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Abstract
This study aims to investigate whether emotional intelligence was related to job performance among the operators in one manufacturing company in Johor. Emotional intelligence was measured by the Emotional Intelligence Scale, while job performance was assessed by Individual Work Performance Questionnaire (IWPQ). Data for this study were collected from 118 operators of one manufacturing company in the southern state of Malaysia. The findings show that the level of emotional intelligence was found moderate while the level of job performance was found high. The result from Smart PLS shows that there is a significant moderate correlation between emotional intelligence and job performance among the operators. The findings indicate that emotional intelligence has a relationship with job performance. A few recommendations were suggested that are organization can improve the low level of emotional intelligence by training intervention and the organization also needs to create awareness by initiating a program about emotional intelligence for the employees. Suggestions were also provided for future research including collecting data from the perspective of employees and employers about the studied variables.
Keywords: Emotion, Performance, Emotional Intelligence and Job Performance

Introduction
Job performance is a human behaviour result which a significant factor in assessing an individual's job effectiveness. From this standpoint, a company's success can be related to its employees' job performance. Employees are an organization's human capital, and their performance is a crucial indicator of whether or not the organization can meet its objectives. According to Widayati et al (2021) job performance is work performance or work results, both quantity and quality achieved by human resources in performing their work tasks in line with the responsibilities set to them. In general, job performance is an outcome of employees' actions in carrying out their tasks, and it has an indirect and direct impact on their company's

success or failure (Kamaruddin et al., 2021). Job performance can also be defined as an achievement of job-related tasks or skills by an employee or trainee to skills (Mengistu & Jinxing, 2021). Motowidlo and Kell (2012) perceived job performance as the total expected value to the organization of the discrete behaviour over a standard time. While for Baloch and Hassan (2014), job performance is generally referring to whether a worker carries out his duty well or not. Widayati et al (2021) stated that an individual's performance can be seen through his activities in carrying out his daily work.

Nevertheless, today's transitions like work in an organization that provides services like globalization developments and changes in individual work demands have a significant effect on the performance theory (Sonnentag et al., 2008). Kamassi et al (2019) stated that critical determinants of individual performance are emotional competence, political skills, cue perception ability, job crafting and employee capability. Every workplace encompasses people with different personalities, emotions and, strengths which can influence their manner in work. There is a separate social environment at work that enables greater emotional intelligence to help people understand themselves and others better, communicate better and deal with difficult circumstances. Emotional intelligence helps to regulate emotional activity to increase job performance. Emotional intelligence encourages personal ingenuity and thereby contributes to workplace productivity (Ganji, 2011; Hasanzadeh, 2009). An individual with high emotional intelligence can handle these situations and make the workplace peaceful and comfortable for working, it also helps to enhance the interpersonal relationship among the employees and avoid misunderstandings among them (Lee & Ok, 2012). Goleman (1998) was the first person who relates the view of emotional intelligence to business and reveals that successful leaders possessed a high level of emotional intelligence that is considered to be vital in the workplace nowadays (Sy & Cote, 2004).

Emotional intelligence is a subset of social intelligence that includes people's ability to identify and differentiate between their thoughts and emotions, as well as use that detail to direct their thought processes (Salovey and Mayer, 1990). Similarly, emotional intelligence according to Serrat (2017) is the capacity, capability, skill, or self-perceived aptitude to manage, analyse, and identify one's own, others', and group emotions. Drigas & Papoutsi (2018) also defined EI as the capability to understand, recognize, and utilise emotions in a good manner to speak well, manage anxiety, overcome issues, empathize, manage conflicts, and solve problems. Meanwhile, Kaur & Hirudayarai (2021) defined emotional intelligence as the capability to use a rational mind and emotions simultaneously. However, there is one issue that needs to cater to is the low level of emotional intelligence among the workers. The lockdown plan has caused huge socio-economic implications and social isolation among them because of the necessity to work at home and juggle between childcare and work from home. Many people encountered difficulties in mental health and physical health and changed their lives and daily routines, including depression, insomnia, anxiety, immune system deterioration, and panic attacks (Brooks et al., 2020; Gonalez-Sanguino et al., 2020; Nicomedes and Avila, 2020; Pappa et al., 2020; Segerstorm, 2010; Yang and Ma, 2020; Zhao et al., 2020). National Health and Morbidity Survey (2015) stated that the prevalence of mental health problems in Malaysian adults has increased to 29.2%, a three-fold increase from 1996 (National Health and Morbidity Survey, 2015).

Other than that, one of the issues in Malaysia is poor employee job performance. According to the Employee Pulse survey report by Aon Malaysia, there had been a

significant drop in productivity levels during the Movement Control Order (MCO) period (Aon Malaysia, 2020). The report revealed that 77 per cent of employees indicated a drop in productivity. According to a report published by the Malaysian Health System Research (2016), a mental disorder is the main factor in an economical drop in the individual, family, workplace, medical industry, and national stage due because of absenteeism, decreased income, direct and indirect health expenses, and dropped job productivity (Health System Research, 2016). The concept of EI has a significant link with mental health, according to (McKinley et al., 2014). Therefore, it is considered important to anyone's mental and physical well-being to use emotions intelligently (Woolery & Salovey, 2004). Woolery and Salovey (2004) have expected emotional intelligence as a potential risk or protective role in psychological health. This study aims to investigate the levels of emotional intelligence and job performance among the operators. This study also aims to investigate the relationship between emotional intelligence and job performance among the operators in one manufacturing company in Johor. It will provide useful information about the possible outcome in which emotional intelligence may influence job performance among the operator in the company. Exploring the relationship between emotional intelligence and job performance is important to add to the existing literature.

Literature Review
A Brief Overview of Emotional Intelligence
Emotional intelligence is the capacity, capability, skill, or self-perceived aptitude to manage, analyse, and identify one's own, others', and group emotions (Serrat, 2017). Drigas & Papoutsi (2018) also defined EI as the capability to understand, recognize, and utilise emotions in a good manner to speak well, manage anxiety, overcome issues, empathize, manage conflicts, and solve problems. Meanwhile, Kaur & Hirudayarai (2021) defined emotional intelligence as the capability to use a rational mind and emotions simultaneously. Goleman (2015) suggests that emotional intelligence is a characteristic of people who stand out in real life. Emotional intelligence can motivate them, withstand frustration, control impulses, and regulate moods so that the burden of stress does not paralyze their thinking ability. Emotional intelligence is seen as a personality characteristic encompassing a set of emotion-related dispositions and self-perceptions, according to the trait model (Lopez-Zafra et al., 2012). According to Mayer, Caruso, and Salovey (2016), emotional intelligence is defined as the ability to argue correctly with emotions and emotion-related information, as well as the ability to use emotions to improve thinking. Moreover, emotional intelligence is defined as the skill to process information on the identification, understanding, and regulation of emotion in oneself and others (Checa & Fernandez-Berrocal, 2019). While according to Robbin & Judge (2015), emotional intelligence is a person's ability to assess emotions in themselves and others to understand the meaning of emotions and regulate one's emotions regularly.
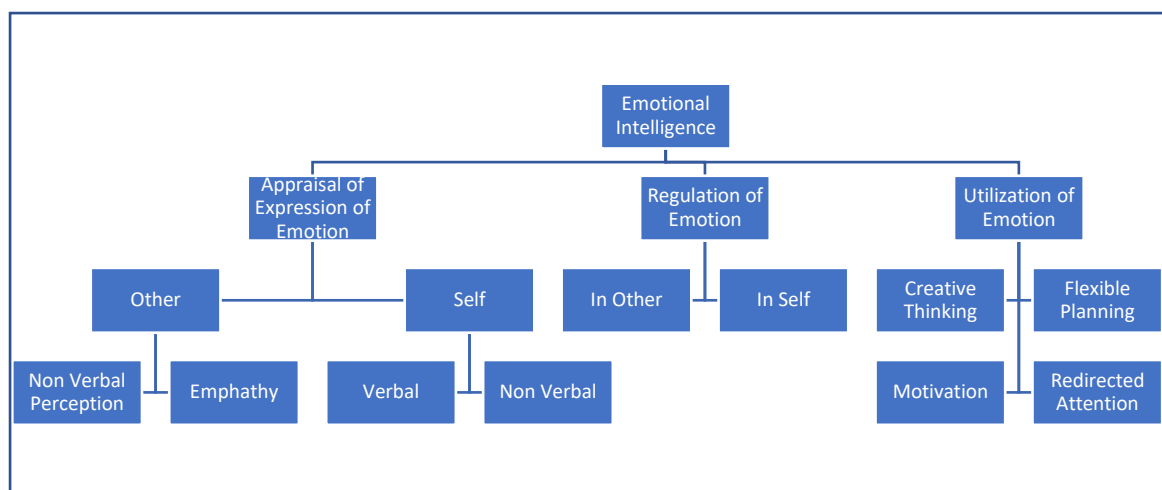
Figure 1
Salovey and Mayer's 1990 Ability Model of Emotional Intelligence (Source: Neubauer & Freudenthaler, 2005: 34

Salovey and Mayer (1990) have proposed a Model of Emotional Intelligence which consists of three dimensions which are the appraisal of emotion, the utilization of emotion, and the regulation of emotion in adaptive ways. Peter Salovey and John Mayer compiled existing psychology literature on the general roles of emotion and emotionality to personality and proposed a new way to combine the two psychological principles of intellect and emotion. The ability model is the most prominent since it is based only on cognitive ability in the processing of emotions and has been empirically proved. Moreover, Mayer and Salovey (1997) claimed that emotional intelligence is a capability rather than a trait (consistent behaviour over time), because it develops with training and age (Goleman, 1995; Mayer & Salovey, 1997). Cherniss (2010) claimed that the ability model is the best model of emotional intelligence since it matches the general concept of emotional intelligence, which is "managing emotion in oneself and others," as acknowledged by other prominent scholars such as Petrides, Goleman, and Bar-On. O'Boyle et al (2011) concluded that instruments based on ability models are the best since they can distinguish emotional intelligence from other variables like personality and other abilities. As a result, in this study, the ability model and instrument established based on the ability model were utilised to characterise the original form of emotional intelligence.

The first dimension of emotional intelligence in the ability model is the utilization of the emotion dimension (Mayer & Salovey, 1997). It is defined as the ability to use emotion to assist cognitive processes including problem-solving, interpersonal communication, and reasoning (Kanesan & Fauzan, 2019). Eventually, a person can produce realistic emotions to help with judgments and memory (Kanesan & Fauzan, 2019). It entails the ability to utilise emotions to draw attention to significant events and to generate emotions that help in problem resolution (Norboevich, 2020). The implementation of creative ideas requires a positive attitude, and mood swings can be utilised to analyse different perspectives on an issue (Norboevich, 2020). The second dimension, appraisal of emotions is the ability of an individual to categorise emotions and perceive the meanings triggered by those feelings (Mayer & Salovey, 1997). Wong and Law (2002) stated that self-emotional appraisal relates to the individual's capacity to recognise and communicate their deepest feelings naturally. Others' emotional appraisal relates to the capacity of people to interpret and comprehend

the feelings of those around them. Understanding emotion involves identifying emotions and recognising similarities and distinctions between the emotions (Kanesan & Fauzan, 2019). The ability to properly interpret the emotions shown on another person's face or voice is a crucial start toward a more subtle understanding of emotions (Norboevich, 2020).

The final dimension, the regulation of emotion dimension is the capability to enhance, avert change, or reduce our own and others' emotions (Mayer & Salovey, 1997). Wong and Law (2002) define the regulation of emotion as relating to people's ability to control their emotions, allowing them to recover from psychological distress more rapidly. This stimulates the cognitive and emotional growth of an individual (Kanesan & Fauzan, 2019). Norboevich (2020) stated that when emotions are under control, a person can be susceptible to a wide range of emotional signals within specific boundaries. Kanesan & Fauzan (2019) stated that individual who has good emotional regulation prefer to accept both pleasant and unpleasant feelings. The individual eventually learns to engage or detach from emotions based on their use. Therefore, the individual may keep track of and reflect on his or her own and others' emotions. Lastly, the individual will become proficient in managing their emotions by boosting positive feelings and reducing negative ones (Kanesan & Fauzan, 2019). Perception, appraisal, and expression of emotion dimensions are defined by Mayer and Salovey (1997) as the ability to recognise and differentiate feelings in oneself and others. The first stage in the process of emotion perception, evaluation, and expression is the ability to identify one's own emotions through physical stimulation, inner feelings, and thinking. Overall, any such attributes, whether positive or negative, will affect the ability or inability of employees to perceive others' emotions. Therefore, all of the dimensions in the emotional intelligence scale are important and indirectly affect job performance within the organization context.

Brief Overview of Job Performance

According to Osibanjo et al (2018), performance is the completion of tasks that make up one's job. It is the outcome that an individual produces in a specific job during a specific time (Ladley et al., 2015). Performance refers to the actions or behaviour of employees, not the outcome or the production of their work. In addition, the whole action that workers do at work can be defined as job performance (Fogaca et al., 2018). Furthermore, employees' job performance is described as the employees' abilities to apply their knowledge and skills to produce services, goods, and output from their labour contributes to the organisation's core (Evangeline & Thavakumar, 2015). In general, job performance is an outcome of employees' actions in carrying out their tasks, and it has an indirect and direct impact on their company's success or failure (Kamaruddin et al., 2021). Job performance can also be defined as an achievement of job-related tasks or skills by an employee or trainee to specific skills (Mengistu & Jinxing, 2021). Motowidlo and Kell (2012) perceived job performance as the total expected value to the organisation of the discrete behaviour over a standard time. While for Balouch and Hassan (2014), job performance is generally referring to whether a worker carries out his duty well or not. Other than that, Biswas & Varma (2012) define job performance as a set of actions taken by employees to fulfil the requirements of the job description. According to Motowidlo & Kell (2012), job performance is the overall expected value to the organisation of discrete behavioural actions that an employee performs over a standard period.

Figure 2
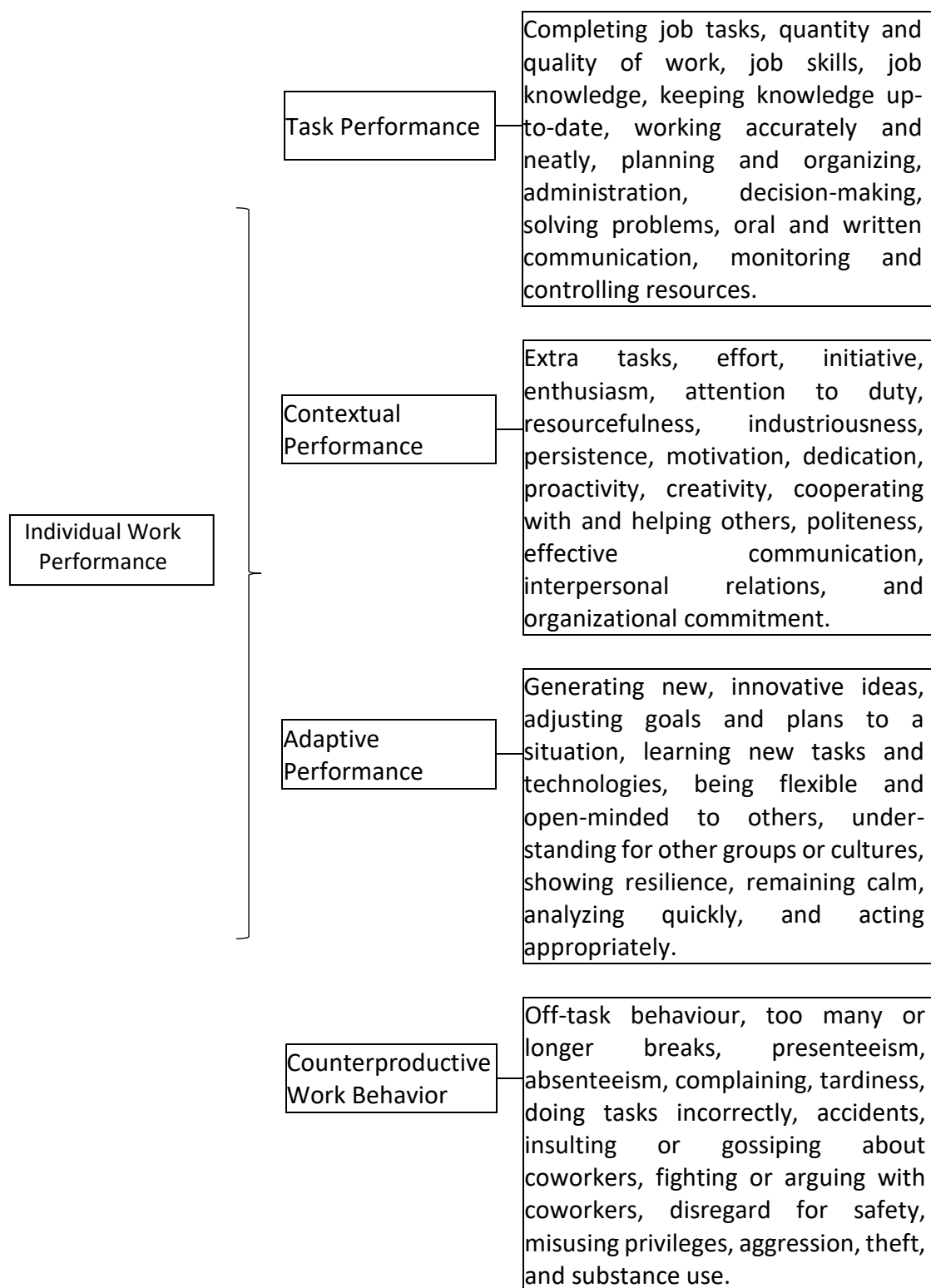*Heuristic framework of individual work performance (Source: Koopmans et al., 2011: 863)*

To address job performance, Koopman's (2011) Heuristic framework of individual work performance has been used in this study. It clearly illustrates three dimensions that measure job performance which are task performance, contextual performance, and counterproductive work behaviour. Task performance was stated in almost all

frameworks as a significant dimension of individual work performance. A person's task performance depends on the job (Deeba et al., 2021). Individual behaviours that promote interpersonal, psychological environment and social are referred to as contextual performance (Motowildo & Borman, 1993). Counterproductive work behaviour is characterised as behaviour that damages the organization's well-being (Rotundo and Sackett, 2002). The Heuristic Conceptual Framework of Individual Work Performance examines the construct of individual work performance from different research fields. Koopmans et al (2011) come out that there are many connections between the various fields. This theory focuses on three dimensions that are integrated with the instrument of this study. Therefore, in this study, the Heuristic Conceptual Framework of Individual Work Performance and instrument developed based on the model were used to measure the level of the job performance of the employees.

It is clear that research is based on three dimensions of performance, task performance, contextual performance and counterproductive work behaviour, as suggested by (Koopmans et al., 2011). Koopman (2014) also argues that adaptive performance, contextual performance, task performance, and counterproductive work behaviour are all important components of performance. Saboor et al (2018) distinguish task performance from contextual performance by stating that task performance is defined by the job agreement and its contribution to the technical aspects of the organisation, whereas contextual performance is based on unpaid activities that add value to the social and psychological domain of the organisation. The first dimension, task performance was stated in almost all frameworks as a significant dimension of individual work performance. A person's task performance depends on the job that they do (Deeba et al., 2021). The competency in which one executes core job tasks can be described as task performance (Campbell, 1990). Job-specific task proficiency, technical proficiency, and in-role performance are some other labels for task performance. It includes the work quantity, the quality of the jobs, and the experience of the job (Campbell, 1990). According to Campbell (1990), task performance is characterized by the first two dimensions, job-specific task proficiency and non–job-specific task proficiency.

Individual behaviours that promote interpersonal, psychological environment and social are referred to as contextual performance (Motowildo & Borman, 1993). The second dimension, contextual performance encompasses initiative, creativity, motivation, support for others, cooperation, civility, dedication, proactivity, effective communication, organisational commitment, and interpersonal connections (Deeba et al., 2021). In Campbell's (1990) framework, contextual performance may be described as six of the eight dimensions (demonstrating effort, oral communications and writing, facilitating peer and team efficiency, maintaining personal discipline, management and administration, and supervision and leadership). Six of Viswesvaran's (1993) dimensions (effort, leadership, communication competence, managerial competence, interpersonal competence, and conformity with acceptance of authority) may also be regarded as contextual performance. The third dimension, counterproductive work behaviour is characterised as behaviour that damages the organization's well-being (Rotundo and Sackett, 2002). Absenteeism, being late for work, engaging in off-task activity, fraud, and substance abuse are all examples. One or more aspects of counterproductive work activity were used in almost half of the generalised individual work performance frameworks. Viswesvaran and Ones (2000); Rotundo and Sackett (2002) concluded in their reviews that counterproductive work conduct should be differentiated as a third large dimension of

individual work performance.

Relationship between Emotional Intelligence and Job Performance

Numerous research previously has studied on relationship between emotional intelligence and job performance. Various industries have been involved in this kind of research such as education (Saleh, 2016), service (Shamsuddin and Rahman, 2014), public sectors (Al Ali, Garner and Magadley, 2012) and manufacturing (Golparvar and Khaksar, 2010). Golparvar et al (2010) found out that, emotional intelligence is correlated with job performance. In other studies, research indicates that employees with a high level of emotional intelligence can perform better (Dhani & Sharma, 2017). A study by Hwa and Amin (2016) stated that emotional intelligence (EI) is an element that may impact the performance of non- task behaviours among employees. Emotional intelligence, according to Ganji (2011); Hasanzadeh (2009), fosters inventive human creativity and hence benefits the growth of a business. Furthermore, another function of emotional intelligence is to facilitate communication inside the organisation, which eventually improves work performance (Deeba et al., 2021). The study by Wong and Law (2002) strengthened the relationship between emotional intelligence and workplace performance. They found that the employees' emotional intelligence and emotionally influenced behaviour affect their work performance. Therefore, this study will test a hypothesis regarding the relationship between emotional intelligence and job performance.

H1: There is a relationship between emotional intelligence and job performance among operators in one manufacturing company in the southern state of Malaysia.

Methodology

To fill in the lack of research on emotional intelligence and job performance among the operators, the target population of this study was the operators in a manufacturing company located in southern Malaysia. 130 operators were selected as the respondents of the study by using convenience sampling. This is a cross-sectional study that applied quantitative methods by distributing questionnaires to collect data. 118 questionnaires were returned accumulating 90 per cent of the return rate. The Emotional Intelligence Scale (EIS) was used to measure emotional intelligence and was developed by Salovey and Mayer (1990). EIS measurement consists of three dimensions that are emotion perception and expression, emotion control, and emotion utilisation. The score of answers ranged from strongly disagree (1) to strongly agree (5). EIS consists of 333 items with each question being a self-descriptive statement of the respondent's particular job performance. The EIS demonstrated acceptable internal reliability with Cronbach alpha values ranging from 0.7 to 0.8 and the overall emotional intelligence Cronbach value is 0.80. On top of that, the Individual Work Performance Questionnaire (IWPQ) was used to measure operators' job performance. This instrument has 18 items that employed a 5-point scale ranging from rarely (0) to always (4). IWPQ consists of three sub-constructs namely task performance, contextual performance, and counterproductive work behaviour. IWPQ has an excellent internal consistency with the Cronbach alpha value of 0.93. To respond to the objective of this study, the data were analyzed using SmartPLS software.

Result
Demographic of Respondents
The majority of the respondents of the current study are female (65%) around the ages of 20 to 30 (53%) and single (53%). The rest are male (35%) and married (42%) while only six of them are divorced (5%). Some of them age between 30 to 40 years old (26%) and some of the respondents are above 40 years old (17%). The rest are five respondents that have an age below 20 years old (4%). The majority of their income is between RM1501 to RM2000 (68%), while some of them produce income between RM1001 to RM1500 (29%), followed by below RM1000 (3%) and only one respondent having income above RM2000 (1%). In terms of education, most of the respondents were SPM holders (46%) and followed by others (24%). Meanwhile, a plenty numbers of them finished their study at PMR level (21%) and only 11 people own an STPM/Diploma (9%). Findings regarding job tenure, most of the respondents had been working in the company between 1 to 5 years (87%) and followed by a few respondents that worked under one year (13%) of working duration.

Level of Emotional Intelligence among the Operators
Further descriptive analysis was conducted on the research variables. Table 1 represents the level of emotional intelligence among the operators. It was found that the appraisal and expression of emotion dimension shows a mean (3.53) and the standard deviation (0.411) which indicates a moderate level of appraisal and expression of emotion among the operators. This shows that the majority of the respondents are aware that some of the major events of their lives have led them to re-evaluate what is important and not important, however, quite a few of the respondents show that they do not know when to speak about their problems to others. Next, the findings show regulation of emotion achieved a high level with a mean score of 3.86 and the standard division is 0.645. This high level indicates that most of the respondents know why their emotions change and they know how to motivate themselves by imagining a good outcome for the task they take on. Furthermore, it can be seen that utilization of emotion achieved a moderate level with a mean score is 3.54 and a standard deviation is 0.444. This moderate level indicates that the majority of the respondents are able to compliment others when they have done something well however, quite a few respondents claimed that they did not agree that they know what other people are feeling just by looking at them.

Based on table 1, research findings indicate the overall mean of emotional intelligence (M= 3.64; SD=0.423). This shows that the level of emotional intelligence of the respondents in the studied company was at a moderate level. It means that the employees in the studied company have an average control and use of emotion in the workplace. Hence, it shows that the respondents are moderately good at managing their emotions and understanding other people's feelings. Emotional intelligence when applied in the workplace refers to the ability to successfully sense, express, understand, and manage emotions professionally and effectively. The company needs to have employees with good expression, regulation and utilization of emotion to achieve their organizational goals.

Table 1
Level of emotional intelligence among the operators

Variable	Dimensions	Mean	Standard Deviation	Level
Emotional intelligence	Appraisal and Expression of Emotion	3.53	0.411	Moderate
	Regulation of Emotion	3.86	0.645	High
	Utilization of Emotion	3.54	0.444	Moderate
	Overall	**3.64**	**0.423**	**Moderate**

Level of Job Performance among the Operators
Table 2 illustrates the result of descriptive analysis for task performance that brings the overall mean for this dimension to a moderate level (M= 2.56; SD= 0.893). This moderate level indicates that a few numbers of the respondents were not able to carry out their work well with minimal time and effort, however, the majority of the respondents were able to plan their work optimally. The result of descriptive analysis for contextual performance brings the overall mean for this dimension to a moderate level (M= 2.47; SD= 0.697). This moderate level indicates that the majority of the respondents often worked on keeping their work skills up-to-date, however, some of the respondents were not actively participating in meetings and/or consultations. Meanwhile, the result of descriptive analysis for contextual performance brings the overall mean for this dimension to a high level (M= 3.28; SD= 0.666). This high level indicates that a high number of the respondents rarely made problems at work bigger than they were and the majority of the respondents were not focused on the negative aspects of a situation at work instead of the positive aspects.

Thus, it can be concluded that respondents are positively responding to the counterproductive work behaviour dimension that is measured under this variable. However, the respondents are in the mid-level for the task performance and contextual performance dimensions. The overall mean score for job performance (M= 2.77, SD=0.595) in the studied company was at a high level. This shows that the respondents are aware of showing positive behaviour to enhance their productivity in the organization. The employees that have an achievement of duties as an employee is important to the company as attaining the most feasible performance is considered the most significant aim of the organization. As high job performance will help the organization to accomplish its goals, thus also increasing the chances that employees will engage in behaviours that have positive contribution values to promote the social and organisational network.

Table 2
Level of job performance among the operators

Variable	Dimensions	Mean	Standard Deviation	Level
Job performance	Task Performance	2.56	0.893	Moderate
	Contextual Performance	2.47	0.697	Moderate
	Counterproductive Behaviour	3.28	0.666	High
	Overall	**2.77**	**0.595**	**High**

Relationship between Emotional Intelligence and Job Performance
The data obtained were analyzed through IBM SPSS version 23.0 and Smart PLS version 3.2.7 statistics. This is because Partial Least Square (PLS) is able to analyze all the constructs involved at the same time (Farooq and Markovic, 2016; Thaker *et al.*, 2020). Thus, in this study, researchers use SmartPLS software based on structural equation modelling (SEM) using the PLS method. SEM is the second-generation multivariate data analysis method most commonly used for research in the social sciences because it can test theoretically supported linear and additional causal models (Haenlin and Kaplan, 2004).

Thus, the findings of this study are presented in Table 3 and the analysis of a model to measure the relationship between emotional intelligence and job performance is shown in Figure 3. Based on Ramayah *et al* (2018), the effect of the relationship between two relationships can be known through the analysis of R^2. The findings show that the value of R^2 obtained is 0.44. This means that the effect of emotional intelligence on job performance is 44% in this study. The t-value obtained is 12.889. According to Ramayah *et al* (2018), this t-value explains that the relationship between these two variables is significant. As a result, the hypothesis of the study is supported.

Table 3
Summary of analysis findings on the relationship between emotional intelligence and job performance

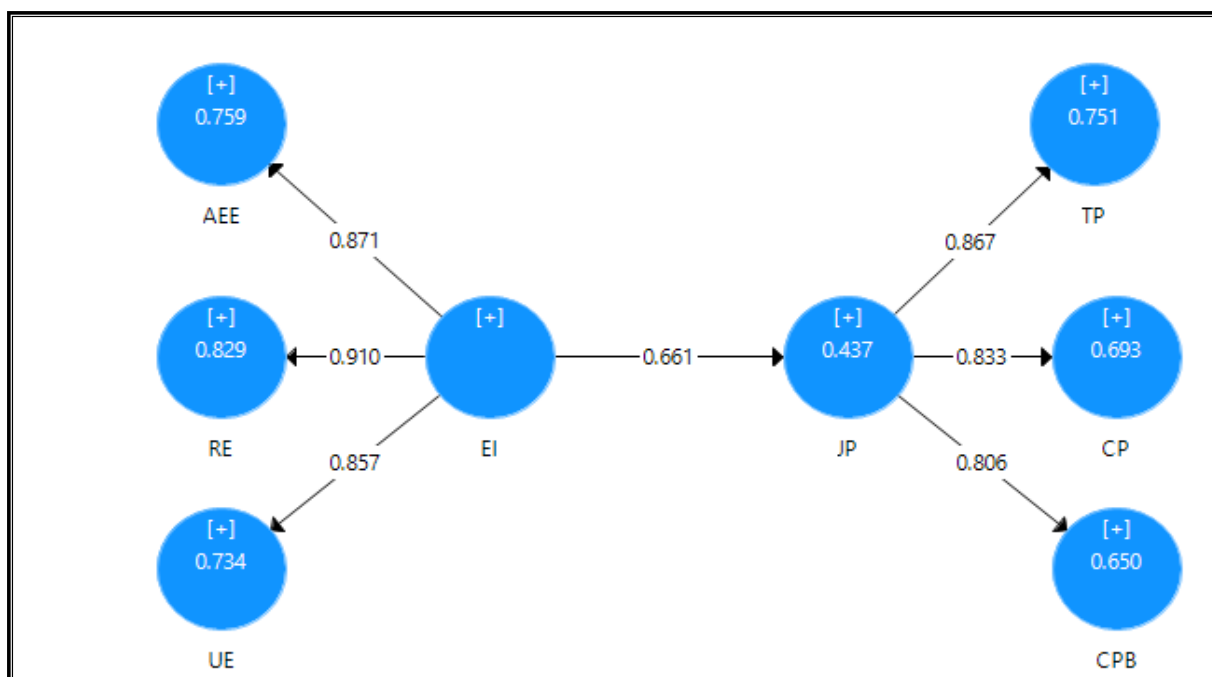| Hypothesis	Relationship	Std Beta	Std. Error	t-value	Decision	R^2
H1	Emotional Intelligence → Job Performance	0.871	0.052	12.889	Supported	0.442

Note: **p < 0.01, *p<0.05

Figure 3
Analysis of the model to measure the relationship between emotional intelligence and job performance

Discussion and Recommendation

The findings of the current study revealed that operators have moderate emotional intelligence. It was found that the operators perceived an average ability to use emotions effectively in managing themselves and positively influencing relationships with others. People with high emotional intelligence are more capable to adapt to the work condition and creating a productive working environment. However, people with low emotional intelligence have a weak capability to adapt to a productive work environment. Hence, the outcome of emotional level indicates that emotional intelligence is associated with job performance. Research findings revealed that regulation of emotion has contributed to the highest mean score compared to the other emotional intelligence dimensions. This dimension indicates how the individual may keep track of and reflect on his or her own and others' emotions. This finding is consistent with Wong and Law (2002) that regulation of emotion relates to people's ability to control their emotions, allowing them to recover from psychological distress more rapidly. People with high emotional intelligence are better able to manage stress, perform well under pressure, and adapt to organisational change, which helps them perform better at work. Employees who can effectively regulate their emotions have a higher chance of job success. However, the other dimension which is the utilization of emotion has contributed to the moderate level of emotional intelligence. This dimension indicates the ability to use emotion to channel their feelings into productive behaviours and improved personal results. Research findings revealed that appraisal and expression of emotion had the least mean score among other emotional intelligence dimensions. Finding found that appraisal and expression of emotion possessed a moderate level among the operators in the studied company. This dimension indicates the individuals' capacity to recognise and communicate their deepest feelings naturally. Others' emotional appraisal relates to the capacity of people to interpret and comprehend the feelings of those around them.

The current study found that the level of job performance among the respondents in the

company is high. Findings found that operators have contributed productively to their work. A good job performance plays an important role in helping the organization to reach its goals. Employees who perform effectively have a higher earning potential however, when employees do not perform effectively will lower the overall productivity. In another study, research indicates that employees with a high level of emotional intelligence can perform better (Dhani & Sharma, 2017). Employees who perform effectively have a higher earning potential however, when employees do not perform effectively will lower the overall productivity. Research findings also revealed that counterproductive behaviour has contributed to the highest mean score compared to the other job performance dimensions. This dimension indicates how the employees commit behaviour that damages the organization's well-being and shows that the respondents gave good behaviour shown in a workplace that contributes to work productivity. A study by Hwa and Amin (2016) stated that emotional intelligence is an element that may impact the performance of non-task behaviours among employees. However, the other dimension which is task performance has contributed to the moderate level of job performance. This dimension indicates includes the work quantity, the quality of the jobs, and the experience of the job among operators. Research findings revealed that contextual performance had the least mean score among other emotional intelligence dimensions. It possessed only a moderate level among the operators in the studied company. This dimension indicates the positive individual behaviours that promote interpersonal, psychological environment, and social in the workplace.

The findings of the current study revealed there is a significant relationship between emotional intelligence and job performance in the studied company. A high level of emotional intelligence could promote better job performance and it will help an organisation to achieve its goals. However, results show that emotional intelligence is at a moderate level while the job performance of the respondents is at a high level. Thus, it was proven by Wong and Law (2002) in their research where they found that employees' emotional intelligence and emotionally influenced behaviour affect their work performance. Moreover, this positive significant correlation indicates that good emotional intelligence influence good job performance. In other words, once employee knows how to regulate their emotion intelligently, they will contribute to good job performance in the workplace. The results of this study also being supported by Golparvar and Khaksar (2010), where the researchers found a significant relationship between emotional intelligence and job performance in manufacturing factories. This finding is consistent with Van Rooy and Viswesvaran (2004) which is there is a correlation between emotional intelligence and job performance. Both of the past researches aligned with this research finding that there is a relationship between emotional intelligence and job performance. It is also consistent with Ganji (2011); Hasanzadeh (2009), who found that emotional intelligence fosters inventive human creativity and hence benefits the growth of a business. Furthermore, these results are also consistent with Deeba et al (2021) that emotional intelligence can facilitate communication inside the organisation, which eventually improves work performance.

Overall, the result of the current study suggests that organizations can improve the low level of emotional intelligence through training intervention. Besides, the organization also needs to create awareness by initiating a program about emotional intelligence for the employees to create high-achieving employees so that company productivity will increase. Moreover, other than recommendations for the organization, a suggestion is also provided for future researchers that are interested to work on this topic. The future researcher can focus on doing research in more than one company and collecting information from both employees and

employers. Furthermore, another recommendation is to undertake qualitative research via interviews to obtain additional information that might lead to better outcomes.

Conclusion

Overall, despite all the findings, the present study has several limitations that can be identified from this research. First, this study is cross-sectional research and it allowed the study to be concluded in a shorter timeframe. Furthermore, this research was conducted among the operators only in one manufacturing company. Hence, the sample did not include respondents of study from other companies. Although the sample was randomly selected among the respondents of the study, a selection bias might still exist, which further hinders the generalizability of the results. Even though this research is only limited to operators in one company, it is still reliable research that can support other research in the future. In conclusion, this study contributes to the literature by demonstrating that good emotional intelligence correlates with good job performance in the organization. The current study also supports Wong and Law (2002) in their research where they found that employees' emotional intelligence and emotionally influenced behaviour affect their work performance.

Acknowledgement

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