

Relationship between emotional intelligence, job satisfaction and organizational commitment: A police context

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Abstract

Emotional intelligence is a crucial psychological support often using along with cognitive and psychomotor competencies that may improve and maintain police personnel well-being. A survey method was employed to collect 253 survey questionnaires at the Kuala Lumpur Police Contingent Headquarters in West Malaysia, The SmartPLS was used to analyze the quality of measurement model and test the structural model. The results of structural equation modeling tests revealed fifth essential findings: First, emotion regulation is insignificantly correlated to job satisfaction ($\beta=-0.008$; $t=0.069$) and organizational commitment ($\beta=-0.050$; $t=10.511$). Second, use of emotion and use of emotion are insignificantly correlated to job satisfaction ($\beta=0.190$; $t=1.880$) and organizational commitment ($\beta=0.194$; $t=1.684$). Third, self-emotion appraisal is significantly correlated to job satisfaction ($\beta=0.347$; $t=2.887$) and organizational commitment ($\beta=0.290$; $t=2.599$). Fourth, job satisfaction is significantly correlated to organizational commitment ($\beta=0.436$; $t=5.507$). Finally, the effect of emotion regulation ($\beta=0.438$; $t=5.477$) use of emotion ($\beta=0.437$; $t=5.487$) and self-emotion appraisal ($\beta=0.437$; $t=5.707$) on organizational commitment is mediated by job satisfaction. These findings demonstrate self-emotion appraisal as an enhancer of job satisfaction and organizational commitment. Emotion regulation and use of emotion are not enhancers of job satisfaction and organizational commitment. Job satisfaction is an enhancer of organizational commitment. Job satisfaction is a mediating variable between emotional intelligence and organizational commitment. Based on Cohen's criteria (between $R^2 > 0.15$ and < 0.26), the contribution of emotional intelligence to job satisfaction ($R^2=0.175$) and organizational commitment ($R^2=0.162$), the contribution of job satisfaction to organizational commitment ($R^2=0.190$) and the combined contribution of emotional intelligence and job satisfaction to organizational commitment ($R^2=0.191$) show a moderate to large effect. Further, this study offers valuable insights that police leadership can use to understand multiple perspectives on job satisfaction and design effective work life quality programs to sustain and achieve organizational strategies and objectives in an increasingly interconnected world.

Keywords: Emotional intelligence, job satisfaction, organizational commitment, police context

Introduction

The complexities of 21st century globalization have prompted governments to strengthen their defense and security sectors, especially in policing. To address the unpredictable threats and opportunities arising from technological advancements, social dynamics and global cooperation, governments have taken proactive actions to modernize police organizations (Rachmadi, Setyabudi & Handayani, 2024; Zaitoun & Md Taib, 2024). Unlike other organizations, police organizations focus on maintaining national security and public safety, defending themselves from external and internal threats (Albrecht, 2024; Schiewek, 2024). To achieve this mission, police organizational leadership has implemented social skills programs based on emotional intelligence (EI) to help police officers manage their own emotions and the emotions of others to improve their performance in stressful environments (Santiago, 2024; Sharples, 2024).

Police personnel interact with diverse communities, the government and national laws, which can directly or indirectly affect their emotional states (Correia et al., 2024; Haddock, 2025). For example, negative emotions among police personnel are often demonstrated in various forms, including stress, frustration, anger, fear and guilt when they fail to fulfil their duties (Clifton & McGraw, 2025; Correia et al., 2024).

A review of meta-analytic studies of worldwide policing organizations acknowledges that despite well-planned police organization structures, they will not be able to meet their goals if police personnel do not effectively implement emotional intelligence (Higgs & Dulewicz, 2024; Sobirin & Waruwu, 2024). Emotional intelligence is a multifaceted construct rooted in Mayer and Salovey's (1997) Emotional Intelligence Model, which suggest three essential components: a) emotional regulation, the ability to manage emotional responses to external and internal stimuli; b) the use of emotions to enhance cognitive processes, improve thinking and achieve goals; and c) emotional self-appraisal, the ability to understand and evaluate one's emotions before taking action. The competence of police personnel to implement such EI competencies will improve communication, reduce conflict, build stronger community relationships, foster emotional resilience and promote effective leadership in complex situations (Grosu, Melega & Bores, 2025), ultimately leading to higher job satisfaction (Santiago, 2024; Sharples, 2024; Sobirin & Waruwu, 2024).

Job satisfaction is rooted in Herzberg's (1966) Two-Factor Theory, which posits that employees' positive emotional responses to their intrinsic job factors (e.g., the nature of the work) and extrinsic job factors (e.g., pay, working conditions, relationships) may stimulate them to increase job satisfaction (Clifton & McGraw, 2025; Damayanti & Sutarmin, 2025). When they having a positive appraisal to such job factors this may lead to greater job satisfaction. Conversely, organizational commitment is grounded in Meyer and Allen's (1991) Three Dimensions of Organizational Commitment Theory, which posit that employees are willing to stay with an organization due to affective, normative and calculative attachments that inspire their commitment to the organization (Drew et al., 2024; Pranoyo, 2024; Rostad & Langvik, 2025).

Irrefutably, limited further studies in policing context show that emotional intelligence can indirectly affect organizational commitment through job satisfaction. Although many studies have been done, the effect size and direction of job satisfaction as a mediating variable has received limited attention in the policing research literature (Arasan et al., 2022). These gaps have arisen due

to several conditions. First, numerous prior studies have focused on describing the internal features of emotional intelligence, such as its definitions, dimensions and importance, across different policing organizations (Goncharova & Zhidkova, 2024; Piskunova, 2024). Second, a bulk of past studies have employed a simple correlation model that only demonstrates the types of two associations: a) between emotional intelligence and job satisfaction (Akbar, Musnadi & Putra, 2020), b) between emotional intelligence and organizational commitment (Kanesan, 2023); and c) between job satisfaction and organizational commitment (Lin & Zhao, 2024; Suroya, Bagis, Widhiandono & Rahmawati, 2023; Winarsih & Fariz, 2021). Subsequently, these associations have been extensively analyzed using simple behavioral statistical methods, yielding results that only exhibit the strength and direction of the association between such variables. Consequently, the role of job satisfaction as a mediating variable has been largely ignored in model testing (Goncharova & Zhidkova, 2024; Piskuno, 2024; Lele, Patil & Shinde, 2024).

Finally, much of the policing research originates from developed countries and reflects their specific contextual conditions (Michinov & Michinov, 2022; Santiago, 2024; Sobirin & Waruwu, 2024). Such findings may not provide sufficient insights to understand job satisfaction across multiple dimensions or to develop social skills programs aimed at enhancing policing service performance in emerging countries, such as Malaysian policing organizations, where localized empirical evidence remains understudied (Che Yusoff, Selamat & Mohd, 2025). Therefore, understanding emotional intelligence in the implementation of Malaysian policing and security policies is a very critical endeavor as it can help police officers reduce conflict, support workplace well-being, improve decision-making under pressure, gain public trust, adhere to work discipline in complex social situations and improve overall legitimacy and public safety outcomes (Che Yusoff, Selamat & Mohd, 2025; Ismail, Mohamad Azmi & Chan, 2024; Kanesan, 2019).

Therefore, this situation inspires the researchers to examine the mediating role of job satisfaction between emotional intelligence and organizational commitment in the police context, thereby extending the existing literature.

Literature review

Emotional intelligence and employee outcomes

Salovey and Mayer's (1997) Emotional Intelligence Theory identifies three key abilities: emotion regulation, use of emotion and self-emotional appraisal. In policing, emotional intelligence is vital for enhancing multiple kinds of positive attitudes and behavior (Lele, Patil & Shinde, 2024; Razali, Abd Hamid & Mejah, 2023). The essence of this theory has received strong support from the policing research literature.

Past studies support that emotional intelligence is an enhancer of job satisfaction. For example, police personnel with high emotional intelligence can regulate, use and appraise their and other emotions to facilitate thinking, proactive and problem-solving techniques in coping with job challenges, maintaining a good relationship with their colleagues and public (Kanesan, 2019), practice self-awareness, empathy, self-motivation, emotional stability, integrity, self-development, value orientation, commitment and altruistic behavior in crucial and stressful work situations (Borade & Dongre, 2022; Sabarwal & Sharma, 2019), handle burnout in high degrees of confidentiality, strict operating standards and enormous responsibility (Fagbuyi & Rano, 2025), and manage stress, solve challenges and improve well-being at workplace (Kenku, Doka & Suleiman, 2025). The ability of police personnel to practice such various forms of emotional

intelligence in undertaking national security responsibilities can lead to stronger job satisfaction (Borade & Dongre, 2022; Kenku, Doka & Suleiman, 2025; Sabarwal & Sharma, 2019). Thus, the hypotheses are formulated:

- H1: Emotion regulation is positively related to job satisfaction
- H2: Use of emotion is positively related to job satisfaction
- H3: Self-appraisal emotion is positively related to job satisfaction

Previous studies support that emotional intelligence is a predictor of organizational commitment. For example, police officers with high emotional intelligence can control, use and evaluate their own and others' emotions to maintain mental health and quality of life, use effective problem solving, be neutral, perform duties professionally, work together in teams, handle challenging security tasks and adopt a constructive attitude in high-pressure situations (Kanesan, 2023; Razali, Hamid & Mejah, 2023; Thompson & Morton, 2024, Tansel, Padır & Demir, 2024). The competence of police personnel to implement such motions in maintain law and order, prevent crime and ensure public safety can lead to greater organizational commitment (Kanesan, 2019; Razali, Hamid & Mejah, 2023). Thus, the hypotheses are established:

- H4: Emotion regulation is positively related to organizational commitment
- H5: Use of emotion is positively related to organizational commitment
- H6: Self-appraisal emotion is positively related to organizational commitment

Job satisfaction and organizational commitment

Meta-analysis studies on police organizations highlight that job satisfaction enhances organizational commitment. Police officers' job satisfaction stems from positive reactions to intrinsic and extrinsic job factors. Intrinsic factors include a sense of purpose, autonomy, job challenge, recognition, camaraderie and teamwork (Lin & Zhao, 2024; Mohammad & Essa, 2024). Extrinsic factors involve satisfaction with salary, benefits, work conditions, career development, job stability and work-life balance (Lin & Zhao, 2024; Mohammad & Essa, 2024). Police officers satisfied with both intrinsic and extrinsic factors in their multifaceted roles, such as law enforcement, public safety, community engagement may develop stronger affective, continuance and normative commitment, leading to greater organizational commitment (Lin & Zhao, 2024; Suroya et al., 2023; Winarsih & Fariz, 2021). Thus, this hypothesis is established:

- H7: Job satisfaction is positively related to organizational commitment.

Job satisfaction as a mediating variable

Job motivation theories offer diverse perspectives on job satisfaction. Herzberg's (1968) Two-Factor Theory emphasizes intrinsic factors as key motivators, while extrinsic factors are not considered motivators. In contrast, theories like Maslow's (1943) Hierarchy of Needs, Hackman and Oldham's (1976) Job Characteristics Theory, Vroom's (1964) Expectancy Theory, Adams' Equity Theory (1963) and Locke's (1976) Range of Affect Theory suggest that both intrinsic and extrinsic factors contribute to job satisfaction. Application of these theories in policing organization shows that job satisfaction will enhance when police personnel able to regulate

emotion (being able to manage, control and adapt their emotional responses to different situations), use emotion (being able to tap into and use their emotional experiences to enhance cognitive processes) and appraise emotion (being able to recognize, understand and evaluate their own emotional states that influence actions) in executing national security services (Azzahrah et al., 2024; Cleghorn, Harry & Cummings, 2024; Sorensen, 2023). As a result, satisfaction with both intrinsic extrinsic job may lead to higher organizational commitment among police officers (Arsan et al., 2022; Nalla, Akhtar & Lambert, 2020). Thus, the hypotheses are suggested:

H8: Job satisfaction mediates the correlation between emotional regulation and organizational commitment

H9: Job satisfaction mediates the correlation between use of emotion and organizational commitment

H10: Job satisfaction mediates the correlation between self-emotion appraisal and organizational commitment

Method and study area

Research design

This study uses a cross-sectional method to collect survey questionnaire data, as recommended for obtaining relevant, high-quality and less biased data in survey research (Creswell, 2014). Conducted at the Kuala Lumpur Police Contingent Headquarters, the organization aims to ensure public safety, crime prevention, law enforcement, crowd control, event management, terrorism prevention and public awareness. To achieve these objectives, the police perform patrols, surveillance, respond to emergencies, investigate crimes, manage traffic, control crowds, combat terrorism and engage with the community. To improve operations, top management offers emotional intelligence training, helping police personnel tackle challenges like population density, crime, security threats and public unrest in the metropolitan area.

Measures

The survey questionnaire, formulated based on organizational behavior literature, uses a back-to-back translation method between English and Malay languages to ensure quality and cultural relevance (Brislin, 1970). The questionnaire comprises five parts: Emotion regulation (EMRN), assessed by four items adapted from emotional intelligence literature (Berking, Meier & Wupperman, 2010; Salovey, Brackett & Mayer, 2004). Use of emotion (UEMN), evaluated by five items from similar sources (Sweeney, 2022). Self-emotion appraisal (SEAP), measured by five items (Okonkwo Ejike, Chinweze Uzochukwu & Okafor Chiedozi, 2015; Salovey, Brackett & Mayer, 2004). Job satisfaction (JBST), assessed by five items (Brunetto et al., 2012; Paoline & Gau, 2020; Smith, Kendall & Hulin, 1969). Organizational commitment (OGZN), evaluated by four items (Hamid & Earlyanti, 2023; Hassan, Abdulkareem & Sanni, 2023; Meyer & Allen, 1991). All items use a 7-point Likert scale from "strongly disagree/dissatisfaction" (1) to "strongly agree/satisfaction" (7). Respondent characteristics serve as control variables, as the study focuses on employee perceptions.

Sample

The unit of analysis is police personnel. A purposive sampling method was used to distribute 300 self-report questionnaires to police personnel across various divisions and departments. In this study context, purposive sampling was chosen to recruit participants with direct operational experience and role-specific expertise relevant to the research objectives. This study prioritized depth, contextual insight and experiential knowledge over statistical representativeness; therefore, random sampling is less appropriate, as it has several risks, including personnel without meaningful exposure to the phenomenon being examined and participant relevance is determined by functional role and operational involvement, rather than demographic or organizational categories. While purposive sampling limits statistical generalizability, it can be addressed through two mechanisms: analytical generalization (e.g., linking empirical findings from a particular policing context to a construct, model or theory, rather than relying solely on statistical representativeness across all police organisations) and strong contextual explanations to help readers clearly assess the transferability of findings to comparable policing settings (Creswell & Poth, 2018; Yin, 2018).

For a specific purpose, this sampling method was chosen due to the management had not provided a complete list of police personnel for confidential reasons. Without this sampling frame, the researchers could use a random technique to select respondents. Of the distributed questionnaires, 253 (84.3%) usable responses were returned. The participants volunteered and consented to the study. Before the survey questionnaire was distributed to respondents, the researchers arranged face-to-face discussions with ten experienced police officers and other ranks at the Kuala Lumpur Police Contingent Headquarters. From these discussions, the relevance and clarity of the questions were improved and we also obtained consent to distribute the survey questionnaire from the heads of the management and logistics units at the police headquarters.

Data were cleaned using SPSS to remove errors such as missing values, straight-lining answers, extreme values and the Skewness and Kurtosis values higher than ± 2.0 (Hair et al., 2017). The adequacy of the sample was confirmed using Hair et al. (2017) criteria, which recommends that a minimum sample size of 200 for the reflective measurement models can ensure stable and reliable estimates. Further, the VIF values for all latent constructs were below the 3.30 threshold (Kock, 2015), suggesting that the study sample does not exhibit response bias.

Data analysis

SmartPLS is used for data analysis due to its ability to handle small sample sizes, non-normal data, and multiple variables in research models (Hair et al., 2017). The analysis involves the PLS Algorithm to assess the measurement model, followed by testing the structural model using Bootstrapping, Blindfolding, PLS-Predict and IPMA.

Respondents' characteristics

The majority respondents were males (75%), ages between 21 to 29 years old (74.8%), diploma holders (30.8%), working experiences less than one year (15%) and monthly salary between RM1000 to 2000 (54.2%).

Measurement model

Table 1 presents that the loadings of all items are higher than 0.70 and the study constructs had average variance extracted (AVE) values higher than 0.50, showing that convergent validity standard is satisfactorily met (Henseler et al., 2010). Hence, the composite reliability (CR) values are higher than 0.80, showing that the study constructs have high internal consistency (Nunally & Bernstein, 1994).

Table 1. The outcomes of convergent validity analysis and composite reliability

Construct	No. of item	Factor loading	AVE	Composite reliability
EMRN	6	0.758 to 0.816	0.630	0.911
UEMN	6	0.758 to 0.816	0.599	0.899
SEAP	4	0.810 to 0.857	0.676	0.893
JBST	8	0.724 to 0.847	0.644	0.935
OGZN	4	0.855 to 0.892	0.772	0.931

Table 2 presents that the heterotrait-monotrait ratio of correlation (HTMT) values are lower than 0.90 and the values of confidence interval are lower than 1.0 in parenthesis (Hair et al., 2017; Henseler et al., 2010), demonstrating that the study constructs have achieved the discriminant validity criteria.

Table 2. Results of discriminant validity

Construct	EMRN	UEMN	SEAP	JOBSAT
JBST	0.378 (-0.232, 0.200)	0.341 (-0.113, 0.318)	0.457 (0.112, 0.570)	
OGZN	0.297 (-0.252, 0.137)	0.405 (-0.029, 0.388)	0.441 (-0.100, 0.362)	0.472 (0.163, 0.488)

Note. Values within the parenthesis exhibit the confidential interval values at 2.5% and 97.5%

Structural model

Table 3 displays that they study constructs have means between 4.7856 and 5.8063, demonstrating that the levels of EMRN, UEMN, SEAP, JBST and OGZN are from high (4) to the highest level (7). Hence, the variance inflation factor (VIF) values are lower than 5.0 (Hair et al., 2017), demonstrating that collinearity problems have not appeared in the correlation between the study constructs.

Table 3. The results of VIF and descriptive statistics

Construct	Mean	Standard deviation	Variance inflation factor 4	Variance inflation factor 5
EMRN	5.7872	.75554	2.153	2.153
UEMN	5.7628	.74089	2.481	2.493
SEAP	5.8063	.78240	2.350	2.495

JBST	4.7856	.85171	1.210
OGZN	5.8034	.92508	

The outcomes of Bootstrapping provide several important findings: First, the standardized root mean square residual value is 0.065, which is lower than the recommended criterion of 0.1 (Hair et al., 2017), signifying a good model fit. Second, the mediating effect size shows partial mediation, as both direct and indirect effects are significant and point in the same direction (Zhao et al., 2010). Third, the effect size test reveals: a) the correlation between EMRN and JBST has an f^2 value of 0.000; b) the correlation between UEMN and JBST has an f^2 value of 0.005; and c) the correlation between SEAP and JBST has an f^2 value of 0.065, indicating a medium effect on JBST. Additionally, the correlation between EMRN and OGZN has an f^2 value of 0.001, showing a small effect, while SEAP and UEMN have medium effects on OGZN. Lastly, Blindfolding outcomes show that JBST ($Q^2=0.014$) and OGZN ($Q^2=0.187$) have predictive relevance (Hair et al., 2017). The model strength criteria is measured based on the standards: 0.02 (small effect), 0.13 (medium effect) and 0.26 (large effect) (Cohen, 1988). EMRN, UEMN and SEAP contribute 18% to JBST's variance and 17% to OGZN's variance, while JBST contributes 19% to OGZN's variance.

These results indicate that such models have a moderate effect. The hypothesis testing results show ten important outcomes: a) H1 was not supported ($\beta=-0.006;t=0.067$), which indicates that EMRN is not significantly correlated with JBST; b) H2 was not supported ($\beta=-0.090;t=0.880$), which shows that UEMN is not significantly correlated with JBST; c) H3 was supported ($\beta=-0.347;t=2.887$), which demonstrates that SEAP is significantly correlated with both JBST; d) H4 was not supported ($\beta=-0.050;t=0.511$), which shows that EMRN is not significantly correlated with OGZN; e) H5 was not supported ($\beta=0.194;t=1.684$), which demonstrates that UEMN is not correlated with OGZN; f) H6 was supported ($\beta=0.290;t=2.599$), which indicates that SEAP is significantly correlated with OGZN; g) H7 was supported ($\beta=0.436;t=5.507$), which demonstrates that JBST is significantly correlated with OGZN; h) H8 was supported ($\beta=0.438;t=5.456$), which shows that relationship between EMRN and JBST has a significant correlation with OGZN; i) H9 was supported ($\beta=0.437;t=5.456$), which indicates that relationship between UEMN and JBST has a significant correlation with OGZN; j) H10 was supported ($\beta=-0.437;t=0.437$), which demonstrates that relationship between SEAP and JBST has a significant correlation with OGZN. These results show that EMRN and UEMN are not determinants of JBST, EMRN and UEMN are not determinant of OGZN, SEAP is a determinant of OGZN and JBST is a predictor of OGZN, Hence, effect of EMRN, UEMN and SEAP on OGZN is mediated by JBST.

Table 4. Direct and mediating hypotheses testing

Hypothesis	Relationship	β	t	Decision	R ²	Decision
H1	EMRN → JBST	-0.008	0.069	Not Significant	0.175	Moderate Effect
H2	UEMN → JBST	0.090	0.880	Not Significant		
H3	SEAP → JBST	0.347	2.887	Significant		
H4	EMRN → OGZN	-0.050	0.511	Not Significant	0.172	Moderate Effect

H5	UEMN → OGZN	0.194	1.684	Not Significant		
H6	SEAP → OGZN	0.290	2.599			
H7	JBST → OGZN	0.436	5.507	Significant	0.190	Moderate Effect
H8	EMRN → JBST → OGZN	0.438	5.487	Significant	0.191	Moderate Effect
H9	UEMN → JBST → OGZN	0.437	5.456	Significant		
H10	SEAP → JBST → OGZN	0.437	5.707	Significant		

Note. Significant at t-statistics > 1.96; β refers to Standardized Beta

Table 5 evaluates the performance of the study model. The Q² values in PLS predict in the LM RMSE analysis range from 0.010 to 0.120 and in the PLS-SEM analysis range from 0.008 to 0.115, all higher than zero, indicating that prediction errors are symmetrically distributed. Most RMSE values for LM are negative (low predictive power), while those for PLS-SEM are positive (high predictive power), showing medium predictive power (Shmueli et al., 2016).

Table 5. PLS-predict results

Items	PLS SEM	LM RMSE	LM RMSE - PLS SEM	PLS SEM – LM RMSE
MVJSQ9	1.096	1.131	-0.035	0.035
MVJSQ2	1.318	1.300	0.018	-0.018
MVJSQ3	1.057	1.072	-0.015	0.015
MVJSQ4	0.971	0.973	-0.002	0.002
MVJSQ7	1.171	1.236	-0.065	0.065
MVJSQ1	1.255	1.271	-0.016	0.016
MVJSQ5	1.250	1.307	-0.057	0.057
MVJSQ8	1.288	1.297	-0.009	0.009
DVOCQ2	0.927	0.951	-0.024	0.024
DVOCQ5	1.174	1.208	-0.034	0.034
DVOCQ3	0.931	0.972	-0.041	0.041
DVOCQ9	1.029	1.082	-0.053	0.053

Lastly, the IPMA outcomes recognize that OGZN (80.156) is the top performance and followed by emotional intelligence (78.401) and JBST (73.974). This outcome reveals that job satisfaction is a crucial management issue that should be addressed to increase organizational commitment.

Discussion

The findings of this study confirm that job satisfaction does act as a mediating variable between emotional intelligence and organizational commitment. In the context of Malaysian policing

organizations, high power distance, hierarchical command structures and collectivist cultural norms regulate police personnel to obey discipline, respect for authority and maintain group harmony. These practices have affected how police personnel handle stress, interact with colleagues and maintain professionalism within the organizations. For example, young officers often conceal personal feelings to respect rank and maintain unit unity, while collectivist norms encourage emotional moderation to preserve team harmony. The cultural emphasis on “saving face” (dignity) further reinforces self-control, making emotional regulation largely internalized (Che Yusoff, Selamat & Mohd, 2025; Kanesan, 2019). Empirical research on organizational culture in the Royal Malaysia Police show that Strong Hierarchical Command and collectivist orientation may provide more advantages than weaknesses in terms of facilitating rapid and coordinated decision-making, prioritizing unit objectives over individual choices, reinforcing professional conduct and adherence to procedures, fostering organizational loyalty and supporting clear communication and accountability, all of which can help improve operational effectiveness and strategic execution across multiple units and complex operations (Che Yusoff, Selamat & Mohd, 2025; Yaman, 2020).

Most respondents viewed the levels of emotion regulation, use of emotion and self-emotion appraisal, job satisfaction and organizational commitment as high. This situation explains that the competence of police personnel to appropriately regulate, use and appraise emotions in doing a job will strongly invoke their job satisfaction. As a result, this satisfaction may drive higher organizational commitment.

This study provides three implications: theoretical contribution, robustness of research methodology and practical contribution. Regarding the theoretical contribution, this study acknowledges five key outcomes. First, self-emotion appraisal significantly correlates with job satisfaction and organizational commitment. This outcome is consistent with the notion of Salovey and Mayer's (1997) Emotional Intelligence Theory, which posit that employees have three fundamental abilities to manage their own and other employees' emotions in executing daily job, namely a) emotion regulation (e.g., maintaining control and avoid unnecessary conflict), b) use emotions (e.g., practicing empathy, calmness, positive reinforcement and compassion to ensure a safe situation and prevent further harm) and c) self-emotional appraisal (e.g., recognizing and assessing feelings of frustration and anger, understanding triggers and making conscious decisions to handle critical situations). The use of such abilities in doing various job functions may produce positive outcomes.

The notion of the theory is consistent with previous studies, which reveal that the capability of police personnel to use their self-emotion appraisals in executing various defense and security tasks (e.g., maintaining public order, protecting individuals and property, enforcing laws, preventing crime and ensuring the safety of communities) has driven to greater job satisfaction (Borade & Dongre, 2022; Kenku, Doka & Suleiman, 2025; Sabarwal & Sharma, 2019) and organizational commitment (Kanesan, 2019; Razali, Hamid & Mejah, 2023). Second, job satisfaction is significantly correlated with organizational commitment. This outcome has supported prior studies, which acknowledge that satisfaction with internal and external job conditions can enhance organizational commitment (Lin & Zhao, 2024; Suroya et al., 2023).

Third, emotion regulation and use of emotion did not significantly correlate with job satisfaction and organizational commitment. This finding may be caused by three possible factors: First, the sample profile shows differences of police personnel characteristics in terms of personality, prior life experiences and personal traits may influence how officers regulate and use emotions in their work, especially in maintaining professional behavior, ensuring safety and

improving community relations. This inconsistency can lead to varying results, where some police officers gain benefits greatly from regulating and using emotions, while others may struggle to effectively regulate and apply emotions in real-world situations. As a result, this situation can lower their levels of job satisfaction and organizational commitment.

Second, regulating and using emotions in accordance with hierarchical authority, norms of collectivism and respect for social harmony. Police officers often manage emotions to maintain professional composure, operational effectiveness and team cohesion, often by suppressing or controlling personal feelings in high-stress situations, adhering to informal display rules during public interactions and engaging in emotional efforts to project calm and empathy. Officers also use emotions strategically to defuse conflict and build positive relationships with the public. To cope with job stress, they often rely on peer support and informal coping mechanisms, which reflect the organizational and cultural influences on emotion regulation within the Royal Malaysian Police. Further studies acknowledge that bureaucratic, hierarchical and militaristic in Malaysian policing organizations have emphasized discipline and control rather than skill development, heavily placed on emotional demands of personnel to carry out job and reliance on less effective regulation strategies and organization support in performing high-stress work environments. As a result, this situation may lead to lower job satisfaction and organizational commitment (Ayu et al., 2024; Kamesan, 2019).

Fourth, idiosyncrasy of Malaysian police organization is due to it plays the role of a paramilitary organization that values both soft skills (e.g., perseverance, emotional detachment, and authority) and technical skills (e.g., legal knowledge, physical fitness, or tactical expertise) to establish harmonious relationships with the community and resolve any conflicts. In the view of police officers, controlling and using emotions is insufficient, unnecessary, or unimportant for several reasons: a) they are only sensitive to the emotions of the clients involved and control negative emotions, such as anger, frustration, or depression in performing daily duties, b) not all police personnel have the same ability to practice patience and overcome emotional exhaustion over a long period of time and c) they are unable to make important decisions quickly and are unable to enforce authority in high-risk and challenging situations. If police officers spend time controlling and use emotions excessively, without considering technical skills and intrinsic and extrinsic support in executing duties and responsibilities, this will potentially increase job stress, and physiological and psychological illnesses. Consequently, it may drive to lower job satisfaction (Che Yusoff, Selamat & Mohd, 2025; Ghouri et al., 2021) and organizational commitment (Che Yusoff, Selamat & Mohd, 2025; Razali, Hamid & Mejah, 2023).

Therefore, the factors need to be given due consideration as it can clearly describe how these factors influence the effects of emotion regulation and emotion use on job satisfaction and organizational commitment. Further, more in-depth studies should be conducted to elucidate the different features of emotional intelligence and their effects on employee behaviour and attitudes in various contexts.

Finally, job satisfaction emerged as an important mediator between emotional intelligence and organizational commitment. This finding has received strong back up from the essence of five essential job satisfaction theories, namely Herzberg's (1968) Two-Factor Theory, which describes that job satisfaction is related to intrinsic and extrinsic job factors; Maslow's (1943) Hierarchy of Needs Theory, which explains that job satisfaction is associated with physiological and psychological needs; Hackman and Oldham's (1976) Job Characteristics Theory, which posit that job satisfaction is correlated with job design job characteristics; Vroom's (1964) Expectancy Theory, which states that job satisfaction is linked to valuable outcomes; Adams' Equity Theory

(1963), which suggest that job satisfaction is influenced by perceived fairness in outcome distributions; and Locke's (1976) Range of Affect Theory, which propose that job satisfaction is connected with employees' expectations. The essence of these theories has gained support from past studies, which disclose the competence of police personnel to regulate emotions, use emotions and appraise self-emotions in executing diverse defense and security functions and roles have strongly invoked their job satisfaction. Consequently, this satisfaction can lead to greater organizational commitment (Arsan et al., 2022; Nalla, Akhtar & Lambert, 2020). Concerning the robustness of the research methodology, the measurement scale used in this study has satisfactorily fulfilled the criteria of validity and reliability analyses. This achievement may assist in enhancing the reliability and accuracy of the findings.

The IPMA results suggest that job satisfaction is a crucial management problem. If police personnel experience job dissatisfaction, it can reduce their abilities to integrate emotion regulation, emotion use and self-emotion appraisal in doing work, potentially leading to lower organizational commitment. To address this issue, top management should focus on the following aspects: Firstly, supportive leadership should be implemented to foster open communication, provide constructive feedback and offer guidance, coaching and mentorship. This support will help police personnel to handle internal and external job challenges, which can lead to improved job satisfaction. Secondly, recruiting and selecting the right police personnel should be carefully planned to help them adopt flexible work schedules, maintaining a work-life balance and preventing stress, which may enhance their job satisfaction. Thirdly, well-designed training and professional development programs should be offered to enhance police personnel's technical and soft skills, provide them with clear pathways for horizontal and vertical career progression, and allow them to experience different roles and specialized units within the organization. This effort may add variety and new challenges to their work, ultimately improving job satisfaction.

Finally, compensation and benefits policies should be reviewed to align with the nature of police officers' work, their performance and the nation's standard of living. This review will ensure that they receive fair and competitive compensation relative to the demands and risks of their jobs, provide salary increases or bonuses for those who demonstrate exceptional performance, offer benefits packages that address their physical and mental health needs and address their concerns about job stability and security. As a result, these positive changes can lead to higher job satisfaction. If top police management heavily consider the above suggestions, this may inspire police personnel to maintain and support the organizations' strategy and goals.

Conclusion

This study confirms that self-emotion appraisal is an important determinant of job satisfaction and organizational commitment, while emotion regulation and use of emotion are not essential predictors of job satisfaction and organizational commitment. Emotional intelligence shows a partial effect on these outcomes, potentially influenced by the sample profile and police organization idiosyncrasies. Job satisfaction emerges as a crucial mediating variable between emotional intelligence and organizational commitment, aligning with and expanding upon existing policing literature from Western and Asian countries. Therefore, current research and practices within the organizational behavior model should incorporate job satisfaction as a crucial dimension of emotional intelligence domain. This study further proposes that ability of police personnel to appropriately apply emotional intelligence in daily tasks can improve their positive attitudinal and behavioral outcomes, ultimately contributing to maintain and support the organizations' vision,

mission, and objectives. This study has several methodological and conceptual constraints. First, cross-sectional survey data were used to clarify the similarities or differences in participants' perceptions of the study model. Second, this study focused on assessing correlations between latent constructs. Third, this study was conducted in a single police organization in the capital of Malaysia. Fourth, the survey questionnaire data collected from purposive sampling may raise the possibility of social desirability bias, which may be amplified in the context of policing due to concerns about professional reputation and accountability.

Recommendations

To address the above constraints, researchers should consider several recommendations: First, the participant features may be included in future research to understand the similarities and differentiation of their perceptions toward the study model. Second, the correlation between specific dimensions for the latent constructs should be evaluated in future research. Third, a longitudinal study may be considered if future research wants to compare the performance of direct effects models and mediating models at different times within subsamples. Fourth, other specific components of emotional intelligence, such as communication, conflict management and collaboration should be investigated because they are widely recognized in the workplace employee emotion literature. Fifth, other essential dimensions of job satisfaction, such as satisfaction with intrinsic and extrinsic job factors should be given attention because they are highly considered as an important link between emotional intelligence and organizational commitment. Sixth, other critical features of organizational commitment, such as affective, normative and calculative commitment should be examined respectively because they are widely discussed as important outcomes of the association between emotional intelligence and job satisfaction. Lastly, random sampling methods, such as stratified random sampling, can be used in future research to give employees an equal opportunity to voice their opinions and these opinions can help characterize the study population. The above suggestions should be further explored to strengthen future research.

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Conflict of Interest

The authors declare that they have no conflict of interest.

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