procedia - Social and Behavioral Sciences*, 230, 167-175.
3. Bozionelos, N, and Singh, S.K. (2017). The relationship of emotional intelligence with task and contextual performance: more than it meets the linear eye. *Personality and Individual Differences*, 116, 206-211.
4. Deepanshi, D. & Arrawatia, M.A. (2018). A study of organizational role stress among public and private sector bank employees. *International Journal of Creative Research Thoughts*, 6(1), 436-446.
5. Duru, C.E. & Shimawua, D. (2017). The effect of work environment on employee productivity: a case study of Edo City Transport Services Benin City, Edo State Nigeria. *European Journal of Business and Innovation Research*, 5(5), 23-29.
6. Edo, B.L. & Nwosu, I.C. (2018). Working environment and teachers' productivity in secondary schools in Port-Harcourt Metropolis. *International Journal of Innovative Psychology & Social Development*, 6(4), 39-49.
7. Ghuman, K. (2016). A prognostic examination of functional and emotional employee engagement drivers and their impact on employee performance. *Business Review*, 5(2) 78-87.
8. Giorgi, G., Arcangeli, G., Perminiene, M., Lorini, C., Ariza-Montes, Fz-Perez, Fabio, A.D. & Mucci, N. (2017). Work-related stress in the banking sector: a review of incidence, correlated factors, and major consequences. *Frontiers in Psychology*, 8, 1-17.
9. Hastuti, H., Haliah, H. & Munir, A.R. (2021). The effect of motivation and work environment on performance through work satisfaction as intervening variable on public health center employees in Mamuju district. *Journal of Research in Business and Management*, 9(8), 45-55.
10. Hitu, H. & Baroda, S. (2018). Impact of talent management practices on employee's performance in private sector bank. *International Journal of Management*, 9(1), 16-21.
11. Ikon, M.A. & Ogochukwu, N.C. (2019). Perceived organizational support and employee performance in selected commercial banks in South East Nigeria. *International Journal of Business and Management Review*, 7(5), 85-108.
12. Machmud, S. (2018). The influence of self-efficacy on satisfaction and work-related performance. *International Journal of Management Science and Business Administration*, 4(4), 43-47.
13. Miao, C., Ronald H.H. and Qian, S. (2017). A meta-analysis of emotional intelligence and work attitudes. *Journal of Occupational and Organizational Psychology*, 90, 177-202.
14. Naqvi, I.H., Iqbal, M. & Akhtar, S.N. (2016). The relationship between emotional intelligence and performance of secondary school teachers. *Bulletin of Education and Research*, 38(1), 209-224.
15. Othman, R. B., Rapi, R. B. M., Alias, N. E. B., Jahya, A. B. & Loon, K. W. (2019). Factors affecting employee engagement: a study among employees in the Malaysian Construction Industry. *International Journal of Academic Research in Business and Social Sciences*, 9(7), 784-797.

16. Sanchez-Gomez, M. and Bresó, E. (2020). In pursuit of work performance: testing the contribution of emotional intelligence and burnout. *International Journal of Environmental Research and Public Health* 17, 5373-5385.
17. Shobe, K. (2018). Productivity driven by job satisfaction, physical work environment, management support and job. *Business and Economics Journal*, 9(2), 1-9.
18. Suganthi, S. and Singaravelloo, K. (2021). Impact of emotional intelligence on organizational performance: an analysis in the Malaysian public administration. *Administrative Sciences*, 11, 1-22.
19. Varma, C. (2017). Importance of employee motivation & job satisfaction for organizational performance. *International Journal of Social Science & Interdisciplinary Research*, 6(2), 10-20.
20. Vasavi, B. & Sudhir, B. (2018). Sources of role stress among employees in Indian service sector: a review of literature. *The International Journal of Indian Psychology*, 6(2), 56-71.