

The Impact of Emotional Intelligence on Work Commitment among Millennials in Kenya's
Telecommunication Sector

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Abstract

Understanding the influence of employee personal characteristics on work outcomes like commitment is crucial for organizational success. Despite their significance, many organizations overlook personal employee factors such as emotional intelligence to their advantage. Furthermore, worldwide, millennials make up the largest generation of workers within the telecommunications industry. This calls for investigation, especially into the personal factors impacting their work commitment. This study investigated the relationship between emotional intelligence and work commitment among millennial employees in Kenya's telecommunication sector. Employing a positivist research philosophy and a cross-sectional research design, the survey was conducted among 134 millennial employees aged between 23 and 43 years from international gateway operators, a segment of telecommunication companies licensed by the Communication Authority in Kenya. Participants completed an online survey measuring their emotional intelligence and work commitment. Using descriptive statistics, the respondents displayed above-average emotional intelligence and work commitment measures. In addition, the associations between emotional intelligence and work commitment were examined using correlational analysis. The findings of the study revealed a significant positive relationship between emotional intelligence and work commitment among millennial employees in Kenya's telecommunication sector ($r = 0.23, p = 0.045 < 0.05$). This study contributes to understanding the drivers of work commitment among millennials and suggests implications for organizational practices and policy. The results of this study could contribute to understanding the determinants shaping policy considerations regarding work commitment among millennials. Furthermore, it offers valuable insights into strategies organizations could adopt to bolster employee commitment including emotional intelligence.

Keywords: emotional intelligence, work commitment, organizational commitment, millennials, Telecommunications

INTRODUCTION

In today's rapidly changing and competitive global business environment, organizations increasingly recognize the importance of understanding and enhancing employee work commitment. In the telecommunications industry, work commitment is critical, given its dynamic

nature and the need for engaged employees, many of whom belong to the millennial generation, to keep up with shifting customer needs and technological progress (Golenko, Ratford, Fitzgerald, Vecchio, Cartmel & Harris, 2020). The telecommunication sector is one of the fastest growing and most profitable sectors globally driven by increasing demand for communication services, advancements in technology, and the increasing reliance on communication networks. These trends have an immense impact on the telecommunication sector driving innovation, competition, market dynamics, and growth (Marzuki & Newell, 2021). Regionally, within the African continent, the telecommunication sector has experienced significant growth and transformation characterized by unique trends and dynamics such as youthful population, urbanization, and infrastructural developments (Abeka, Qamar, Alalaween, Bentaher, Al-Halaybeh, Al-Jundi & Tanash, 2022). Locally, the telecommunication sector in Kenya has played a pivotal role in driving economic development, connectivity, and innovation. The high mobile penetration rates coupled with the adoption of smartphones and mobile money services through M-pesa had contributed greatly to the growth of the sector. (Communications Authority-Kenya, 2021; Gatobu & Maende, 2019; KNBS, 2023).

According to a resource-based perspective, the organization's internal resources can be used to provide the greatest competitive advantage, and its most valuable asset is its devoted and committed workforce, which is the only source of ongoing competitive advantage (Collins, 2021). The workforce is an organization's most vital strategic resource that aids in goal achievement among all its internal resources. The largest issue facing the industries, however, is finding and keeping employees who share the organization's beliefs and aims. Furthermore, in comparison to other generations, employees belonging to the millennial generation are seen as having a higher propensity to abandon their positions and are less dedicated to the organizations for which they work (Mappamiring, Akob & Putra, 2020). One of the key concerns for scholars and practitioners has been what constitutes an employee's commitment to a company. Several studies have looked for plausible reasons to increase employee commitment and established the many characteristics involved (Aziz et al., 2021; Megawati, Hamdat & Aida, 2022; Saputra & Mahaputra, 2022). One such characteristic, emotional intelligence, emerged at the end of the 19th century and was critical in forming a positive attitude toward work. It developed into an established area of study and became known as a variable that might account for variations in workers' behavior, attitudes, and

performance at work. Higher emotional intelligence workers show the capacity to handle difficult circumstances at work and overcome obstacles without giving up (Alsughayir, 2021).

Emotional intelligence theory has undergone a lot of developments since its inception. This theory has its roots in the research of Thorndike (1920), who suggested that cognitive intelligence alone is not enough to explain human behavior. He proposed that social intelligence is one of the various types of intelligence that exist in humans. Gardner (1983), who invented the theory of multiple intelligences and published it in his book *Multiple Intelligences*, supported and advanced this viewpoint. According to Gardner's hypothesis, intelligence is influenced by a variety of traits, including social and emotional intelligence, in addition to cognitive aptitude. As a result, he presented the ideas of intrapersonal and interpersonal intelligence, which served as the basis for later EI models (Ferrero, Vadillo & Leon, 2021).

Later, Salovey and Mayer proposed the idea of emotional intelligence, which they defined as the capacity to recognize, comprehend, control, and successfully employ emotions as a tool to influence behavior and thought processes (Salovey & Mayer, 2012). In his publications *Emotional Intelligence: Why it Matters More than IQ* and *Working with Emotional Intelligence*, Goleman (1995) popularized the concept of emotional intelligence. In 2009, Bradberry and Greaves published *Emotional Intelligence 2.0*, a book that expanded on emotional intelligence theory and offered doable methods for enhancing emotional intelligence in a variety of contexts, including the workplace. Boyatzis added to the emotional intelligence hypothesis and made the connection between it and leadership. He emphasized that emotional intelligence is a critical tool for effective leadership. In addition, he developed coaching methods to help leaders enhance their emotional intelligence (Liu & Boyatzis, 2021). Later in 2004, Mckee collaborated with Boyatzis and Goleman in their work published in the book *Primal Leadership: Realizing the Power of Emotional Intelligence*. The work explored the impact of emotional intelligence on leadership effectiveness and organizational performance (Cahya & Ningsih, 2020).

There are many instruments used in the measurements of emotional intelligence. The instruments reported in the largest number of studies are Emotional Quotient Inventory (EQ-i), Schutte Self Report-Inventory (SSRI), Mayer-Salovey-Caruso Emotional Intelligence Test 2.0 (MSCEIT 2.0), Trait Meta-Mood Scale (TMMS), Wong and Law's Emotional Intelligence Scale

(WLEIS), and Trait Emotional Intelligence Questionnaire (TEIQue). The Schutte Self-Report Emotional Intelligence Test (SSEIT) was used to measure the emotional intelligence of the millennials in the Kenyan telecommunication sector. The SSEIT measures general emotional intelligence with four factors: perceiving emotion, understanding emotion, facilitating emotion and managing emotion (Bru-Luna, Marti-Vilar, Merino-Soto, Cervera-Santiago, 2021).

On the other hand, the construct of commitment is central in Psychology and is defined as the ability and inclination to persist in a course of action (Irfan, Ali, Memon & Younis, 2021). Work commitment is the derivative of commitment in the work environment. Morrow (1993) described work commitment as complex and multifaceted construct that takes different forms. She suggested a generalization of five fundamental constructs of work commitment that constituted Morrow's work commitment model also called the universal forms of work commitment. The five constructs include protestant work ethic endorsement, job involvement, career commitment, job involvement, affective and continuance organizational commitment (Zhu, Kim, Milne & Park, 2021).

The first construct of the Morrow's model of work commitment - work ethic- was first postulated by Weber (1904), originally known as protestant work ethic. The values associated with work ethic include; autonomy, fairness, efficient utilization of time and intrinsic value of work (Christopher & Jones, 2004). The second construct of work commitment known as career/professional commitment refers to an individual's level of commitment to a specific career or profession rather than an organization. It could also be perceived as the individual's attitude towards one's profession or career. The third construct of work commitment is job involvement defined as the level at which an employee is engaged in his daily work. Job involvement is derived from the extent to which the job affects an individual's performance and self-esteem. The antecedents of job involvement are personal needs, work ethic, work environment and the job characteristics (Jyoti, Sharma, Kour & Kour, 2021).

Organizational commitment is the fourth construct of work commitment considered in the study. This is the psychological attachment an individual has to the entire organization. This attachment can be considered as a function of affective, continuance, or normative involvement. Affective commitment can be described as an individual's loyalty to an organization because he identifies with and believes in it. Continuance commitment refers to an individual's decision to stay in an establishment based on the investments one has accumulated by virtue of membership in the

organization. Normative commitment, on the other hand, refers to an employee's loyalty due to a perceived obligation to remain with the organization (Ullah, Singh, Shah & Kakakhel, 2022). The study considered the affective and continuance organizational commitment since Morrow's model of work commitment excludes the normative organizational commitment.

The study aimed to evaluate the impact of emotional intelligence on work commitment among millennial employees, who make up the bulk of those employed in Kenya's telecommunications industry. The unit of analysis in the study was the millennial employees working in Kenya's telecommunication sector. Moreover, the study was on the work commitment of millennials that display different work characteristics from other generations. Millennials, also known as Generation Y, are individuals born between 1981 and 2000. There are some differences in their work attitudes compared to previous generations, such as the Baby Boomers born between 1946 - 1964, Generation X born between 1965-1980 and generation Z born between 2001 and 2012 (Rudolph, Rauvola, Costanza & Zache, 2021).

Statement of the Problem

The telecommunications sector in Kenya is witnessing a significant presence of millennials in its workforce (Safaricom PLC, 2019). However, there is limited understanding of the factors that influence the work commitment of millennials in this sector. In addition, despite the growing body of research on emotional intelligence and its effects on workplace outcomes, there is limited empirical evidence on the specific ways through which emotional intelligence impacts work commitment among millennial employees engaged in the Kenyan telecommunication sector. Prior research has shown a positive relationship between emotional intelligence and work commitment.

The study evaluated the effect of emotional intelligence on the work commitment of millennials in Kenya's telecommunication sector. By exploring the relationship between these variables, this research sought to provide a valuable perspective understanding of the factors that contribute to or hinder work commitment among millennials, ultimately aiding organizations in the development of strategies to enhance employee engagement and retention in the telecommunications industry. Although previous studies have explored the impact of emotional intelligence on work commitment, there is a dearth of research that specifically focuses on the unique context of the millennial generational cohort in Kenyan telecommunication sector. This contextual gap inhibits a

comprehensive understanding of how these factors interact and contribute to work commitment among millennials in this industry. Exploring the theoretical underpinnings and understanding the complex interactions between these factors could enhance the overall understanding of work commitment among millennials in the telecommunication sector.

Moreover, reviewed studies reveal that the effect of emotional intelligence on work commitment has been studied on employees irrespective of their generational cohort. Selvi and Aiswarya (2023) researched to examine the relationship between emotional intelligence and work engagement of automobile sector workers in Chennai, South India. The results showed a strong correlation between work engagement and emotional intelligence. This study was conducted in the automobile sector and has did not consider the generational cohort of the employees (Selvi & Aiswarya, 2023). Nasir, Bamber, and Mahmood (2023) conducted a perceptual study to investigate the relationship between emotional intelligence and job performance among higher education sector employees in Saudi Arabia (Nasir, Bamber, and Mahmood, 2023). The research findings unearthed a correlation indicating a positive connection between faculties' four components of emotional intelligence. George, Okon, and Akaighe (2022) conducted a study on the role of emotional intelligence and work engagement of public officers in Nigeria. The findings showed that emotional intelligence was positively related to work engagement (George, Okon and Akaighe, 2022). The study was conducted in the security field and the generational cohort of the participants was not considered.

Lastly, Baker, Jaaffar, Ibrahim, Hassan and Sallehuddin (2019) conducted a study to determine the effect of emotional intelligence on affective commitment among Royal Malaysia police officers. The findings of the research showed that emotional intelligence has a strong positive relationship with affective commitment. The study used non-probability sampling technique which could introduce bias and lack of representativeness of the sample (Jaaffar, Ibrahim, Hassan and Sallehuddin, 2019).

LITERATURE REVIEW

This section reviews the literature on the two variables of the study- emotional intelligence and work commitment. Various studies were reviewed and analyzed, and research gaps were identified that guided the current study. Baker, Shosha, Al-Oweidat & Nashwan (2023) researched on the influence of EI on organizational commitment among nurses engaged in government hospitals in

Jordan. The study used a descriptive cross-sectional correlation design and a convenience sampling method with inclusion-exclusion criteria to select a total of $N = 200$ nurses. The results showed that the respondents had high levels of emotional intelligence and moderate levels of organizational commitment. Moreover, emotional intelligence was found to have a significant, moderately strong positive relationship with organizational commitment ($r = 0.53, p = 0.000 < 0.05$) (Baker, Shosha, Al-Oweidat & Nashwan, 2023). The study used convenience sampling that could introduce bias to the findings.

Setiawan (2020) conducted a study on the effect of emotional intelligence on organizational commitment of health officers in in Southwest Sulawesi and Central Sulawesi provinces in Indonesia. The study employed cluster techniques and stratified random sampling based on the hospital type and level of health officers to have a heterogenous information about the characteristics of the health workers and achieve generalizability of the results. The study showed that there is a significant direct influence between emotional intelligence and organizational commitment as measured using knowledge sharing, team conflict and team performance (Setiawan, 2020). This study was conducted in the medical field and the generational cohort was not considered.

Moreover, a study was conducted to examine the impact of emotional intelligence on work engagement of automobile sector employees in Chennai, South India. The descriptive crosssectional study used random sampling to select 184 employees to participate in the research. The emotional intelligence scale (EIS) and Utrecht work engagement scale were used to assess emotional intelligence and work commitment respectively. The results showed a strong correlation between work engagement and emotional intelligence (Selvi & Aiswarya, 2023). This study was conducted in the automobile sector and did not incorporate moderators or mediators.

Nasir, Bamber, and Mahmood (2023) conducted a perceptual study to investigate the relationship between emotional intelligence and job performance among higher education sector employees in Saudi Arabia. The study used an exploratory research design method. Quantitative data was gathered from faculty members ($n = 277$) working in different higher education institutes in Saudi Arabia that were selected anonymously. The research findings revealed a positive relationship between the faculties' four components of emotional intelligence: selfemotions appraisal (SEA),

others' emotions' appraisal (OEA), use of emotions (UOE) and regulation of emotions (ROE) and job performance (Nasir, Bamber and Mahmood, 2023).

Moreover, a study was conducted in Nigeria by George, Okon and Akaighe (2022) on the role of emotional intelligence and work engagement of public officers in Nigeria. The study drew on the cognitive -motivational-reactional theory of emotion and conservation of resources theory in exploring the serial explanatory pathways between emotional intelligence and work engagement. Data collected was analyzed through PROCESS macro with a bias-corrected bootstrapping method. The findings showed that emotional intelligence was positively related to work engagement (George, Okon and Akaighe., 2022). The study was conducted in the security field and the generational cohort of the participants was not considered.

Shafiq and Rana (2016) conducted a study to determine the relationship between emotional intelligence and organizational commitment of college teachers in Punjab colleges in Pakistan (Shafiq & Akram Rana, 2016). The descriptive survey utilized Schutter's emotions scale (EAS) and Allen and Mayer's organizational commitment scale to measure emotional intelligence and organizational commitment respectively. A sample size of N = 494 was selected for the study using the convenience sampling method. The findings revealed a significant positive relationship between emotional intelligence and affective organizational commitment and a weak relationship between emotional intelligence and continuance commitment. The study did not consider the generational cohort of the participants in the analysis. There were no moderators to the relationship in the study which was considered in the current study.

Miao, Humphrey and Qian (2017) conducted a meta-analytical analysis of existing research involving 119 empirical quantitative studies selected randomly on the relationship between EI and work attitudes of employees. The study revealed that the emotional intelligence of the workers was positively and significantly correlated to their organizational commitment. The meta-analysis also compared how the three types -ability, trait (self-report) and mixed- of emotional intelligence correlated with the various job attributes (Miao, ChaoMiao, C., Humphrey, R. H., & Qian, 2017). The generational cohort was not considered in the study. Whereas moderators and mediators were used for job satisfaction in the meta-analysis, there was no moderator used for the relationship between EI and organizational commitment as is the case in the current study. The age of the employees was not considered either, which was a key consideration in the current study. Navas

and Vijayakumar (2018) conducted a review of the impact of emotional intelligence on organizational commitment, job satisfaction, and job stress. The results showed that EI had a very good impact on organizational commitment which enhanced the employees' job satisfaction and hence good performance. In addition, the review corroborated with earlier studies that emotional intelligence has a significant positive correlation with the three components of organizational commitment which are pointed as effective, continuance and normative commitment (Sharfras, Navas & Vijayakumar, 2018).

Baker, Jaaffar, Ibrahim, Hassan and Sallehuddin (2019) conducted a study to determine the effect of emotional intelligence on affective commitment among Royal Malaysia police officers. The study used four dimensions of ability model of emotional intelligence – self-emotional appraisal, other's emotional appraisal, use of emotions, and regulation of emotions. A sample of 372 was obtained through non-probability sampling after a response rate of 40.2%. Wong and Law emotional intelligence scale (WLEIS) and Allen and Mayer's affective commitment scales were used to measure emotional intelligence and affective commitment of the police officers respectively. The results of the study showed that emotional intelligence has a strong positive relationship with affective commitment (Baker, Jaaffar, Ibrahim, Hassan & Sallehuddin, 2019). Since the study employed non-probability sampling technique, elements of bias and nonrepresentativeness of the sample might have posed a challenge and generalizability could not be guaranteed. The age of the respondents was not considered in the study. There was no moderator to the relationship between emotional intelligence and affective commitment. These factors were considered in the current study which was conducted in telecommunication sector which utilized SSEIT and Morrow's work commitment model to measure emotional intelligence and work commitment of the millennials respectively.

Njoku (2020) conducted a study on the link between emotional intelligence and perceived job stress as predictors of organizational commitment – a key component of work commitment- among fuel dispensers in Owerri, Nigeria. A sample of 200 participants was selected for the study using a simple random sampling technique. The results indicated that both emotional intelligence and perceived job stress are predictors of organizational commitment. Scutter's emotional intelligence test (SEIT) and organizational commitment scale (OCS) were used to assess the EI and

organizational commitment of the participants respectively through self-reports. The age of the respondents was not considered in the study (Njoku, 2020).

Matheri, Karanja and Namusonge conducted a study to examine the impact of EI on employee commitment in Savings and Credit Cooperative Societies (SACCOs) in Kenya. A sample of 238 respondents was taken using stratified sampling and simple random sampling techniques. Emotional intelligence was measured using the Goleman's four factor model of self-awareness, self-management, social-awareness, and relationship management. The findings showed that there exists a positive correlation between emotional intelligence and employee commitment that confirms the results in other studies (Matheri, Karanja & Namusonge, 2020).

Ahad, Mustafa, Mohamed, Abdullah & Nordin (2021) conducted a study on work attitudes, organizational commitment, and emotional intelligence of Malaysian vocational college teachers. A sample of 300 participants were involved in the investigation. The findings showed that positive work attitudes were positively correlated to emotional intelligence. In addition, the study revealed that relationship management is the most important element in creating optimal emotional intelligence out of the other three components: self-awareness, self-management, and social awareness (Ahad, Mustafa, Mohamed, Abdullah & Nordin, 2021).

MATERIALS AND METHODS

The present study adopted cross-sectional and descriptive-correlational design and utilized an online survey to collect data from millennials working in the International Gateway Operators (IGOs), a segment of Kenya's telecommunication sector. The statistical population of the study included all the millennials working in IGOs in Kenya. A sample of N=157 millennials was selected using random sampling technique. The research license was sought and obtained from the government and participants were expected to consent to participating in the study to proceed with the survey. A total of 157 online questionnaires were distributed to participants while 134 were received yielding to a response rate of 85.4%. The questionnaire comprised of Schutte Self-Report Emotional Intelligence Test (SSEIT), and Morrow's work commitment model to measure emotional intelligence and work commitment respectively. Prior to the actual data collection, the study instruments were piloted on 16 respondents, representing 10% of the sample total.

The pilot study was carried out to assess the validity and reliability of the research instruments, refine data collection procedures, and gauge the practicability of the approach before the main study could be conducted. The content validity of the questionnaire was approved by the supervisors and the reliability was confirmed using Cronbach alpha coefficient with the values $\alpha = 0.97$, and 0.97 on emotional intelligence and work commitment respectively showing that the instrument was reliable since it $\alpha > 0.7$. To analyze the data, descriptive tests, correlational and hypothesis tests were conducted for the study. The correlations between EI and work commitment were examined by Pearson's correlation coefficient and an analysis of variance using IBM SPSS software (version 24).

RESULTS AND DISCUSSIONS

Results

Descriptive statistics serve as a fundamental tool in data analysis, offering researchers a comprehensive overview of key attributes within a dataset. In this study, a total of 134 millennials were involved. The demographics of the respondents are represented in Table 1.

Table 1: Demographic Characteristics of the Study

	Frequency	Percent
Category		
Age (Years)		
23 - 26 Years	55	41
27 – 30 Years	29	21
31 – 34 Years	22	16.4
35 – 38 Years	10	7.5
39 – 43 Years	18	13.4
Education level		
Post-Secondary Certificate	2	1.5
Higher National Diploma	8 100	6.0
Bachelor's Degree		74.6

Postgraduate Diploma	3	18	2.2
Master’s Degree			13.4
Doctorate or PhD	2		1.5
Duration of employment			
0-3 years	86		64.2
4-6 years	13		9.7
7- 9 Years	14		10.4
More than 9 years	21		15.7
Employment Terms			
Permanent and Pensionable	65		48.5
Contract	59		44.0
Casual	10		7.5

The age of most of the participants was between 23-26 years (41%) while the minority of the respondents age range was 35-38 years (7.5%). In terms of educational level, the majority held bachelor’s degrees (74.6%) with 13.4% having master’s degrees, 6% having higher national diploma certifications and a minority of 1.5% each with a post-secondary certificate and doctorate degrees respectively. The results also indicated that most of the respondents were relatively new employees in their establishments between 0-3 years (64.2%) with the lowest having been engaged for between 4-6years (9.7%). As far as the employment terms are concerned, majority of the employees were engaged on permanent and pensionable terms (48.5%) followed closely by those on contractual terms (44.0%) with a minority (7.5%) engaged on casual terms. The measures of emotional intelligence and work commitment as determined by the study are represented in Table 2.

Table 2: Scores of Emotional Intelligence, Job Demands-Resources and Work Commitment (N=134)

		Mean	Std. Deviation
Emotional Intelligence	Work	4.01	0.69
Commitment		3.27	0.82

The results from this research indicate that the mean EI score of the millennial employees was 4.01 and a standard deviation of 0.69 on a Likert scale of five levels showing an above average level of emotional intelligence of the participants. In addition, the work commitment of the respondents showed a mean of 3.27 and a standard deviation of 0.8204. The results of the Pearson’s correlation coefficient also revealed that the age of the respondents is positively and weakly correlated with EI at $r = 0.11$ and negatively correlated with work commitment $r = -0.12$. In addition, academic qualifications of the respondents were weakly correlated with EI at $r = 0.11$ and negatively correlated with work commitment at $r = -0.09$.

Inferential statistics are the foundation of data analysis, enabling researchers to draw meaningful conclusions and make informed decisions based on sample data that extend to broader populations or phenomena. Inferential statistics also enable researchers to develop predictive models by identifying patterns and relationships in data. The correlations among the two variables according to the findings of the study are represented in Table 3. Table

3: The Correlations Matrix

Correlations		Emotional Intelligence	Work Commitment
Emotional Intelligence	Pearson Correlation	1	0.16
	Sig. (2-tailed)		0.045
	N	134	134
Work Commitment	Pearson Correlation	0.16	1
	Sig. (2-tailed)	0.045	
	N	134	134

** Correlation is significant at the 0.05 level (2-tailed)

Table 3 shows the relationship between emotional intelligence and work commitment of millennials in Kenya’s telecommunication sector. Emotional intelligence has a positive and significant association with work commitment. With a correlation coefficient of $r = 0.160$ and $p < 0.05$, the research showed that individuals with higher levels of emotional intelligence also tend to

demonstrate higher levels of work commitment, suggesting that emotional intelligence is a contributor to an individual’s engagement and dedication to their work roles.

The hypothesis of the study was stated in the null form:

H₀: There is no significant relationship between emotional intelligence and work commitment of millennial employees in Kenya’s telecommunication sector.

This hypothesis was tested using simple linear regression analysis with emotional intelligence as the independent variable and work commitment as the dependent variable. The results are presented in Table 4.

Table 4: The Effect of Emotional Intelligence on Work Commitment

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.160 ^a	.026	.018	.622	2.167

ANOVA

		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1.341	1	1.341	3.471	.045 ^b
	Residual	51.001	132	.386		
	Total	52.343	133			

Coefficients

Model	Standardized		t	Sig.
	Unstandardized Coefficients	Coefficients		

	B	Std. Error	Beta		
(Constant)	2.636	.360		7.315	.000
Emotional Intelligence	.166	.089	.160	1.863	.045

Dependent Variable: Work Commitment

Table 4 shows the regression analysis for the effect of Emotional Intelligence (EI) on Work Commitment. The coefficient of determination (R-squared) for the model was 0.026, indicating that approximately 2.6% of the variance in work commitment is explained by emotional intelligence. The adjusted R-squared, which considers the number of predictors, was 0.018. The standard error of the estimate was 0.622, representing the average distance that the observed values fall from the regression line. The Durbin-Watson statistic was 2.167, which tests for the presence of autocorrelation in the residuals. A value close to 2 suggests no significant autocorrelation. The ANOVA table indicated that the regression model is statistically significant ($p = 0.045$), with an F-statistic of 3.471 and associated degrees of freedom (df) of 1 for regression and 132 for residual. The intercept coefficient of the model was 2.636 with a standard error of 0.360. The coefficient for EI was 0.166 with a standard error of 0.089. The model was statistically significant ($p = 0.045$) and had a standardized coefficient (Beta) of 0.160, indicating a small positive effect on work commitment. Overall, the model suggested that emotional intelligence has a statistically significant but small positive effect on work commitment, explaining about 2.6% of the variance in work commitment. Based on these results, the predictive model can be constituted as follows:

$Y = 2.636 + 0.166X_1 + \varepsilon$ where Y is work commitment, X_1 is the emotional intelligence and ε is the error term.

Discussion

The objective of the study was to establish the relationship between emotional intelligence and work commitment of millennial employees in Kenya's telecommunication sector. According to the findings, the mean EI score of the millennial workers was good and satisfactory, showing above average levels of emotional intelligence of the participants. The results of the study also showed that emotional intelligence has a significant relationship with the work commitment of millennials in Kenya's telecommunication sector. These findings agree with researches by

(Sarani, Mousavi, Salahi, Abdar and Sheikhbardsin, 2020; Kaya, Senyura & Bodur, 2018) whose results showed that emotional intelligence is positively correlated to employee performance. The findings also agree with a study conducted by Baker, Shosha, Al-Oweidat & Nashwan (2023) to investigate the relationship between emotional intelligence and organizational commitment among nurses working in government hospitals in Jordan. Emotional intelligence was found to have a significant, moderately strong positive relationship with organizational commitment (Abu Baker, Abu Shosha, Al-Oweidat, Nashwan, 2023).

The findings of the study also corroborated with the results of a study conducted by Setiawan (2020) on the effect of emotional intelligence on the organizational commitment of health officers in Indonesia. The study showed that there is a significant direct influence between emotional intelligence and organizational commitment as measured using knowledge sharing, team conflict and team performance (Setiawan, 2020). The study results agree with a study conducted to examine the relationship between emotional intelligence and work engagement of automobile sector employees in Chennai, South India. The results showed a strong correlation between work engagement and emotional intelligence (Selvi & Aiswarya, 2023).

The current study also agrees with another one conducted by Nasir, Bamber and Mahmood (2023) to investigate the relationship between emotional intelligence and job performance among higher education sector employees in Saudi Arabia. The research findings revealed a positive relationship between the faculties' four components of emotional intelligence: selfemotions appraisal (SEA), others' emotions' appraisal (OEA), use of emotions (UOE) and regulation of emotions (ROE) and job performance (Nasir, Bamber and Mahmood, 2023). Moreover, a study conducted in Nigeria by George, Okon and Akaighe (2022) on the role of emotional intelligence and work engagement of public officers in Nigeria. The findings showed that emotional intelligence was positively related to work engagement (George, Okon and Akaighe, 2022).

CONCLUSIONS AND RECOMMENDATIONS

Conclusion

The study's findings strongly supported the theoretical framework. The research investigated the impact of emotional intelligence on millennial work commitment in Kenya's telecommunication

sector. Through a comprehensive analysis of survey data collected from millennial employees in this sector, several key insights have been established that contribute to both theoretical understanding and practical implications. The findings of the study provided a robust support for the hypothesized relationship. It was thus established that emotional intelligence is a significant predictor of millennial work commitment. This highlights the importance of individuals' ability to understand and regulate their own emotions as well as those of others in fostering commitment to their work roles. It is worth noting that emotional intelligence skills can be developed through training and practice.

Recommendations

According to the results of the current study, millennial workers in Kenya's telecommunication industry have higher levels of work commitment when they possess emotional intelligence. The following suggestions are based on this research on the influence of emotional intelligence on millennials' work commitment in the telecommunications industry. First, organizations within the telecommunication sector should consider implementing training programs aimed at enhancing emotional intelligence skills among the staff since it is a learnable skill. This can improve employee engagement and work commitment.

Secondly, further research in this field would be necessary in the followings areas: A study may be conducted to investigate how the relationships between emotional intelligence and work commitment vary across the different generational cohorts within the telecommunication sector in Kenya. Secondly, studies may be conducted to extend research in other sectors within Kenya and beyond to examine the generalizability of findings beyond the telecommunication sector. In addition, longitudinal studies may be conducted to explore the long-term effects of emotional intelligence on work commitment on millennials. Moreover, studies may be conducted to examine the implications of technological advancements and remote work arrangements on employee well-being, emotional intelligence, and work commitment within the telecommunication sector.

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