Journal of Information Systems Engineering and Management
2025, 10(40s)
e-ISSN: 2468-4376
https://www.jisem-journal.com/

Research Article

Role Of Self-Management as a Component of Emotional Intelligence – With Special Reference to It Industry in Bangalore City

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ARTICLE INFO

Received: 22 Dec 2024
Revised: 17 Feb 2025
Accepted: 24 Feb 2025

ABSTRACT

Purpose –Self management is an imperative component of emotional intelligence. The purpose of the study is to identify the most important dynamics which contribute to self-management at workplace with special reference to IT industry as knowledge workers are the most vulnerable to stress and related issues.

Design/ methodology/ Approach – Exploratory research carried out with a sample size n=120 from the IT industry in Bangalore city, Convenient sampling technique is used and a structured questionnaire is administered to the respondents. Exploratory factor analysis and structural equation modeling are used to identify the factors under each of the construct for self-management.

Findings – Self-motivation, self-control, self-knowledge, self-expression, personal adequacy and work efficiency are factors influencing Self-Management in IT employees. Each of these aspects of self-management is effective for the employees of the IT sector. Together, they help those in positions of responsibility to seize the essence of their work roles, the ability to understand and manage change, as well as make useful contributions in organizations.

Originality value – The findings of the study can facilitate to formulate a scale for measuring Self-management as part of Emotional intelligence at the IT industry. Self-management is one of the EI skills that determines emotional regulation or control, impulse control, flexibility and determination to succeed. This again supports the notion of self-esteem across various theories and empirical findings in mental health, education, and organizational context. Consequently, self-management strategy can enhance personal and professional results and show the need for intervention and training programs. More research should be done annually on the processes of self-management and the outcome with different groups of employees and in various settings.

Keywords: Emotional Intelligence, Self-management, Information Technology Sector

Journal of Information Systems Engineering and Management
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1. Introduction

The demand for increased performance and efficiency in IT industry has led to mental conflicts influencing the efficiency of the representatives. In the idea of Emotional Intelligence, relationship management has risen as a significant angle in IT Industry (Krén, & Séllei, 2021).

Self-management, which is part of EI, becomes very useful due to the dynamic and fast growing industry in India IT sector. Self-regulation is crucial for professionals in this sector in order for them to meet any difficulties, conduct their work efficiently and establish and enhance organizational culture (Bermejo et al., 2021). In the working environment, which is highly competitive with short time constraints, numerous projects, and many people in the team, self- management skills allow keeping a positive attitude, staying on task, and being prepared for any changes, so the performer remains productive and maintains the highest level of performance. (Watanabe et al., 2024).

With self-management, there is likely to be improved decentralized decision-making in the IT industry sector in India. This is especially so if the strength refers to a field whereby the technology and the market trends are volatile, thus, needs quick and informed action (Ikpesu, 2017). This is because they are able to manage their emotions and therefore they do not get easily carried away by stresses or frustrations hence being on a better position to address problems and even think of more innovative ideas(Yousaf et al., 2024). Also, self-managing promotes healthy interpersonal relationship in the teams since the followers have to be responsive. The information technology profession in India requires interacting with many departments within and outside the organization or with the clients across the globe, both of which require proper use of words (Benzo et al., 2016). Self-regulation is another key aspect because people who can regulate their emotions are better equipped to handle conflict situations, show concern for others; client and colleagues. This promotes group working environment, and in turn, improves the productivity of employees as well as their contentment. (Nurul et al., 2017).

Further, self-management is interrelated with another valuable attribute, namely, resilience, at the workplace, particularly for IT commerce. Owing to the work nature and climate that is associated with this particular industry, challenges and failures are expected. Employing personal accountability, one can have a productive attitude toward one's accomplishments and setbacks and know how to overcome the latter (Esen & Bulut, 2022). This help to enhance individual performance not only but is also very useful for the overall functionality and sustainability of the organizations. Self-management is one of the five branches of the EI which, as it was revealed, plays an important role in promoting the needs of the Indian IT field (Sandhya Rani et al., 2011). It allows individuals to manage the stress associated with such a field, make the right decisions and establish necessary rapport, all while not buckling under the pressure. With the growth and advancement of IT industry the importance of self-management skills is going to be a pivotal in focus area for development and success at individual and organizational level (Capannolo, 2020).

With this background the present study aims to understand the Role of Self-management as a component of Emotional Intelligence – with special reference to IT industry in Bangalore city

2. Review of literature

The history of Emotional intelligence studies is dated back to 1990's where there was a surge in research on emotional intelligence (Latham & Frayne, 1989 ; Luthans & Davis, 1979 ; Stewart & Manz, 1995 & Sheridan, 1995).

According to Ahmad (2025) The importance of Emotional Intelligence in enhancing work-life balance, corporate commitment, and employee engagement is highlighted in the study. This proves that strong leadership enhances these beneficial qualities, which in turn increases resilience and overall performance in the workplace.

Chaudhary et al., (2022). In the midst of the COVID pandemic, researchers identified three essential e-competencies in leaders: the ability to communicate effectively, the ability to manage change, and the

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e-ISSN: 2468-4376
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ability to use technology effectively. In addition, the correlation between leaders' e-competencies and staff well-being was considerably attenuated by emotional intelligence.

Malik, (2022) emphasized that Employees' innovative work behavior and the sharing of tacit knowledge were positively impacted by emotional intelligence, according to the results. Similarly, there was a favorable correlation between tacit information sharing and creative actions on the job. The research went on to reveal that tacit information sharing mediated, to a lesser extent, the connection between EQ and creative behavior on the job.

According to the results of Kukah et al., (2022)., the most important emotional intelligence (EI) competences for construction industry workers include being able to make firm decisions, being an effective leader, having consistent team-building characteristics, being able to resolve conflicts effectively, and maintaining high levels of self-control when provoked. higher personal and project performance, inspired leadership, developed capacity against stress, improved communication skills, and higher confidence within project practitioners were identified as the primary contributions of EI to the construction sector.

Research on emotional intelligence primarily studies patients and the construction field as well as universities and hospitals. The information technology industry lacks demographic attention despite its booming status in India. The analysis of emotional intelligence effects on IT employees becomes necessary for this demanding industry with its high levels of competition. Research analysis of emotional intelligence in IT focuses on creating workplace improvements through enhanced job satisfaction and productivity in this sector. Studying emotional intelligence in IT professionals helps organizations create better leadership support systems and work strategies that foster success and psychological well-being of their personnel.

3. Research design

This research is exploratory in nature and identifies the parameters or dynamic that contributes to self-management. The researcher uses convenient sampling to select sample from the employees of the Top 10 IT companies as per market specialization in Bangalore City. 12 employees from 10 companies are selected and administered with a structured questionnaire having 37 items related to self-management which are adopted from Goleman model , the data collected is anlysed using the Exploratory factor analysis technique from SPSS Ver 22 and Structural equation modeling technique from AMOS r tools.

4. Results and discussion

4.1 Personal Profile of the respondents

A majority of 56.2 % respondents are in the age group of 26 to 35 years, 28.8% respondents were in the age group of 36 to 45 years. 14% respondent was in the group of 18 to 25 years and a very small percentage of 1% respondents were in the age group of about 45 years. Majority of 66.3 respondents were male and 33.7 % respondents were female. 43.6% respondents had completed their graduation and 42.1% respondents had completed their post-graduation a small percentage of 10.9% had completed professional courses and every small percentage of 3.4 % had completed only their PUC. Since the current studies about IT employees, qualification for the employees is at least graduation and majority of respondents under this study have completed the same. Marital status of the respondents 66.8 3% respondents are married and 30.5% respondents are single. A small percentage of 2.66 respondents were separated. In case of work status of the spouse 32.4% respondents had spouse working, 34.4 percent where homemakers. 33.2% respondents as seen earlier are single. The analysis shows that out of 100% spouse under the study 48.6 % were working and 51.4 % were homemakers. When enquired about the status of number of children. 32.4 percent respondents do not have children, 16% respondents had two children and 18.4 percent respondents had one child. Out of the total respondents who had children 27.5% had one child 23.9 percent had 2 children and 48.6 % respondents did not have children. When enquired about the time spent with family, a majority of 4 2.9% respondents said they spent at least one to two hours with the family every day. respondents who are

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about 18.2% expressed that they spend less than an hour with the family and respondents were 39% of the study said they spent more than two hours with the family each day In case of annual income 36.8% respondents earn between 2 to 6 lacs. 31.5 percent respondents earn above 10 lacs. A small percentage of 9% respondents earned less than 2 lacs in a year. 22.8% respondents earned between 6 to 10 lacs. It is very important to know the annual income of the respondent as it could be one of the major contributors to the stress of the employee with can also alter their emotional intelligence.

4.2 Descriptive Analysis- From the in depth study of literature on emotional intelligence and its sub component self-management, 37 items are selected which describe the self-management of the IT employees. The descriptive statistics for the items are discussed below and exploratory factor analysis is performed to extract various constructs under the self-management and with the facilitation of Confirmatory factor analysis a scale is generated to measure the self-management of the IT employees.

	Mean	Std. Deviation	Skewness	Kurtosis
SM_A_4 I am able to balance my short and long-term goals effectively.	4.12	0.996	-1.288	1.336
SM_A_3 I am able to practice what I preach.	4.11	0.896	-1.176	1.644
SM_A_5 I have sufficient levels of energy to ensure the completion of tasks and projects.	4.07	0.886	-1.202	1.821
SM_A_6 I have a positive outlook on life.	4.04	1.192	-1.276	0.709
SM_A_1 I am able to complete assigned task on time.	4.03	0.975	-1.290	1.794
SM_A_2 I am able to effectively perform tasks that do not appeal to me.	4.03	0.969	-1.309	1.824
SM_A_7 I do not become sad when things go wrong.	3.63	1.287	-0.821	-0.398

Through the extensive review of literature the first component identified under self-management is a self-motivation.There are seven statements which measure self-motivation of the IT employees. The respondents were given a questionnaire with likert scale in which one indicated strong disagreement and five indicated strong agreement and the responses of the IT employees were summarised in form of descriptive statistics.

Self-motivation statement 4 ‘I am able to balance my my short and long term goals effectively’ has a mean score of 4.12 which is the highest followed by self-motivation. Statement 3 ‘I am able to practice what I preach’ has a mean score of 4.11. Self-motivation statement 5 ‘I have sufficient levels of energy to ensure the completion of task and project’ has a mean score of 4.07. Self-motivation statement 6, 1 and 2 had a mean score of 4.04, 4.03 and 4.03 respectively. Self-motivation statement 7 ‘I do not become sad when things go wrong has the least mean score of 3.63 by respondents. Under the current study, IT Employees look highly self-motivated because the mean scores are above four, which indicate agreement to strong agreement range of responses for each of the self-motivation statements. Only in case of statement 7 ‘I do not become sad when things go wrong’ 3.63 mean score is obtained which indicates that employees are becoming sad when things are going wrong.

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(b) Self Control

Table 1- Descriptive statistics - Self Control

	Mean	Std. Deviation	Skewness	Kurtosis
	Statistic	Statistic	Statistic	Statistic
SM_B_2 I communicate my feelings effectively.	3.75	1.348	-0.856	-0.519
SM_B_1 I am able to relax in pressure situation.	3.62	1.405	-0.627	-1.032
SM_B_3 I am able to recognize when help is needed.	3.62	1.367	-0.787	-0.663

Self-control is a second component under self-management and through the extensive review of literature three statements were identified to measure self-control. Likert scale statements were administered to the IT employees and responses recorded I form of descriptive statistics. Self-control statement 2 'I communicate my feelings effectively' has a mean score of 3.75. Self-control statement 1 ' I am able to relax and pressure situation' has a mean score of 3.62 also the same mean score is shared by the third statement 'I am able to recognize when help is needed for'. On an overall basis it can be seen that the mean scores are less than 4 which indicate that the responses have been under the neutral to disagreement range. The standard deviation is above 1 which indicates that the responses are far away from its mean.

(c) Emotional self-Knowledge

Table 2 – Descriptive statistics Emotional self-Knowledge

	Mean	Std. Deviation	Skewness	Kurtosis
	Statistic	Statistic	Statistic	Statistic
SM_C_3 I make decisions quickly when necessary	4.15	0.875	-1.161	1.373
SM_C_2 I know when I am becoming angry.	4.08	0.987	-1.312	1.578
SM_C_4 I feel comfortable with risk.	4.06	1.043	-1.261	1.193
SM_C_1 I am able to identify my negative thoughts.	4.06	0.964	-1.392	2.230
SM_C_5 I try to keep emotions out of work.	4.00	1.043	-1.055	0.555
SM_C_6 I find it difficult to maintain positive moods	3.91	1.088	-0.756	-0.546
SM_C_7 My moods and emotions help me generate new ideas.	3.62	1.354	-0.654	-0.863

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e-ISSN: 2468-4376
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The third component under self-management is emotional self-knowledge that is what is the self knowledge of an employee in relation to his emotions. Through the extensive review of literature 7 statements were identified to measure emotional self-knowledge and this was in form of likert scale in which one indicated strong this agreement and 5 indicated the strong agreement.

Emotional self-knowledge statement 3 'I make decisions quickly when necessary' has a mean score of 4.15 followed by 'I know when I am becoming angry' has a mean score of 4.08. 'I feel comfortable with risk' has a mean score of 4.06 and also 'I am able to identify my negative thoughts' has a mean score of 4.06. Self-emotional knowledge statement 5 'I keep I try to keep emotions out of work' has a mean score of 4.00 followed by 'I find it difficult to maintain positive mood' has a mean score of 3.91. 'My moods and emotions help me generate new ideas' has a means for 3.62. This indicates that the emotional self-knowledge of the respondents is high in some statement and is low in some statement but it is made clear that their moods and emotions are do not have any link with creation of new ideas as the mean score is less than 4 which shows there is a disagreement. The standard deviation is above 1 which indicates that the responses are far away from its mean.

(d) Emotional self-expression

Table 3- Descriptive Statistics - Emotional self-expression

	Mean	Std. Deviation	Skewness	Kurtosis
SM_D_2 I am good at motivating others.	4.20	0.912	-1.529	2.832
SM_D_1 I believe in positive feedback and recognition.	4.05	1.010	-1.325	1.530
SM_D_3 I tend to get irritated by colleagues.	4.05	0.962	-1.199	1.451
SM_D_5 At work I experience strong emotions that are hard to control.	3.99	1.120	-1.110	0.385
SM_D_4 I find it easy to control my anger at work.	3.81	1.333	-0.839	-0.573

The fourth component under self-management is emotional self-expression. The extensive review of literature enabled identifying five statements to measure emotional self-expression of IT employees. Under the study the highest mean score of 4.20 was obtained for the statement 'I am good at motivating others' followed by 4.05 mean score was obtained for emotional self-expression statement 1 and 3 -'I believe in positive feedback and recognition and ' I tend to get irritated by colleagues'. A mean score of 3.99 was the obtained when and enquired whether at work they experience strong emotion that are hard to control and a mean score of 3.81 was obtained. When it was inquired whether they find it easy to control their anger at work, a mean score of 3.81 was obtained for the fourth statement. Under emotional self-expression where in the mean score is less than 4 which indicates that there is little less agreement to controlling their anger which could be one of the issues under emotional intelligence. The standard deviation is above 1 which indicates that the responses are far away from its mean.

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e-ISSN: 2468-4376
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(e) Personal Adequacy

Table 4- Descriptive statistics - Personal Adequacy

	Mean	Std. Deviation	Skewness	Kurtosis
SM_E_3 I consider the expectations from different people in my role.	4.14	0.947	-1.452	2.542
SM_E_2 I believe in seeing more challenges and responsibilities.	4.04	0.978	-1.198	1.241
SM_E_4 I am not stagnant in my role.	4.00	1.116	-1.269	0.930
SM_E_5 I allocate time to spend with my family.	3.87	1.128	-0.908	-0.008
SM_E_1 I can manage time effectively.	3.79	1.300	-0.915	-0.364

The fifth component under a self-management is personal adequacy and through the extensive review of literature the research identified five statements which measure personal adequacy. A mean score of 4.41 was obtained for personal adequacy statement 3, 'I consider expectation from different people in my role. 4.04 mean square was obtained for statement 2 ' I believe in seeing more challenges and responsibility'. 'I am not stagnant in my role has a mean score of 4.00 and 'I allocate time to spend with my family has a mean score of 3.87 and 'I can manage time effectively' has a mean score of 3.79. Two statements that is a spending time with family and the managing time effectively have a means score which is less than 4 which indicates that the IT employees are lacking in these aspects of personal adequacy. The standard deviation is above 1 which indicates that the responses are far away from its mean.

(f) Work efficiency

Table 5- Descriptive statistics - Work efficiency

	Mean	Std. Deviation	Skewness	Kurtosis
SM_F_2 I have Freedom to decide on how to work.	4.11	0.985	-1.256	1.338
SM_F_1 My work is challenging.	4.09	1.013	-1.369	1.744
SM_F_8 My organizational and personal objectives do not clash.	4.05	1.043	-1.341	1.614
SM_F_3 My work assignments are not over loading.	3.91	1.212	-1.083	0.206
SM_F_5 I learn new skills in my work.	3.85	1.292	-1.072	0.014
SM_F_7 There is a room for individualism / creativity in my job.	3.74	1.323	-0.879	-0.433
SM_F_6 My job has a good future.	3.74	1.299	-0.972	-0.175

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e-ISSN: 2468-4376
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SM_F_9 My job is physically dangerous.	3.64	1.384	-0.813	-0.702
SM_F_4 I feel that my job responsibilities are increasing.	3.52	1.336	-0.621	-0.833

The sixth component identified under self-management is work efficiency and with extensive review of literature 9 statements were identified to measure the work efficiency of the IT employees in their own perspective a Likert scale statement was administered to the IT employees. Under the study where in one indicated strong disagreement and five indicated strong agreement work efficiency statement 2 ' I have freedom to decide on how to work' has the highest score of 4.11 followed by 'my work is challenging' has a mean score of 4.09 and 'my organizational and personal objectives do not class' has a mean score of 4.05. All other statements under work efficiency have a mean score less than 4 which indicates that the work efficiency of the employee is not very good. 'I feel that my job responsibilities are increasing', 'there is room for individualism' , 'creativity in my job my job has a good future' have mean scores which are less than 4 which indicates that there is less efficiency among the IT employees. The standard deviation is above 1 which indicates that the responses are far away from its mean. (Blanca, et al., 2013).

4.3 Exploratory Factor analysis

Table 6- KMO and Bartlett's Test – Self Management

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.767
Bartlett's Test of Sphericity	Approx. Chi-Square	11040.791
	df	630
	Sig.	0.000

Both Kaiser-Meyer-Olkin (KMO) measure of Sampling adequacy and Bartlett's test of Sphericity test are very important because they help to define whether your data is suitable for conducting factor analysis. The KMO value was found to be 0.767, the sampling was consequently confirmed to be reasonable and adequate and the common variance between variables is considerable, which is considered sufficient since any value above point 6 is viewed as satisfactory. Thus, it can be concluded that the data can be used for factor analysis. Additionally, the analysis of Bartlett's Test of Sphericity confirms the fact that the correlations between the variables differ from zero with the Chi-square value being 11040.791, the degrees of freedom being 630 and Significance level of 0.000. The p-value of 0.000 means the correlation matrix is not an identity matrix hence the variables analyzed have correlation and hence suitable to be analyzed via factor analysis. Both, the sampling adequacy and the interrelationships of the variables make this seem like more than adequate sampling and students' data for factor analysis should therefore be reasonable. (Hadi et al., 2016).

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e-ISSN: 2468-4376
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(b) Communalities table – Self Management

Table 7 - Communalities table – Self Management

Communalities

	Initial	Extraction
SM_A_1 I am able to complete assigned task on time.	1.000	0.739
SM_A_2 I am able to effectively perform tasks that do not appeal to me.	1.000	0.543
SM_A_3 I am able to practice what I preach.	1.000	0.570
SM_A_4 I am able to balance my short and long term goals effectively.	1.000	0.550
SM_A_5 I have sufficient levels of energy to ensure the completion of tasks and projects.	1.000	0.560
SM_A_6 I have a positive outlook on life.	1.000	0.606
SM_A_7 I do not become sad when things go wrong.	1.000	0.766
SM_B_1 I am able to relax in pressure situation.	1.000	0.682
SM_B_2 I communicate my feelings effectively.	1.000	0.678
SM_B_3 I am able to recognize when help is needed.	1.000	0.707
SM_C_1 I am able to identify my negative thoughts.	1.000	0.483
SM_C_2 I know when I am becoming angry.	1.000	0.408
SM_C_3 I make decisions quickly when necessary	1.000	0.568
SM_C_4 I feel comfortable with risk.	1.000	0.584
SM_C_5 I try to keep emotions out of work.	1.000	0.587
SM_C_6 I find it difficult to maintain positive moods	1.000	0.764
SM_C_7 My moods and emotions help me generate new ideas.	1.000	0.694
SM_D_1 I believe in positive feedback and recognition.	1.000	0.528
SM_D_2 I am good at motivating others.	1.000	0.711
SM_D_3 I tend to get irritated by colleagues.	1.000	0.656
SM_D_4 I find it easy to control my anger at work.	1.000	0.587
SM_D_5 At work I experience strong emotions that are hard to control.	1.000	0.713
SM_E_1 I can mange time effectively.	1.000	0.684
SM_E_2 I believe in seeing more challenges and responsibilities.	1.000	0.594

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e-ISSN: 2468-4376
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SM_E_3 I consider the expectations from different people in my role.	1.000	0.607
SM_E_4 I am not stagnant in my role.	1.000	0.535
SM_E_5 I allocate time to spend with my family.	1.000	0.512
SM_F_1 My work is challenging.	1.000	0.631
SM_F_2 I have Freedom to decide on how to work.	1.000	0.612
SM_F_3 My work assignments are not over loading.	1.000	0.532
SM_F_4 I feel that my job responsibilities are increasing.	1.000	0.667
SM_F_5 I learn new skills in my work.	1.000	0.650
SM_F_6 My job has a good future.	1.000	0.695
SM_F_7 There is a room for individualism / creativity in my job.	1.000	0.732
SM_F_8 My organizational and personal objectives do not clash.	1.000	0.505
SM_F_9 My job is physically dangerous.	1.000	0.694

Extraction Method: Principal Component Analysis.

One way to quantify the extent to which the factor model accounts for an item's variation is by looking at its item communality (T. A. Brown, 2015). According to A. S. Beavers & et al. (2013), communalities of 0.7 or higher are optimal, although cutoff values ranging from 0.25 to 0.4 are deemed acceptable. The present PCA satisfies the cutoff criteria since all communalities are greater than 0.400.

(c) Total Variance explained – Self Management

Table 8- Total Variance explained – Self Management

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	10.574	29.373	29.373	10.574	29.373	29.373	6.299	17.497	17.497
2	4.481	12.448	41.821	4.481	12.448	41.821	3.923	10.897	28.395
3	2.545	7.070	48.891	2.545	7.070	48.891	3.847	10.687	39.082
4	1.699	4.720	53.611	1.699	4.720	53.611	3.176	8.823	47.905
5	1.554	4.316	57.927	1.554	4.316	57.927	2.699	7.496	55.401
6	1.481	4.114	62.041	1.481	4.114	62.041	2.390	6.640	62.041
7	1.375	3.819	65.860						
8	1.107	3.076	68.936						

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9	1.065	2.959	71.895
10	0.954	2.649	74.544
11	0.891	2.475	77.019
12	0.850	2.360	79.379
13	0.777	2.157	81.536
14	0.765	2.126	83.662
15	0.608	1.688	85.350
16	0.575	1.597	86.947
17	0.515	1.432	88.379
18	0.425	1.180	89.559
19	0.391	1.087	90.646
20	0.364	1.011	91.656
21	0.342	0.950	92.606
22	0.324	0.901	93.507
23	0.291	0.809	94.315
24	0.279	0.776	95.091
25	0.254	0.706	95.797
26	0.230	0.638	96.435
27	0.218	0.607	97.042
28	0.186	0.516	97.558
29	0.161	0.447	98.005
30	0.158	0.440	98.445
31	0.130	0.362	98.807
32	0.124	0.345	99.152
33	0.103	0.286	99.438
34	0.079	0.221	99.658
35	0.063	0.176	99.835
36	0.060	0.165	100.00

Extraction Method: Principal Component Analysis.

The process begins with the initial component and continues with each succeeding component by partially eliminating the one before it. Consequently, the first variable causes the greatest degree of uncertainty, whilst the last variable causes the least. One can see how much of the total variance each component explains in the table called Total Variance Explained. Take component 1 as an example; subtract 10,574 from 36 (the number of components) and you get 29,373%. Some guidelines state that a total of 70% to 80% component heterogeneity is required. But this may be impossible to accomplish in social science trials, according to some researchers, as extracted factors only account for half or even

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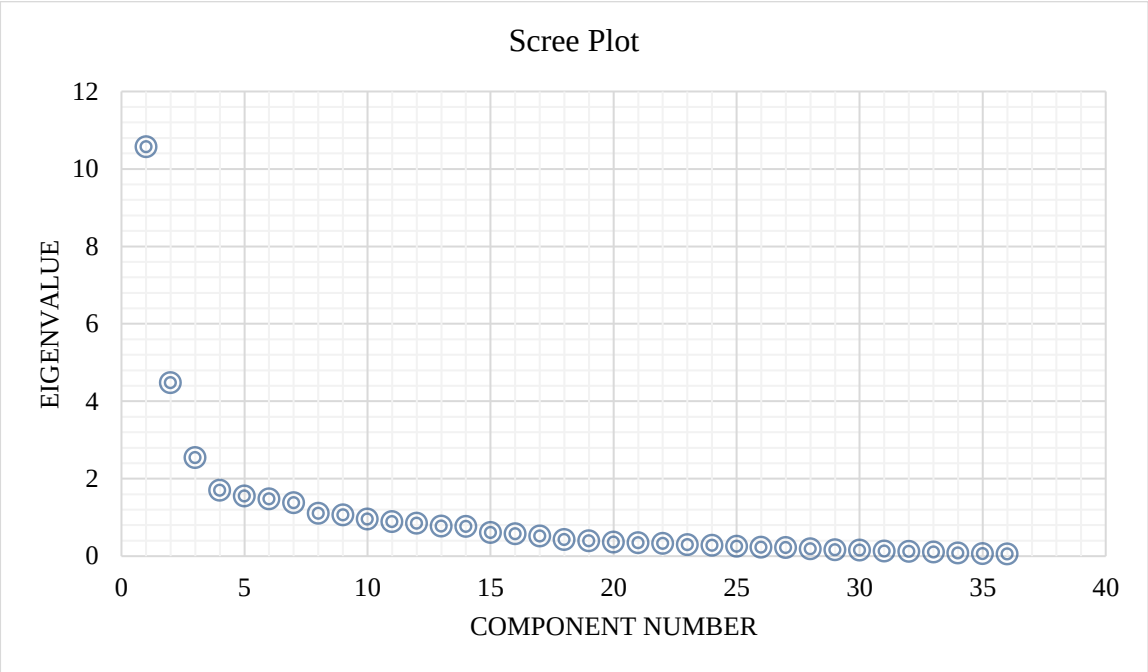
60% of the variation. Excellently, all components in the present study account for 62.041 percent of the variance. One may think of the components as the interactions between the entities and the variable. For each of the 36 parts, there is an associated object loading. Example: item 1 is associated with the first component, which is related to item 2, which is linked to item 3, and so on. (Hadi et al., 2016).

(d) Scree Plot – PCA - Self Management

Figure 1 - Scree Plot – PCA - Self Management



In a multivariate analysis, the principal components of the factors or main components are shown via a scree plot, which is a line plot. Finding out how many factors or constructs to retain in a principal component analysis (PCA) or exploratory factor analysis (FA) is done using the scree plot. Since the total variance is greatest for the first component and lowest for the last, the most significant decline is shown in the sixth component. Proceeding further with component extraction is likely not worthwhile at this point. The scree map is used to choose six components. (Hadi et al., 2016).

(e) Rotated Component Matrix – Self Management

Table 9 – RCM – Self Management

Rotated Component Matrix[a]

	Component					
	1	2	3	4	5	6
SM_F_7 There is a room for individualism / creativity in my job.	0.843					
SM_F_5 I learn new skills in my work.	0.793					
SM_F_4 I feel that my job responsibilities are increasing.	0.785					
SM_F_1 My work is challenging.	0.766					
SM_F_6 My job has a good future.	0.752					

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SM_F_3 My work assignments are not over loading.	0.583				
SM_F_2 I have Freedom to decide on how to work.	0.567				
SM_A_7 I do not become sad when things go wrong.		0.840			
SM_A_6 I have a positive outlook on life.		0.730			
SM_A_1 I am able to complete assigned task on time.		0.713			
SM_A_2 I am able to effectively perform tasks that do not appeal to me.		0.687			
SM_A_3 I am able to practice what I preach.		0.537			
SM_A_5 I have sufficient levels of energy to ensure the completion of tasks and projects.					
SM_A_4 I am able to balance my short and long term goals effectively.		0.532			
SM_B_3 I am able to recognize when help is needed.			0.780		
SM_B_1 I am able to relax in pressure situation.			0.740		
SM_B_2 I communicate my feelings effectively.			0.706		
SM_D_2 I am good at motivating others.				0.688	
SM_D_5 At work I experience strong emotions that are hard to control.				0.624	
SM_D_4 I find it easy to control my anger at work.				0.678	
SM_D_1 I believe in positive feedback and recognition.				0.566	
SM_D_3 I tend to get irritated by colleagues.				0.575	
SM_C_7 My moods and emotions help me generate new ideas.					0.814
SM_C_6 I find it difficult to maintain positive moods					0.783
SM_C_3 I make decisions quickly when necessary					0.679

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SM_C_1 I am able to identify my negative thoughts.		0.671	
SM_C_5 I try to keep emotions out of work.		0.589	
SM_C_4 I feel comfortable with risk.		0.547	
SM_C_2 I know when I am becoming angry.		0.540	
SM_E_5 I allocate time to spend with my family.			0.882
SM_E_3 I consider the expectations from different people in my role.			0.796
SM_E_2 I believe in seeing more challenges and responsibilities.			0.719
SM_E_4 I am not stagnant in my role.			0.659
SM_E_1 I can mange time effectively.			0.647

The rotational component matrix, or loadings, is the most important output of principal component analysis. It includes forecast components and similarity estimations for each factor. Results from the present investigation show that: Marginal correlations are defined as those with a value below 0.3 or 0.4 when interpreting a vector matrix. (These associations are referred to as loadings; it is also likely that there will be negative correlations; in this sample, correlations of -0.4 or -0.3 and 0.0 are considered to be extremely small.)

Due to the minimal factor loadings, none of the elements were eliminated. There was no change to the total number of original products due to PCA. In order to verify that the assumptions of SEM Analysis are met, the factor loadings obtained from the rotated variable matrix are used to compute size efficiency and validity.

(f) Convergent Validity – Self-Management

Convergent and discriminant validity are two crucial components of construct validity that must be kept in mind. The degree to which the most current scale connects with other construct-related variables and metrics is known as its convergent validity. The construct has correlations with both relevant and unrelated variables. The assessment made along these lines is referred to as discriminant validity (Streiner et al., 2015).

Table 10 - Convergent validity – Self Management

	Factor Loadings	*Factor Loading Squared*	*1-Factor Loading squared*	*Reliability statistics*	
WORK EFFICIENCY	ƛ	ƛ^2	Ɛ		
SM_F_7	0.843	0.711	0.289		
SM_F_5	0.793	0.629	0.371	n	7
SM_F_4	0.785	0.616	0.384	AVE	0.538521

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SM_F_1	0.766	0.587	0.413	CR	0.889104
SM_F_6	0.752	0.566	0.434	CA	0.799
SM_F_3	0.583	0.339	0.661		
SM_F_2	0.567	0.322	0.678		
	5.089	3.770	3.230		
SELF MOTIVATION	ƛ	ƛ^2	Ɛ		
SM_A_7	0.840	0.706	0.294		
SM_A_6	0.830	0.689	0.311	n	7
SM_A_1	0.813	0.661	0.339	AVE	0.483802
SM_A_2	0.687	0.473	0.527	CR	0.863204
SM_A_3	0.537	0.288	0.712	CA	0.796
SM_A_5	0.535	0.286	0.714		
SM_A_4	0.532	0.283	0.717		
	4.775	3.387	3.613		
SELF CONTROL	ƛ	ƛ^2	Ɛ		
SM_B_3	0.780	0.609	0.391	n	3
SM_B_1	0.740	0.547	0.453	AVE	0.55163
SM_B_2	0.706	0.499	0.501	CR	0.786541
				CA	0.848
	2.226	1.655	1.345		
EMOTIONAL SELF EXPRESSION	ƛ	ƛ^2	Ɛ		
SM_D_2	0.888	0.788	0.212		
SM_D_5	0.784	0.614	0.386	n	5
SM_D_4	0.678	0.460	0.540	AVE	0.502543
SM_D_1	0.566	0.320	0.680	CR	0.830446
SM_D_3	0.575	0.330	0.670	CA	0.741
	3.490	2.513	2.487		
EMOTIONAL SELF KNOWLWDGE	ƛ	ƛ^2	Ɛ		
SM_C_7	0.894	0.798	0.202		

SM_C_6	0.783	0.613	0.387	n	7
SM_C_3	0.779	0.607	0.393	AVE	0.486504
SM_C_1	0.671	0.450	0.550	CR	0.86514
SM_C_5	0.589	0.347	0.653	CA	0.67
SM_C_4	0.547	0.299	0.701		
SM_C_2	0.540	0.291	0.709		
	4.802	3.406	3.594		
PERSONAL ADEQUACY	ƛ	ƛ^2	Ɛ		
SM_E_5	0.882	0.778	0.222		
SM_E_3	0.796	0.633	0.367	n	5
SM_E_2	0.719	0.517	0.483	AVE	0.556237
SM_E_4	0.659	0.434	0.566	CR	0.860714
SM_E_1	0.647	0.419	0.581	CA	0.707
	3.703	2.781	2.219		

The model's convergent validity as tested in CFA is confirmed by the findings shown above. All of the constructs are found to be more reliable than what is needed. The following conditions are met: (AVE > 0.50; CR > 0.70; CA = >0.70) The items are judged to have high internal consistency because Cronbach's Alpha values greater than 0.70 across all dimensions, Composite reliability values greater than 0.70, and Average variance explained values greater than 0.50.

(Carlson & Herdman,2012).

(g) Discriminate Validity – Self Management

Table 11 – Discriminate Validity – Self Management

Correlations

	Sqrt of AVE	self_motivation	self_control	self_knowledge	self_expression	personal_adequacy	work_efficiency
self_motivation	0.663	1	.534**	.489**	.599**	.492**	.673**
self_control	0.743	.534**	1	.371**	.286**	.170**	.638**
self_knowledge	0.668	.489**	.371**	1	.441**	.456**	.486**
self_expression	0.628	.599**	.286**	.441**	1	.567**	.484**
personal_adequacy	0.746	.492**	.170**	.456**	.567**	1	.401**
work_efficiency	0.734	.673**	.638**	.486**	.484**	.401**	1

***. Correlation is significant at the 0.01 level (2-tailed).*

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Discriminant analysis (table) shows that the square roots of AVE for all constructs are bigger than the inter-item correlations between any two latent variables. According to the data in the table, the square root of the AVE of Personal_adequacy is 0.746. There is a positive association between the self-motivation (0.490) and self-control (0.170) dimensions, and the Sqrt AVE (0.746) is higher than that. Also, the intercorrelation values for every other building type are lower than the given Sqrt AVE values. The multicollinearity issue is nonexistent if the pieces do not statistically overlap. (Chin & Yao, 2024).

The data as a whole demonstrates that the self-management domain contains a sufficient amount of valid and reliable items that are loaded onto suitable dimensions.

Testing of Hypothesis

H1– Self-motivation, self-control, self-knowledge, self-expression, personal adequacy and work efficiency are factors influencing Self-Management

Model fit summary tells about the suitability of the applied model, specifying its fitness - test validity of coefficients. The propose model has 80 estimators; thus, it has a CMIN = 1554.886 with 586 degrees of freedom, and, a CMIN/DF ratio of 2.654. This value exceeds the recommended maximum of 3.000, meaning that the model does not fit the data as well as desirable, but it is rather close to the ideal value. Moreover, the value of the Root Mean Square Residual (RMR) is equal to 0.0342, which proved our fair estimation as it should not exceed the standard of 0.100. This is evidenced by an absolute value of Goodness of Fit Index(GFI) of 0.861, although lower than the ideal value of 0.80, it means that the model is not cooking up all the variance starting from the sample data. Nevertheless, this is a rather high GFI, meaning that a significant portion of the variance can be explained here. However, the AGFI and the PGFI tests that are gauged to determine the model parsimonious and its adjustment are missing which causes a challenge to a complete evaluation of the tests. Altogether, it can be stated that some of the fit indices are indicated a fairly reasonable fit, although it may be necessary to make some fine tuning for a more adequate meeting of all the criteria. (Smith & McMillan, 2001).

Table 12- Structural Relationship – Hypothesis 1

			Estimate	*Estimate*	*S.E.*	*C.R.*	*P*
SM_F_9	<---	Wk_efficiency	1	0.151			
SM_F_8	<---	Wk_efficiency	1.077	0.216	0.447	2.412	0.016
SM_F_7	<---	Wk_efficiency	5.302	0.839	1.819	2.915	0.004
SM_F_6	<---	Wk_efficiency	5.267	0.849	1.806	2.916	0.004
SM_F_5	<---	Wk_efficiency	4.349	0.705	1.502	2.896	0.004
SM_F_4	<---	Wk_efficiency	4.786	0.75	1.648	2.904	0.004
SM_F_3	<---	Wk_efficiency	3.45	0.596	1.202	2.87	0.004
SM_F_2	<---	Wk_efficiency	2.117	0.45	0.755	2.804	0.005
SM_F_1	<---	Wk_efficiency	0.926	0.192	0.402	2.307	0.021
SM_E_1	<---	Psnl_Adequacy	1	0.342			
SM_E_2	<---	Psnl_Adequacy	1.615	0.734	0.268	6.025	***
SM_E_3	<---	Psnl_Adequacy	1.635	0.768	0.27	6.047	***
SM_E_4	<---	Psnl_Adequacy	1.437	0.573	0.252	5.699	***
SM_E_5	<---	Psnl_Adequacy	1.226	0.484	0.228	5.379	***
SM_D_1	<---	Sl_expression	1	0.336			

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SM_D_2	<---	Sl_expression	1.718	0.64	0.283	6.083	***
SM_D_3	<---	Sl_expression	2.346	0.829	0.368	6.379	***
SM_D_4	<---	Sl_expression	1.589	0.405	0.308	5.164	***
SM_D_5	<---	Sl_expression	2.743	0.832	0.43	6.38	***
SM_A_1	<---	Sl_Motivation	1	0.698			
SM_A_2	<---	Sl_Motivation	0.896	0.629	0.079	11.328	***
SM_A_3	<---	Sl_Motivation	0.911	0.691	0.074	12.324	***
SM_A_4	<---	Sl_Motivation	1.169	0.799	0.084	13.835	***
SM_A_5	<---	Sl_Motivation	0.942	0.724	0.073	12.823	***
SM_C_7	<---	Sl_Knowledge	0.162	0.132			
SM_C_6	<---	Sl_Knowledge	0.52	0.527			
SM_C_5	<---	Sl_Knowledge	0.61	0.644			
SM_C_4	<---	Sl_Knowledge	0.653	0.69			
SM_C_3	<---	Sl_Knowledge	0.556	0.7			
SM_C_2	<---	Sl_Knowledge	0.319	0.356			
SM_C_1	<---	Sl_Knowledge	0.444	0.508			
SM_B_3	<---	Sl_Control	1	0.895			
SM_B_2	<---	Sl_Control	0.876	0.795	0.053	16.374	***
SM_B_1	<---	Sl_Control	0.842	0.734	0.055	15.368	***
SM_A_6	<---	Sl_Motivation	0.647	0.369	0.095	6.827	***
SM_A_7	<---	Sl_Motivation	0.653	0.345	0.102	6.39	***
			Un std	Std			
Sl_Management	<---	Wk_efficiency	0.072	0.015			
Sl_Management	<---	Psnl_Adequacy	0.077	0.034			
Sl_Management	<---	Sl_Knowledge	0.101	0.109			
Sl_Management	<---	Sl_Control	0.073	0.088			
Sl_Management	<---	Sl_expression	0.099	0.033			
Sl_Management	<---	Sl_Motivation	0.103	0.069			

As such, the correlations between self-management and its antecedents, work efficiency, personal adequacy, self-knowledge, self-control, self-expression, and self-motivation were analyzed using both the unstandardized and standardized coefficients.

Work efficiency: The unstandardized estimate of the work efficiency was 0.072 which indicate moderate positive effect on self-management. However, the statistic of 0.015 shows that this relationship is not very strong once other variables are taken into consideration. This called for the notion that although

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work efficiency is independently positively associated with self-management, it's influence is considerably small.

Personal Adequacy: The value which is 0.077 depicts moderate positive relationship with self-management since it is the unstandardized coefficient. Although higher than the work efficiency estimate, close to, but above 0, 034 and hence implies a small but significant impact. The simple logic for this observation lies in the realization that self-management calls for personal adequacy, although the influence here is not considered to be very emphatic.

Self-Knowledge: When the rate with increased work efficiency and personal adequacy is set at random at 0.051 the self-knowledge has a stronger positive significant correlation with self-management. Consistent with this assertion, the standardized estimate of 0.109 additionally supports the fact that self-knowledge does predict self-management in patients. This means that, people who know themselves better are in a position to better regulate their behaviors as well as emotions.

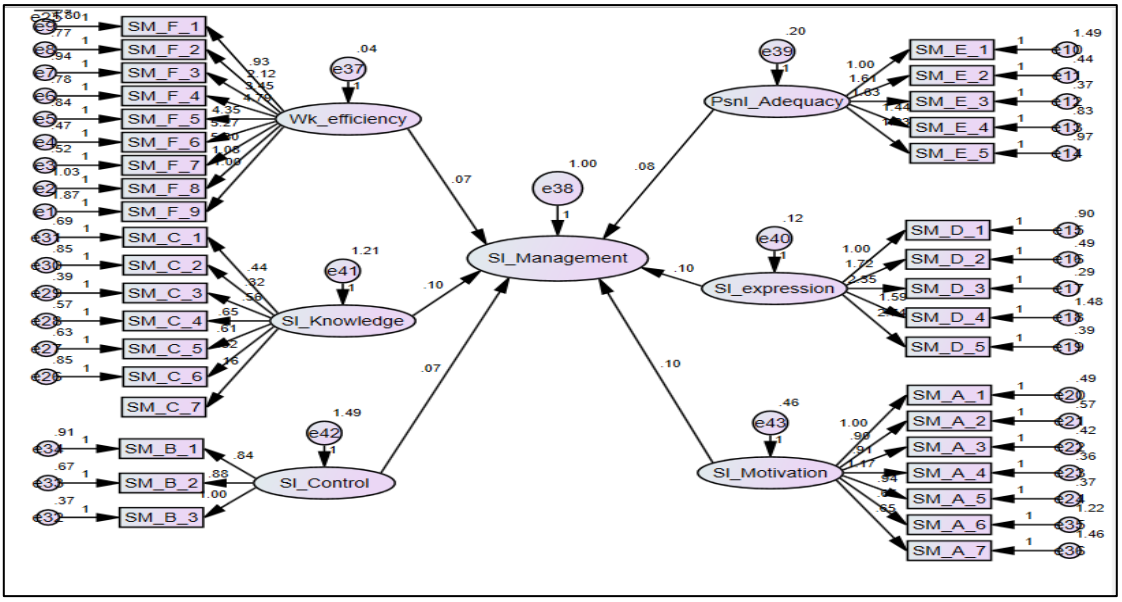
Self-control: The unstandardized estimate of 0.073 indicates moderate positive relationship between self-control and self-management. Once again, the work efficiency and personal adequacy has the WTP standardized estimate of 0.088, meaning that it has a greater influence. The lack of self-control is also evident to prove that, for proper self-management the individuals need to learn how to manage their behaviors or rather avoid them.

Self-Expression: The unstandardized estimate of 0.099 makes the research show moderate positive correlation between self-expression and self-management. However, the standardised estimate which is 0.033 is relatively less as compared to the other predictors. This means that although self-representation plays a part of self-regulation, it is not as significant as the previous statement suggests.

Self-Motivation: This estimate is pointing out that self-motivation has a positive moderate relationship with self-management; and the value 0.103 is the unstandardized estimate. The attribute of self-motivation was ranked as having a moderate standardized estimate of 0.069 and can therefore be seen as an influential factor. This means that the self-generated people are likely to manage themselves better, this is because intrinsic motivation leads to self-directed and purposeful behavior.

These three factors of personality, therefore, translate to self-management presenting self-knowledge, self-control and self-motivation as the strongest self-management variables.

Figure 2- Path diagram – Hypothesis 1 (Self- Management)



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In general, self-management is essential in the Information Technology (IT) sector because that line of work usually has a very exigent working environment. This role description has revealed the extent of contribution of each of the components namely Work Efficiency, Personal Adequacy, Self-Knowledge, Self-Control, Self-Expression, and Self-Motivation as key determinants of self-management of the IT employees.

Work Efficiency implicitly applies to the IT sector since being able to meet deadlines and deliver a high quality of work is extremely important. Good organizational behavior of IT workers means that the associated work must be well-coordinated and time effective to avoid overworking. If the tasks are properly sequenced and proper use of productivity tools is made, the employees can ensure that they deliver on the project objectives as expected by the client (Palvalin et al., 2017).

Personal adequacy deals with skills and ability orientation that people have concerning themselves. In IT, where innovation and trends are steadily revolving around technology and ways of work, the staff has to be secure in their proficiency. This self-confidence fosters carrying out of constant updating which is crucial in relations to changes in technology and trends on the market. Personal adequacy also implies that people can face and overcome adversity at the workplace (Vassilev et al., 2014).

However, one of the most important is Self-Knowledge, which provides information about the strengths and weaknesses as well as working patterns. It enables them to tap in their strength as well as look for help or training in instances where they are deficient. Knowledge of himself also helps one to set goals and ensure that personal goals correlate with organization goals to enhance the level of job satisfaction and productivity in the workplace (Townley, 1995).

Self-discipline is something that is useful in dealing with small temptations and being able to sustain a focused approach in the IT field that involves tremendous proliferation of distractions. Specifically, it involves controlling and managing feelings and actions in order to avoid distraction especially while completing assignments. Personnel with good self-discipline are attentive to time, schedule their activities, and have good working capacities to offer consistent performance and quality decision making (Sturges et al., 2010).

There is need to have Self-Expression so that the employees in the IT department can express themselves as they give out their opinion and grievances. In a context that requires often a joint work across different teams, effective communication of ideas can be effective in improving work productivity and creativity. There is also an element of staff voice inherent in the set goal, as it is a manifestation of employee satisfaction with their work and their desire to be heard and appreciated. (Shengarh et a., 2024).

Self-Motivation can be defined as a process by which IT professionals have the fact and passion to work towards achieving certain goals (Tao & Liu, 2024). A lot of emphasis has to be placed on intrinsic motivation where there is lot of challenges and learning factors involved throughout the I.T sector (Hutchins, 2008). A self-motivated employee is encouraged in one's work environment and willing to work without supervision, take up new challenges, and continue working even when faced with challenges. It is not only effectivity that increases, but efficiency and creativity within the context of the organization is improved as well. (Jung & Jeong, 2016).

Therefore, each of these aspects of self-management is effective for the employees of the IT sector. Together, they help those in positions of responsibility to seize the essence of their work roles, the ability to understand and manage change, as well as make useful contributions in organizations.

Therefore, Null Hypothesis – Self-motivation, self-control, self-knowledge, self-expression, personal adequacy and work efficiency are factors not influencing Self-Management is rejected.

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8. Recommendations and Conclusion

Executive self-management is one of the most important elements for any professional that needs to address existing and emerging problems at the workplace in the interest of the organization as well as IT sector employees. Here is a list of suggestions to improve each variable of self-management:

Self-esteem: It is imperative for employees to establish personal adequacy, and boasting should be encouraged since it denotes one has adequate capacity to do a certain task. They can continue their education from online courses, certifications or any workshop related especially to those technologies existing in the current world. This will help them to develop a growth culture; in this sense, they will perceive the difficulties as something positive. Concerning Bootstrap, and support programs, there are several advantages in that they can help in boosting confidence through sharing of knowledge by the seniors or other professionals in the field.

Self-Knowledge: For greater self-awareness about their work-related behavior, habits, strengths, and deficit, the employees should engage in self-reflection exercises. They should use various assessment and personality traits administrated questionnaires in order to define their working profile and preferences. IT employees need to inform their colleagues and supervisors in order to get the general perception of them at the workplace. Becoming aware of such possibilities helps one to come to the right decision especially concerning one's program of development within the company.

Self-Control: This is a very important factor so as to be able to cope with stress as well as focusing when working under pressurized environments in the commanding IT industry. Worker may engage in relaxation techniques that improve their moods, these include, meditation, deep breathing or yoga. One of the ways of avoiding burnout when working from home is avoiding the blurring of the lines between professional and personal life.

Freedom of Speech: The communication process involves the free expression of ideas and this factor is very vital when it comes to the IT team. One intervention proposed is that employees need to be empowered to express their ideas and feedback in the meeting and discussions without criticizing. Attending seminars related to effective communication can improve their communication within the company in terms of formulation and delivery of ideas. Also, ensuring that the employees embrace different ideas since the organization embraces the principle of non-discrimination, would help to cultivate the environment where the employees will be willing to put forward their ideas the way they feel it should be done without any prejudice.

Self-Motivation: In order to increase self-motivation, the employees should set realistic and personal organizational goals. Despite the overall goal of a project or a particular field of working being large in the bigger perspective, small little steps towards achieving it should also be rewarded so that one does not get frustrated and demotivated. Promoting self-determination through provision of discretion by letting the workers to select their own projects or activities keeps them motivated. Other incentives like career progression and growth will also help the employees to work harder in order to achieve set goals.

Recognizing these personal factors would enable the employees in the IT sector improve on their behaviour, goal accomplishment thus improving on their performance levels and quality of organizational work climate.

9. Scope for further research

Study can be extended to other industries and through various geographical locations. There is scope of further research in determining the various other factors which contribute to emotional intelligence at workplace. The employees at the IT industries can also be segregated based on their designations and comparative study can be conducted to know how emotional intelligence and designation go together.

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