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Relationship between emotional intelligence, organisational commitment, and job satisfaction of police personnel

Relación entre inteligencia emocional, compromiso organizacional y satisfacción laboral entre el personal policial

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Abstract

This study examined the influence of emotional intelligence on job satisfaction and the mediating role of organisational commitment in this relationship. Data were collected via a cross-sectional survey, yielding 400 usable responses from police personnel in Kuala Lumpur police organisations in Malaysia. The measurement and structural models were assessed using SmartPLS. The findings of the structural equation modelling revealed that organisational commitment plays a critical mediating role in the relationship between emotional intelligence and job satisfaction. These results offer valuable insights for practitioners to understand the multidimensional perspectives of organisational commitment and to formulate social skills development programmes that support the achievement of organisational strategies, missions, and goals.

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Keywords: emotional intelligence; organisational commitment; job satisfaction

Resumen

Este estudio examinó la influencia de la inteligencia emocional en la satisfacción laboral y el papel mediador del compromiso organizacional en esta relación. Los datos se recopilaron mediante una encuesta transversal, obteniéndose 400 respuestas válidas de personal policial de organizaciones policiales de Kuala Lumpur, Malasia. Los modelos de medición y estructurales se evaluaron utilizando SmartPLS. Los resultados del modelado de ecuaciones estructurales revelaron que el compromiso organizacional desempeña un papel mediador fundamental en la relación entre la inteligencia emocional y la satisfacción laboral. Estos resultados ofrecen información valiosa para que los profesionales comprendan las perspectivas multidimensionales del compromiso organizacional y formulen programas de desarrollo de habilidades sociales que apoyen el logro de las estrategias, misiones y objetivos organizacionales.

Código JEL: M14, M10, M19
Palabras clave: inteligencia emocional; compromiso organizacional; satisfacción laboral

Introduction

Policing today faces numerous challenges, including organised crime, social change, technology, and public expectations (Adams et al., 2023; Nugroho & Astuty, 2025). This dynamic situation has driven successful elite police forces around the world to develop higher levels of emotional intelligence to strengthen their cognitive (knowledge acquisition) and psychomotor (technical proficiency) abilities to manage fear, motivate themselves and others, and reduce biased judgment in maintaining and preventing unpredictable threats and opportunities arising from international and domestic security (Kenku, Doka & Suleiman, 2025).

Emotional intelligence (EI) has emerged as a critical skill supporting police performance and organisational success (Happiness & Iliya, 2025; Scudder, 2025). Systematic reviews of the national security literature reveal that well-structured policing institutions cannot achieve their goals unless police personnel practice emotional intelligence effectively (Higgs & Dulewicz, 2024; Sobirin & Waruwu, 2024). According to Alhindaassi, Zain and Alshammakh (2025), Ingram, White & Schafer (2025), and Mingie (2025), police personnel commonly practice emotional intelligence in executing defence and security services by controlling their internal emotions (restraining anger and fear, and remaining calm in the face of critical incidents), use their emotions to guide thinking, motivate action, and improve communication or relationships (showing concern for victims, and being approachable), and assess their own emotions when taking action and making decisions (monitoring for signs of fatigue, and anger, learning to label emotions, understand their triggers, and assess how emotions may create bias judgment or perceptions of suspects). The competence of police personnel to practice such emotions may have a

significant impact on organisational commitment (Drew, Sargeant & Martin, 2024; Razali, Hamid & Mejah, 2023).

Further, an in-depth review of effective policing organisations has shown that emotional intelligence can indirectly influence job satisfaction through organisational commitment (Campaner et al., 2024; Doğru, 2022). Although the relationship between these variables has been extensively studied, the magnitude and direction of organisational commitment as a mediating variable are still underexplored in the policing research literature (Moshabi, Schultz & Du Plessis, 2024; Pranoyo, 2024).

To address these gaps, many scholars have identified key factors that influence this situation. First, much prior research has expanded on the internal properties of emotional intelligence, including its definitions, dimensions, and importance in commercial and non-commercial sectors (Goncharova & Zhidkova, 2024). Second, numerous past studies have developed a simple correlation model to assess the associations: a) between emotional intelligence and organizational commitment (Drew, Sargeant & Martin, 2024; Razali, Hamid & Mejah, 2023), b) between emotional intelligence and job satisfaction (Kenku, Doka, & Suleiman, 2025; Lele, Patil & Shinde, 2024), and c) between organizational commitment and job satisfaction (Pranoyo, 2024; Wardana, Putra & Panjaitan, 2022).

Then, descriptive statistics and bivariate statistical tools are largely employed to assess the correlation model, quantifying the strength and nature of the association between the variables. However, the results of this statistical analysis have largely neglected the mediating role of organisational commitment in the model (Moshabi, Schultz & Du Plessis, 2024; Trisha & Miah, 2024). The study's approach has yielded general findings, which may not be sufficient to assist practitioners in understanding the multidimensionality of organisational commitment and to plan social intelligence programs to maintain and support their organisation's strategies and goals (Covrig et al., 2025).

This study presents three main contributions to advancing the literature on policing organisations. First, emotional intelligence is highlighted as a stronger determinant of police personnel outcomes than personal and institutional factors (Rajan, Thomas, & Vidya, 2021). Second, it is the first attempt to examine the combined effects of emotion regulation, emotional use, and emotional self-appraisal on police personnel outcomes (Garg & John, 2022; White & Schafer, 2024). Third, it extends the police personnel outcomes literature by showing that organisational commitment and job satisfaction are influenced by emotional intelligence, two areas that have been less thoroughly explored (Kenku, Doka & Suleiman, 2025; Razali, Hamid & Mejah, 2023). Finally, this study addresses the limitations of prior research models by using a mediation model. This model is developed based on the main idea of Meyer and Allen's (1991) Three-Dimensional Organisational Commitment Theory, which proposes that affective, normative, and calculative commitment together generate organisational commitment. In the context of policing, the increased commitment of police personnel to their organisation is influenced by

their emotional intelligence, which, in turn, can lead to various positive actions, especially job satisfaction (Kanesan, 2019). This evidence justifies testing a model in which police personnel with high organisational commitment will serve as an important mediating variable in such relationships.

This study examines emotional intelligence among police personnel in Kuala Lumpur police organisations, Malaysia. This organisation ensures public safety and security, crime prevention, law enforcement, crowd control, event management, counterterrorism, national security, public awareness, and community engagement. In response to the city's complex and dynamic environments, top police management has introduced a series of emotional intelligence training programs delivered through face-to-face and online meetings in both on-the-job and off-the-job settings. These programs are offered to help police personnel regulate, utilise, and evaluate their emotions, thereby improving the application of cognitive and psychomotor skills during stressful, challenging, and high-risk tasks essential to maintaining national security and peace (Thani et al., 2025).

Previous studies on Malaysian police personnel have shown that they exhibit two types of emotional intelligence depending on the context. First, operational settings rely more on personal or intrapersonal emotional intelligence, such as managing and controlling negative emotions, staying motivated, and taking appropriate action when dealing directly with the public or in combat zones (Abdullah, 2010). Second, in administrative settings, they demonstrate higher levels of social or interpersonal emotional intelligence, such as maintaining positive relationships with colleagues, which fosters a productive and supportive work environment (Baker, 2010). The ability of police personnel to apply emotional intelligence in their daily work may affect their organisational commitment (Baker et al., 2019; Kanesan, 2019; Razali, Hamid, & Mejah, 2023) and job satisfaction (Kanesan, 2019). organisational commitment (Baker et al., 2019; Kanesan, 2019; Razali, Hamid, & Mejah, 2023), and job satisfaction (Kanesan, 2019; Yusoff, Abdullah, & Adnan, 2017). Despite these important studies, the mediating role of organisational commitment has been under-discussed due to a lack of empirical research in the Malaysian policing context. Therefore, the lack of existing literature has inspired the researchers to explore this issue further.

This study was conducted specifically within Malaysian policing organisations, but its results are relevant to policing organisations worldwide. Although the Malaysian policing structure is shaped by unique local cultural, social, and institutional traditions (Chan, 2016), it has shared the same core features with global police organisations, including a hierarchical and rank-based organisational structure, a centralised command and control system, and standard operating procedures that govern law enforcement activities (Ali & Ahamat, 2025). Within these core features, police personnel in any country perform universal policing functions such as crime prevention, crime investigation, maintenance of public order and community engagement. These functions are carried out within a framework of formal accountability

and governance, exposing officers to comparable work pressures and requiring high levels of coordination, communication, and teamwork (Rauf & Mansor, 2021; Yahya, Khamis & Zakaria, 2024). These shared core characteristics influence emotional intelligence among police personnel, who operate in similar ways across the global policing sector (Charbonneau, Cohen & Poirier, 2025; McLean et al., 2026).

For example, they use emotional intelligence to manage cross-cultural communication, demonstrate empathy, and avoid misunderstandings during police-community interactions, regulate personal emotions while adhering to professional norms and authority requirements, support staff in navigating institutional constraints while maintaining professionalism, ethical behaviour and effective leadership across the ranks (Cheah et al., 2024; Ismail, Azmi & Chan, 2024; Miller, 2023). Therefore, this study has global relevance that can be analytically generalized beyond the Malaysian context to improve the performance of policing organizations worldwide under comparable structural and governance constraints, especially in developing and emerging economies, as evidenced by research linking emotional intelligence to job stress, job satisfaction, psychological well-being and job performance among Malaysian police personnel (Ismail, Azmi & Chan, 2024; Thani et al., 2025), and the broader literature that demonstrates the positive role of emotional intelligence in police performance (McLean et al., 2025).

Research in Malaysian policing organizations shows that emotional intelligence is not easy to execute smoothly because police personnel often face major challenges: a) High-stress operational environments (Ismail, Azmi & Chan, 2024), b) Organizational culture and hierarchy (Kamri, Mejah & Hamid, 2019), c) Limited training and resources, d) Exposure to occupational stressors and burnout (Mohamed et al., 2024), e) Balancing emotional labour and authority (Ismail, Azmi, & Chan, 2024), f) Societal and community pressures (Brahim et al., 2021). This study strengthens its global generalizability because the difficulties faced by police personnel in regulating, using, and appraising emotions are not only specific to a country context but stem from structural, organizational, occupational, and societal features that reflect broader global patterns in the policing environment, particularly in developing, emerging and developed countries (Anum, Sowatey & Agyei, 2025; Magny & Todak, 2021; Hopkins, Dowell & Flitton, 2023; White & Schafer, 2024).

The current Malaysian government agenda is Malaysia Madani (a just Malaysian society). This agenda has empowered police leadership to implement administrative reform efforts in line with the Madani vision by enhancing Institutional Integrity (anti-corruption) (Malay Mail, March 12, 2025), Operational Modernization (ethos of innovation) (The Vibes, June 27, 2025), Citizen-Centred Focus (values of empathy and respect) (Malay Mail, January 1, 2026), and Governance & Accountability Pressures (law enforcement must be transparent and accountable) (The Vibes, January 13, 2026). These administrative reforms are a common trend across global policing organisations. The experience of

administrative reform in Malaysian policing strengthens its global relevance as it attracts the attention of policing leadership from other countries to understand three major relationships: First, such reforms have impacted emotional intelligence among police personnel in several ways, such as providing training modules on stress management, conflict resolution, and interpersonal communication, designing an evaluation system that focuses not only on operational outcomes but also on behavioural competence, encouraging community policing to use empathy and cultural sensitivity in interactions with residents, upgrading police personnel well-being, counselling, and support services to reduce job stress, and emphasizing supervisors to model interpersonal emotional competence to inspire police personnel to develop, transform, and apply emotional intelligence in their daily work (Ali & Ahamat, 2025: Kamri, Mejah & Hami, 2019).

Second, police personnel with high emotional intelligence tend to increase their organizational commitment by demonstrating empathy and supportive interactions with colleagues and supervisors, manage conflict effectively, communicate constructively with respect and clarity, and regulate emotional responses to work stress and negative emotions in order to develop a more cohesive and resilient police organization in Malaysia (Baker & Ibrahim, 2017; Kanesan, 2019; Zaidi, 2024). Finally, police personnel who have high organizational commitment tend to increase their job satisfaction by through positive work attitudes and commitment (, pride in one's role and willingness to remain in the team), high work engagement and motivation (, actively performing tasks despite operational challenges), building collaborative and supportive relationships with colleagues and supervisors, and managing stress and emotional stability effectively. Collectively, these behaviours can contribute to strengthening and sustainability of the Royal Malaysian Police (Adey & Bahari, 2017; Kamri, Mejah & Hamid, 2019; White & Schafer, 2024). This study highlights that emotional intelligence is positively related to organisational commitment and job satisfaction, and that the research instruments were adapted from diverse cultural contexts, making the findings relevant not only to Malaysian policing but also applicable to global policing organisations. Several recent studies support the generalizability of findings from Malaysian policing to global policing organisational contexts (Yusoff, Selamat & Mohd, 2025; Kanesan, 2019).

Therefore, this study aims to examine four key relationships: First, to assess the connection between emotional intelligence and organisational commitment. Second, to examine the link between emotional intelligence and job satisfaction. Third, to evaluate the relationship between organisational commitment and job satisfaction. Finally, to measure the interplay between emotional intelligence, organisational commitment, and job satisfaction.

Literature review

This section explains conceptual definitions of variables and evidence supporting the hypothesis development.

Emotional intelligence

Emotional intelligence, often considered a subset of social intelligence, reflects an individual's capacity to manage emotions and understand others (Mayer & Salovey, 1997). Key elements include emotion regulation, use of emotion, and self-emotion appraisal, which enhance communication, reduce conflict, and build resilience within police work (Covrig et al., 2025). This model suggest three influential characteristics: a) emotion regulation is often referred to the ability of individuals to manage and adapt emotional responses to external and internal stimuli; b) use of emotion is normally associated with the competent of individuals to harness emotions to enhance cognitive processes, facilitate thinking, promote personal performance and support goal achievement; and c) self-appraisal emotion is usually related to the capability of individuals to perceive, understand, and accurately evaluate their self-emotions before taking actions (Mayer & Caruso, 2025; Xiao et al., 2025). In a police context, competent police personnel who practice such emotions will improve communication, reduce conflict, build stronger community relations, foster emotional resilience, and develop tonic leadership styles to handle complexities and challenging duties. Recent studies suggest that police personnel's ability to use emotional intelligence in performing their obligations may enhance their organisational commitment (Drew, Sargeant, & Martin, 2024; Razali, Hamid, & Mejah, 2023) and job satisfaction (Balamurali & Kumar, 2025).

Organisational commitment

It is a general construct with many facets, and each influences employee commitment to the organisation in different ways. According to Meyer and Allen's (1991) Three Dimensions of Organisational Commitment Theory, commitment has three major facets: affective commitment (individuals emotionally attach to, identify with and participate in the organisation), normative commitment (individuals feel morally obligated to remain in the organisation), and calculative commitment (individuals consider what will be lost if they leave the organisation). Further studies reveal that police personnel with high commitment facets can drive organisational commitment (Drew, Sargeant, & Martin, 2024; Pranoyo, 2024; Rostad & Langvik, 2025).

Job satisfaction

It is broadly interpreted as individuals' positive affective or cognitive responses resulting from their evaluation of job experience, based on a comparison between what they expect from their job and what they receive (Kauppila, 2025; Locke, 1969). For example, job satisfaction theories like Herzberg's (1964) Two-Factor Theory (Motivator-Hygiene Theory) suggests that job consists of two major features: intrinsic factor (achievement, responsibility, recognition and meaningful tasks) and extrinsic factors (salary, job security, working conditions, and company policies); and Hackman and Oldham's (1974) Job Characteristics Model describes that job has five core elements: skill variety, task identity, task significance, autonomy, feedback. Studies on police organisation show that if police personnel have positive emotions (happiness and pride) or positive cognitive attitudes (positive thinking and beliefs) toward their job, this may lead to increased job satisfaction (Clifton & McGraw, 2025; Damayanti & Sutarmin, 2025).

Emotional intelligence and police personnel outcomes

Emotional intelligence (EI) was first traced to Thorndike (1920), who studied social intelligence, later seen as a precursor to EI (Mayer & Salovey, 1993). Today, EI is widely applied in organisations (Sabie, Nastacă, & Brișcariu, 2025). Salovey and Mayer's (1990) Emotional Intelligence Theory posits three main aspects: First, emotion regulation guides individuals in managing their emotions (adapting to mood swings) and influencing others' emotions (creating support). Second, using emotion allows individuals to apply emotions to plan, make decisions, support cognition, and persist through challenges. Third, self-emotional appraisal promotes awareness of one's emotions (staying calm when mistakes occur) and the management of others' emotions (showing empathy to reduce stress). The use of this theory in policing organisations shows that emotional intelligence is a predictor of individual attitudinal and behavioural outcomes, especially organisational commitment (Drew, Sargeant, & Martin, 2024; Razali, Hamid, & Mejah, 2023) and job satisfaction (Balamurali & Kumar, 2025; Kenku, Doka, & Suleiman, 2025).

Emotion regulation enhances organisational commitment and job satisfaction. Past studies demonstrate that police personnel with high emotion regulation are more effective than those with low emotional regulation because they have sufficient abilities to handle, control and respond to their emotions and challenging situations by maintaining mental health and quality of life in high-stress situations (Thompson & Morton, 2024), managing negative feelings, using effective problem-solving and decision-making, remaining composed, neutral, and professionalism, and avoiding impulsive reactions in stressful or dangerous situations (Tansel, Padır & Demir, 2024), anticipating with organizational changes and

developments, facilitating collaboration and team building, producing and offering diverse products, identifying opportunities, and encouraging positive and constructive attitude in law enforcement command (Sardari, Jazani & Faal Golshani, 2024), and using legitimate violence to handle domestic violence intervention (Cojean et al., 2025). The competence of police personnel to properly regulate emotions in such job challenges can induce positive attitudinal and behavioural outcomes by promoting organisational commitment (Drew, Sargeant & Martin, 2024; Razali, Hamid & Mejah, 2023), and job satisfaction (Kenku, Doka, & Suleiman, 2025). Thus, it was hypothesised that:

H1: Emotion regulation is positively related to organisational commitment

H2: Emotion regulation is positively related to job satisfaction

Emotional use is a crucial predictor of organisational commitment and job satisfaction. Previous studies show that police personnel with a high ability to use emotions are better than those with a low ability because they have adequate competency to enhance cognitive activities by applying rational, intuitive, and dependent decisions to prevent or mitigate regret and embarrassment. Moreover, enhance pride and peace in diverse conditions (Brown & Daus, 2023), coping with burnout and mental health in dealing with the public and potential criminals (Gibbons & Stress, 2024), assisting them to address misconduct, job related stress, trauma experienced and quality of policing in law enforcement practices (Eikenberry, et al., 2023), and practising deep and surface acting emotions in the interaction with victims, criminals and colleagues (Carvalho et al., 2025). The ability of police personnel to use their emotions in doing such intense job situations could lead to greater positive police personnel outcomes, by increasing their organisational commitment (Drew, Sargeant & Martin, 2024; Razali, Hamid & Mejah, 2023), and job satisfaction (Balamurali & Kumar, 2025; Kenku, Doka & Suleiman, 2025). Thus, it was hypothesised that:

H3: Use of emotion is positively associated with organisational commitment

H4: Use of emotion is positively associated with job satisfaction

Self-emotion appraisal is an important antecedent of organisational commitment and job satisfaction. Prior studies display that police personnel with high ability to appraise emotions are more successful than those who have low ability to appraise emotions because they have enough skills to accurately recognize, understand, and evaluate their emotions in applying emotions to decrease stress and mental illnesses in high-stress environments (Sarfraz, Sultan & Latif, 2023), identify the seriousness of mental health problems related to suicidal ideations (Sat et al., 2024), assess the levels of stress in handling organizational and operational job demands (Drew, Sargeant & Martin, 2024), and manage nationality, residency, and port security in compliance with international standards (Alhindaassi, Zain & Alshammakh, 2025). The capability of police personnel to appraise their own emotions in executing such stressful work can induce police personnel outcomes, by enhancing their organisational commitment

(Drew, Sargeant & Martin, 2024; Razali, Hamid & Mejah, 2023), and job satisfaction (Kenku, Doka & Suleiman, 2025; Lele, Patil & Shinde, 2024). Thus, it was hypothesised that:

H5: Self-appraisal emotion is positively correlated with organisational commitment

H6: Self-appraisal emotion is positively correlated with job satisfaction

Organisational commitment and job satisfaction

Numerous studies in police organisations show that organisational commitment strengthens job satisfaction. According to Meyer and Allen's (1991) Three Dimensions of Organisational Commitment Theory, commitment has three key aspects: First, affective commitment refers to police personnel's emotional attachment, identification, and involvement with the organisation, motivating them to stay (Drew, Sargeant, & Martin, 2024). Second, continuance commitment relates to weighing the costs and benefits of staying or leaving the organisation (Drew, Sargeant & Martin, 2024; Kurniawati & Ramli, 2024; Mardiansyah, Hardjo, & Aisyah, 2025). Third, normative commitment involves a sense of obligation to remain with the organisation (Drew, Sargeant, & Martin, 2024; Kurniawati & Ramli, 2024; Mardiansyah, Hardjo, & Aisyah, 2025). Higher levels of such commitment types among police personnel may lead to stronger job satisfaction (Pranoyo, 2024; Trisha & Miah, 2024). Thus, it was hypothesised that:

H7: Organisational commitment is positively related to job satisfaction

Mediation of organisational commitment

Limited empirical studies on police organizations recognize that police personnel with high emotional intelligence have capabilities to regulate emotions (being able to manage, control, and adapt their emotional responses to different situations), use emotions (being able to tap into and use their emotional experiences to enhance cognitive processes), and appraise self-emotions (being able to recognize, understand, and evaluate their own emotional states that influence actions) in performing a variety of job demands, such as enforcing the law, preventing crime, responding to emergencies, managing crime scenes, patrolling, engaging with the community, enforcing traffic, arresting and detaining individuals who commit crimes, complying with court and legal procedures, maintaining public safety, protecting civil rights, performing administrative duties, and using force and advanced tactics (Balamurali & Kumar, 2025; Ismail, Azmi & Wei, 2025). The ability of police personnel to regulate, use, and evaluate their emotions will help them to enhance organisational commitment by demonstrating disciplined and professional performance, adherence to laws and ethical standards, and integrity under pressure. In

addition, they are also willing to go beyond formal duties, support colleagues, interact positively with the community, demonstrate resilience, align with organisational values, pursue continuous skill development, and take responsibility for their actions (White & Schafer, 2025). Consequently, this commitment can lead to higher job satisfaction among police personnel (Akmad, 2026; Moshabi, Schultz & Du Plessis, 2024; Trisha & Miah, 2024). Accordingly, we propose the following hypotheses:

H8: Organisational commitment mediates the correlation between emotion regulation and job satisfaction

H9: Organisational commitment mediates the correlation between use of emotion and job satisfaction

H10: Organisational commitment mediates the correlation between self-emotion appraisal and job satisfaction

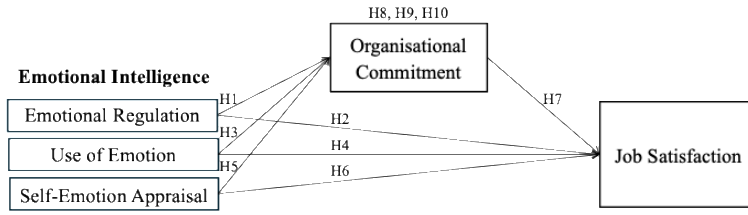


Figure 1. Research Model.

Methodology

Data and sample

The cross-sectional method was used to collect relevant, high-quality, and unbiased survey data (Wang & Cheng, 2020). The purposive sampling technique was used to distribute 700 self-report questionnaires to police personnel across various divisions and departments at the Kuala Lumpur Police Headquarters, Malaysia. For specific purposes, this sampling method was chosen because the management did not provide a complete list of police personnel for confidentiality reasons. Without this sampling frame, researchers use predetermined criteria rather than random techniques to select respondents. The methods used to select respondents are not adequate to accurately represent the broader population. The respondents in this study were police personnel and non-police personnel with relevant experience and aligned with the study's objectives. Their opinions can help researchers understand the nature and features of emotional intelligence, organisational commitment, and job satisfaction, as well as the correlation

between these variables in the study environment. A total of 400 usable responses were returned (57.14%). Most respondents were male (75%), aged 21 to 29 years (74.8%), diploma holders (30.8%), with less than one year of experience (15%), and earned a monthly salary between RM1000 and RM2000 (54.2%).

The SPSS program was first used to clean the self-report questionnaire data by removing errors such as missing values, straight-line responses, extreme values, and Skewness and Kurtosis values exceeding +/-2.0 (Hair et al., 2017). Then, sample adequacy was assessed according to Hair et al.'s (2017) recommendation of a minimum sample size of 200 for stable and reliable reflective measurement models. To detect common-method bias, the variance inflation factor (VIF) values were examined for all latent constructs in SmartPLS; values below 3.30 indicated no response bias (Kock, 2015). Overall, the sample meets the requirements for evaluating the measurement and structural models in SmartPLS.

Measures

The survey questionnaire is adapted from the policing research literature. Next, the researchers have arranged a face-to-face discussion with ten experienced police personnel and other ranks. From these discussions, the relevance and clarity of the questions improved, and we also obtained consent from the management and logistics unit at the policing organisations to distribute the survey questionnaire. Then, this study used a back-to-back translation method to translate the survey questionnaire into English and Malay, as a means to preserve the original text's meaning, identify any phrases or cultural nuances that might not have been clearly conveyed and highlight areas for improvement in the translation (Brislin, 1970).

The survey questionnaire consists of five parts: First, emotional intelligence consists of three dimensions: emotion regulation (ROEM), emotion use (UEMN), and self-emotion appraisal (APEM). ROEM had four items, UEMN had five items, and APEM had five items adapted from the emotional intelligence literature (Salovey, Brackett, & Mayer, 2004; Sweeney, 2022). Second, organisational commitment (OCOM) comprised four items adapted from the organisational commitment literature (Hassan, Abdulkareem, & Sanni, 2022; Meyer & Allen, 1991). Finally, job satisfaction (JOSF) had five items adapted from the job satisfaction literature (Paoline & Gau, 2019; Smith, Kendall, & Hulin, 1969). The whole items were evaluated using a 7-point Likert scale ranging from "strongly disagree/dissatisfaction" (1) to "strongly agree/satisfaction" (7). Respondent characteristics were employed as control variables, as this study emphasised employee perceptions.

Data analysis

The data analysis for this study was conducted from 2023 to 2025. SmartPLS is used to analyse the survey questionnaire because it can generate latent-variable scores, handle small sample sizes, handle less normally distributed data, and assess multiple latent and criterion variables within a research framework (Hair et al., 2017). The data analysis process first involves running the PLS Algorithm to evaluate the measurement model, then testing the structural model using Bootstrapping, Blindfolding, PLS-Predict, and Importance-Performance Map Analysis (IPMA) (Hair et al., 2017).

Results and discussion

Measurement model

Table 1 shows that the loadings of all items exceed 0.70, and the study constructs have average variance extracted (AVE) values above 0.50, indicating that the convergent validity standard is met (Henseler, 2009). As a result, the composite reliability (CR) values exceed 0.80, indicating strong internal consistency (Nunnally & Bernstein, 1994).

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

Construct	Factor Loading	AVE	CR
ROEM		0.630	0.630
I smoothly handle multiple demands, shifting priorities, and rapid change.	0.765		
I stay composed, positive, and unflappable even in trying moment.	0.854		
I take fresh perspectives and risks in my thinking.	0.745		
I manage my impulsive feeling and distressing emotions well.	0.805		
UEMN		0.703	0.703
The larger mission gives me a sense of purpose.	0.792		
I mobilise others through unusual, enterprising efforts	0.848		
I operate from hope of success rather than fear of failure.	0.873		
APEM		0.613	0.613
I always know which emotions I am feeling and why.	0.769		
I am decisive, and able to make sound decisions despite uncertainties and pressures.	0.755		
I realise the links between my feelings and what i think, do, and say.	0.776		
I'm open to candid feedback, new perspectives, continuous learning, self-development.	0.828		
OCOM		0.753	0.653

I'm willing to put in a great effort in order to help this organization to be successful.	0.792		
I talk up this organization to my friends as a great organization to work for.	0.913		
I'm extremely glad I choose this organization to work for.	0.893		
JOSF		0.653	0.753
I'm satisfied with the management culture in this organization.	0.777		
I'm satisfied with my job security and safety.	0.853		
I'm satisfied with my work responsibility that been give to me by my boss.	0.794		

Table 2 shows that the heterotrait-monotrait ratio of correlation (HTMT) values is below 0.90, and the confidence interval values in parentheses are less than 1.0 (Hair et al., 2017; Henseler et al., 2009). This meets the discriminant validity criteria for the study constructs.

Table 2
Results of discriminant validity

Construct	HTMT			
	ROEM	UEMN	APEM	JOSF
JOSF	0.435	0.349	0.491	
OCOM	0.415	0.422	0.438	0.423
	(0.008, 0.282	(0.019, 0.303)	(0.008, 0.303)	(0.192, 0.470)

Note: Values within the parentheses exhibit the confidential interval values at 2.5% and 97.5%

Structural model

Table 3 indicates that the study constructs have means ranging from 5.5000 to 5.9208, and that ROEM, UEMN, APEM, OCOM, and JOSF fall between the high (4) and the highest level (7). As a result, the variance inflation factor (VIF) values are below 5.0 (Hair et al., 2017), indicating that collinearity has not impacted the correlation among the study constructs.

Table 3
The results of VIF and descriptive statistics

Construct	Mean	Standard Deviation	VIF	
			JOSF	OCOM
ROEM	5.7044	.76352	1.958	1.931
UEMN	5.7808	.81309	1.946	1.923
APEM	5.6406	.78544	2.357	2.323
OCOM	5.9208	.82031	1.195	
JOSF	5.5000	.97875		

Table 4 presents the model strength and hypothesis-testing findings. The model strength findings display for essential outcomes: a) ROEM, UEMN, and APEM contributed 18 per cent of the variance in OCOM, b) ROEM, UEMN, and APEM contributed 17 per cent of the variance in JOSF; c) OCOM contributed 12% of the variance in JOSF; d) ROEM and OCOM contributed 12% of the variance in JOSF; e) UEMN and OCOM contributed 12% of the variance in JOSF; and f) APEM and OCOM contributed 14% of the variance in JOSF. These results show that the R2 values range from 0.02 to 0.15 (Cohen, 2013), indicating that OCOM has a weak effect on JOSF, while ROEM and OCOM have weak effects on JOSF, UEMN and OCOM have weak effects on JOSF, and lastly APEM and OCOM have weak effects on JOSF. The R2 values range from 0.15 to 0.26 (Cohen, 2013), indicating that ROEM, UEMN, and APEM moderately affect OCOM and JOSF.

The results of testing the hypotheses for the direct effects model present seven important outcomes: a) H1 (β=0.138; t=2.267) is supported; b) H2 (β=0.138; t=2.089) is supported; c) H3 (β=0.173; t=2.207) is supported; d) H4 (β=0.144; t=1.81) is rejected; e) UEMN (β=0.011; t=0.150) is rejected; f) H6 (β=0.308; t=3.576) is supported; and g) H7 (β=0.348; t=5.055) is supported. These outcomes demonstrate that a) OCOM is affected by ROEM, UEMN, and APEM; b) JOSF is not affected by ROEM and UEM; c) JOSF is affected by APEM OCOM. Hence, the findings from testing the mediating hypotheses reveal three important outcomes: First, H8 (β = 0.153; t = 2.138) is supported. Second, H9 (β = 0.142; t = 2.021) is supported. Lastly, H10 (β = 0.343; t = 4.723) is supported. This result exhibits that organisational commitment is an important mediating variable between emotional intelligence and job satisfaction.

Table 4
Direct and mediating hypotheses testing

Hypothesis	β	t-statistics	Decision
H1: ROEM → OCOM	0.157	2.257	Significant
H2: UEMN → OCOM	0.138	2.089	Significant
H3: APEM → OCOM	0.173	2.207	Significant
H4: ROEM → JOSF	0.144	1.810	Not Significant
H5: UEMN → JOSF	0.011	0.150	Not Significant
H6: APEM → JOSF	0.308	3.576	Significant
H7: OCOM → JOSF	0.348	5.055	Significant
H8: ROEM → OCOM → JOSF	0.153	2.138	Significant
H9: UEMN → OCOM → JOSF	0.142	2.021	Significant
H10: APEM → OCOM → JOSF	0.343	4.723	Significant

Note: Significant at t-statistics > 1.96; β refers to Standardised Beta

Results from the structural model test revealed five key findings. First, the standardised root mean square residual value was 0.076, below 0.10 (Hair et al., 2017), indicating a good model fit. Second,

the effect size test showed that correlation strength is measured relative to the baseline: 0.02 (small), 0.13 (medium), and 0.26 (large) (Cohen, 2013). ROEM made a small contribution to explaining the variance in OCOM (f2 value=0.014). UEMN also made a small contribution to explaining the variance in OCOM (f2 value = 0.013). APEM made a small contribution to explaining the variance in OCOM (f2 Value = 0.015). The correlations: a) between ROEM and JOSF (f2 value=0.009) and b) between UEMN and JOSF (f2 value=0.002) contributed very little to explaining the variance in JOSF. The correlations: a) between APEM and JOSF (f2 value=0.041) and b) between OCOM and JOSF (f2 value=0.051) made small contributions to explaining the variance in JOSF.

Third, the size of the mediating effect test indicated that the hypothesised model has a partial mediating effect. Fourth, the blindfolding test revealed that the Q2 values for OCOM (0.118) and JOSF (0.102) were greater than zero, indicating that the study variables were predictive (Hair et al., 2017).
Table 4 summarises the results from PLS-Predict and shows that all items in the PLS-SEM model (0.058-0.137) had Q^2-predict values above zero. This indicates that the prediction errors were not normally distributed and the distribution was not highly skewed. This study used the Root Mean Square Error (RMSE) to assess the predictive power of the hypothetical model. It has been found that the number of item values with lower prediction errors in the PLS-SEM model was similar to that seen in the linear model (LM RMSE), supporting the predictive relevance of PLS-SEM (Shmueli et al., 2019).

Table 5
PLS-predict results

Items	PLS SEM	LM RMSE	PLS SEM-LM RMSE	PLS SEM – LM RMSE
MVJSQ5	1.229	1.242	-0.013	0.013
MVJSQ1	1.240	1.205	-0.005	0.005
MVJSQ4	0.989	0.986	0.003	-0.003
DVOCQ3	0.918	0.927	-0.009	0.009
DVOCQ1	0.850	0.821	0.029	-0.029
DVOCQ2	0.921	0.914	0.007	-0.007

Lastly, the IPMA outcomes recognise that OCOM (82.008) is the top performance, followed by emotional intelligence (77.192) and JOSF (73.825). This outcome highlights that job satisfaction is a crucial management issue that should be addressed to enhance the emotional intelligence performance of police personnel.

Conclusions

This study confirms that emotion regulation, use of emotion, and self-emotion appraisal collectively enhance organisational commitment among police personnel. Self-emotion appraisal also directly

increases job satisfaction. Contrary to prior research, emotional regulation and the use of emotion did not significantly predict job satisfaction in this context, possibly because of the unique demands on Malaysian police personnel and their diverse backgrounds. Organisational commitment significantly mediates the relationship between emotional intelligence and job satisfaction, underscoring its pivotal role. These findings suggest that fostering emotional intelligence and organisational commitment could improve police personnel's job satisfaction and performance. Future police training should emphasise emotional skills alongside technical competencies to support workforce wellbeing and effectiveness.

Implications

This study offers three main contributions: theoretical, methodological, and practical. Theoretically, it confirms that emotional intelligence (EI) is significantly associated with organisational commitment and that self-emotion appraisal is significantly associated with job satisfaction. These findings support Salovey and Mayer's (1990) Emotional Intelligence Theory, which emphasises employees' abilities to regulate emotions (maintaining control and preventing conflict), use emotions (showing empathy and calmness), and appraise self-emotions (recognising frustration and making conscious decisions) to achieve positive outcomes. Previous policing research also supports that police personnel's ability to manage and appraise emotions during their duties enhances both organisational commitment (Drew, Sargeant, & Martin, 2024; Razali, Hamid, & Mejah, 2023) and job satisfaction (Balamurali & Kumar, 2025; Kenku, Doka, & Suleiman, 2025).

However, emotion regulation and use are not significantly correlated with job satisfaction. This finding contrasts with prior research (Balamurali & Kumar, 2025). Specifically, this finding may be due to three key external factors: first, police personnel exhibit a range of personality traits, including agreeableness, conscientiousness, extroversion, and neuroticism. These differences shape emotional dispositions, tendencies, and recognition, but do not automatically enhance the skills needed to control and use emotions in policing operations (Dirzyte, Antanaitis & Patapas, 2022; Karababa, 2026). For example, high neuroticism helps with emotional reactivity under pressure but can impair emotional control. High agreeableness and extroversion can lead to indecisiveness, emotional tension, or excessive emotional expression in confrontational situations. Conscientious police personnel are prone to burnout as they rely too heavily on rigid emotional suppression rather than control strategies. The formation of officers' personality traits before professional training, and without the systematic development of emotional intelligence, can result in inconsistent emotional control and use among police personnel (Alves et al., 2023; Dirzyte, Antanaitis & Patapas, 2022). These findings imply that diverse personality traits among police personnel will shape how officers respond to high-stress situations and, in some cases,

override adaptive use of emotion regulation and emotion use strategies, which may lead to lower job satisfaction.

Second, police organisational structures differ from those of public and private organisations because they resemble those of paramilitary institutions, designed to maintain public order, ensure security, enforce the law, and uphold justice. They adopt a rigid hierarchical and formal structure (clear lines of authority and formal reporting), centralized decision-making (senior management makes important decisions while middle managers and staff typically implement them rather than question them), and respect for seniority (rank, age, and length of service influence promotion, authority, and respect in the workplace) (Ibrahim et al., 2021). The implementation of these structural features influences police personnel's behaviour, decision-making processes, and approaches to managing stress and emotional challenges (Kamri, Mejah & Hamid, 2019). To ensure these duties are carried out effectively, police personnel must have a range of soft skills, including emotional skills (fortitude, emotional detachment, authority), cognitive skills (legal knowledge), and psychomotor skills (physical fitness and tactical expertise). However, not all police members have a balanced set of skills. If they depend solely on the skill of regulating and using emotions, it is not enough to handle various pressures, and they can expose themselves to physical and mental pressures while handling complex defence and security tasks. Therefore, these external factors may contribute to lower job satisfaction among police personnel.

Finally, the culture of Malaysian policing organisations is shaped by their paramilitary roots, centralised governance, and the Malaysian social context. It is very different from the cultures of civilian and business organisations. Specifically, Malaysian policing culture is characterised by a rigid hierarchical, paramilitary structure, with authority flowing from senior leadership to junior officers who are expected to obey orders without challenge. Decision-making is highly centralised, and rank, age, and length of service are highly regarded, influencing authority and promotion. This culture emphasises discipline, strict adherence to rules, and a strong law-and-order orientation focused on crime control, public order, and national security. Internal loyalty and solidarity are valued, communication is formal and top-down, and policing practices are sensitive to political, ethnic, and religious contexts. Although professionalism, accountability, community policing, and the use of technology are increasingly emphasised, traditional hierarchical values remain dominant in policing management (Yusoff, Selamat & Mohd, 2025; Zakaria & Othman, 2023).

Some studies acknowledge that policing culture can diminish police personnel's ability to regulate and use emotions during operations. First, rigid hierarchies and tight controls can suppress personal feelings and encourage officers to focus primarily on following orders (Kanesan, 2019; Peacock et al., 2023). Second, centralised and bureaucratic structures provide little discretion to adjust behaviour to social cues or emotional contexts (Charbonneau, Cohen & Poirier, 2025; Moreno, Scharf & Hill, 2026).

Third, punitive organisational cultures can cause officers to over-regulate their emotions to avoid criticism (Farrow & Culture, 2024; Purba & Demou, 2019). Fourth, serving in stressful, high-risk environments can create chronic stress that impairs the ability to effectively regulate emotions (Kamri, Mejah & Hamid, 2019; Rauf et al., 2024; Wang et al., 2025). Finally, cultural and social expectations often discourage negotiation and empathy, and limit the strategic use of emotions in interactions (Adamoniene, Milašiunait, & Purait, A. 2025; Azhari, Hassan, & Abdullah, 2023). Consequently, such constraints on policing culture can drive down job satisfaction.

Thirdly, organisational commitment is significantly correlated with job satisfaction. Consistent with Meyer and Allen's (1991) Three Dimensions of Organisational Commitment Theory, organisational commitment strongly correlates with job satisfaction. This theory describes commitment in terms of affective (emotional attachment), continuance (cost-benefit considerations), and normative (moral obligation) dimensions. Studies in policing support that higher levels of these commitment types lead to greater job satisfaction (Pranoyo, 2024; Wardana, Putra, & Panjaitan, 2022).

Finally, organisational commitment is crucial to mediating emotional intelligence and job satisfaction. Empirical findings reveal that police personnel's competence in regulating, using, and appraising emotions across various law enforcement duties reinforces their organisational commitment and enhances job satisfaction (Moshabi, Schultz & Du Plessis, 2024; Trisha & Miah, 2024).

Limitations and future directions

Methodologically, the measurement scale meets validity and reliability standards, ensuring accurate and reliable findings. Managerially, the IPMA highlights job satisfaction as a critical area requiring attention. Low job satisfaction among police personnel can hinder their ability to effectively apply emotional intelligence skills, such as emotion regulation, use, and self-appraisal, reducing organisational effectiveness. To address this, police leadership should promote supportive leadership that encourages open communication, constructive feedback, guidance, coaching, and mentorship. Such support enhances officers' cognitive, emotional, and physical skills, boosts morale, reduces isolation, and helps manage workplace conflicts. Recruiting personnel in accordance with job specifications and assigning them appropriately is also crucial to ensuring commitment and optimal performance.

Well-structured training and professional development programs should be implemented to develop soft skills alongside technical expertise, offer clear career progression pathways, and provide opportunities to experience varied roles and specialised units. This approach will likely increase job satisfaction through greater work variety and new challenges.

Additionally, self-emotion appraisal is the first step in emotional intelligence. Police personnel need to manage their emotions effectively, especially in high-pressure or bureaucratically constrained policing environments. Therefore, future training programs should be designed to explicitly target the improvement of self-emotion appraisal through the following approaches: a) building competent police personnel to identify their emotions while on duty under operational pressure rather than clinical or therapeutic approaches; b) undergoing emotion recognition training to help police personnel identify and label their emotions; c) exposing them to scenario-based stress with structured reflection to build emotional awareness in realistic policing situations; and d) providing mindfulness-based resilience training tailored to police culture to increase awareness of internal emotional states. This aspect should be reinforced through routine post-action emotional debriefing, reflective self-monitoring tools, and emotional intelligence coaching led by experienced trainers. The implementation of such training programs will incorporate real-time reflection and mindfulness training, with personnel gaining practical skills to recognise and understand their own emotions, rather than simply suppressing them, thereby improving well-being, resilience, and job satisfaction in daily operations.

Finally, compensation and benefits policies must be reviewed to align with the demanding nature of police work, officers' performance, and living standards. Fair and competitive monetary and non-monetary rewards are essential, including salary increases, bonuses, and psychological support addressing physical and mental health and job security concerns. Applying these strategies can motivate police personnel to support and sustain organisational goals.

However, the study has several limitations. Its cross-sectional design captures participants' perceptions at a single point in time, limiting our ability to infer causation. The study focuses only on correlations among underlying variables and examines only one type of organisation, making it harder to apply the findings more broadly. Furthermore, the way the study was selected may not accurately reflect the broader population.

To enhance future research, it is recommend to: (1) incorporate participant characteristics to understand perception differences; (2) examine relationships among specific dimensions of the studied variables; (3) conduct longitudinal studies to compare direct and mediating models over time; (4) explore additional emotional intelligence components, such as intrapersonal and interpersonal emotions, recognised in workplace emotion literature; (5) investigate further job satisfaction dimensions, including intrinsic and extrinsic factors; (6) study other organisational commitment features, like affective, normative and calculative commitment, known as important mediators; (7) identify perceived organizational support as a potential moderating variable between Emotional Intelligence and Job Satisfaction; and (7) apply random sampling techniques, such as stratified random sampling, to better

represent the population. These directions can strengthen the robustness and applicability of future findings.

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