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Occupational Stress and its Outcomes: The Mediating Role of Emotional Intelligence among Employees in Non-Government Organizations in Pakistan

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ARTICLE DETAILS	ABSTRACT
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Keywords <i>Occupational stress,</i> <i>Emotional Intelligence,</i> <i>Employee engagement, Non-government organizations,</i>	
JEL Classification: <i>M10, M12</i>	<p>Purpose: Output of non-governmental organizations (NGOs) mostly depends upon efficiency and performance in completing different projects. NGOs in Pakistan operate in diverse fields including health, education, women empowerment etc. The job of the NGOs tends to be stressful due to security issues, psychological strains, organizational structures, and various roles of the employees. This study investigated and explored outcomes of occupational stress in the form of employee engagement at work; furthermore, the research investigated that how emotional intelligence intervenes the impact of occupational stress and employee engagement, as being the mediator. The conservation of resource theory (COR) is applied to explore the relationship of occupational stress and its outcomes in non-government organizations of Pakistan. Methodology/Design/Approach: Data was collected from 346 employees (middle level) of NGOs. Stratified sampling technique was used to collect the data. The study makes use of quantitative analytics to test the hypothesis. A positivist approach was adopted for the study as it follows a well-defined structure for the topic under study. Correlation, Regression and sobel's test for mediation analysis was used in the research to study the relation among the variables. Findings: The study finds the effect of occupational stress on engagement of employees in NGOs and this relationship is mediated by four constructs (relationship management, social management, self-awareness and self-management) of Emotional intelligence. The study concludes that more the level of occupational stress, lower the engagement of employees. This study also finds that relationship between occupational stress and reduced employee engagement is lowered in employees having high level of emotional intelligence. Results also found to be consistent with conservation of resource theory. Limitations/Future Research: The current study is limited to the middle level management; future research can be further extended to all levels in the organization. Employee engagement as a single outcome off occupational stress is analyzed other outcomes may be</p>

explored in future researches.

Implications: This study contributes to the literature of occupational stress and its outcome in the shape of engagement with an individuality of how emotional intelligence mediates this relationship. The study supports the results of the growing scholarly work on the phenomenon.

Practical implications: This research provides insight for organizations, management and for individuals to incorporate emotional intelligence effectively to deal with the stress without being depleted. Additionally, recommendations are provided for the NGOs to enhance the organizational performance through employee engagement and emotional intelligence.

Originality/Value: This research explored and analyzed relationship of occupational stress and engagement and emotional intelligence in a different dimension. Further the non-governmental organization remains largely unexplored in this area.

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Introduction

Occupational stress has been recognized and examined as a main driver creating negative outcomes in employees at different workplaces and organization during past few years (Falconier et al., 2015). There are many outcomes of occupational stress, some of them are worthy to mention such as reduced job productivity, increased turnover rate, poor results, increased absenteeism, high disputes with the workforce, increased injuries and decreased participation in the workforce (Armstrong et al., 2015). These outcomes also depend upon the nature of organization (Rothmann, et al., 2005). Therefore, it is pertinent to mention that Non-government organizations' employees face such all outcomes with enriched degree due to the nature of these organizations. Employees face them in different situations in which they have to deal and overcome with the occupational stress. Starting from the recruitment and selection to each phase of job they have to face challenges that make it difficult to be fully engaged and perform well (Napathoran, 2018). Moreover, conservation of resource theory (COR) evident that stress results in decrease of employee resources which leads towards the negative outcomes in employees at workplace (Hobfall, 1989). However, this negative relationship can be manipulated with some positive drivers provided by emotional intelligence. Emotional intelligence refers to the ability to manage emotions and feelings of other people as well as of own selves and feelings in such a manner that guide one's own actions and thinking (Shooshtarian et al., 2013). Self-control and self-awareness have been used by emotionally intelligent leaders to understand how their attitude and behavior impacts others. There are mainly four distinct personality attributes associated with emotional intelligence including social skills, motivation, self-awareness, and self-management (Goleman, 2000). In employees, the ability to perceive, assess and control emotions is known as emotional intelligence, which result in high level of employee engagement at work (Ioannidou & Konstantikaki, 2008). Hence, emotional intelligence can act as a mediator to reduce negative impacts of occupational stress in employees (Boyatzis et al., 2017).

Mediating impact of emotional intelligence is also consistent with the implications of COR theory as it suggests that loss in one resource leads towards the gain in another pool of resources. Hence, resource loss due to occupational stress can be compensated by emotional intelligence to be protected from

resource loss (engagement) due to stress (Saira et al., 2019).

Additionally, occupational stress is crucial in developing countries specifically non-government organizations usually suffer from ambiguity of responsibilities, duplication of responsibilities, sometimes absence of organizational structure, constant changes (Ad Hoc positions,) poorly applied or absence of clear reporting lines, nepotism, no publication of new positions, cultural and religious differences job insecurity, and lack of stability (Chabke & Haddad, 2018). So, there is intense need of incorporating drivers that effectively engage employees by overcoming overall stressful environment (Saira et al., 2019).

In context of Pakistan, Non-Government organizations are working in a diverse and challenging environment and employee face stressful environment due to many factors that results in negative outcomes. There is a gap in literature to understand and investigate these stress factors, their outcomes along with solutions specifically in environment of non-government organizations of Pakistan.

So, this study is based on exploring that how occupational stress is causing a decrease in work engagement level of employees and how emotional intelligence providing underlying basis to facilitate employees for not being impacted by occupational stress by effectively using their emotions. Additionally, the nature and directions of relationship among variables are based upon conservation of resource (COR) theory to validate the conceptual model of this research. In short, we emphasized on confirming the detrimental effects of stress at work on engagement level of employees while considering emotional intelligence as a mediator between negative relationships of occupational stress with engagement of workers in non-governmental organizations in Pakistan. This study proposed and investigated a conceptual framework of Occupational stress. The conceptual model of occupational stress and work engagement with a mediation of emotional intelligence in non-government organizations of Pakistan. Hence this research contributes to existing literature in different aspects. Firstly, this study has chosen valuable variable of work engagement, and elaborated role of occupational stress in non-government organizations. Secondly this study explored underlying mechanism of emotional intelligence as mediator to influence the negative outcomes of occupational stress on level of engagement in employees. Thirdly this research resolves probes by identifying that in what circumstances relationship of occupational stress is weak with its negative outcomes so the employees of NGOs can survive in stressful environment Non-government organizations of Pakistan that is supposed to be vulnerable to stress (Chabke&Haddad,2018).

Theory and Hypothesis Development

NGOs come under the cover of voluntary organizations umbrella which covers a diverse range of organizations working in the field of welfare and development of societies. There are three main types of NGOs currently operating in Pakistan, namely, community-based NGOs, Midlevel NGOs and Support organizations. The NGOs in Pakistan witnessed an enriched culture and a huge fund flow was directed towards them from foreign donors. Therefore, this trend influenced high level of volunteerism towards NGO services (Rahman, 2005). Diverse functions are performed by the non-governmental organizations (NGOs) in Pakistan and these functions contribute towards Pakistan's national development vision. Developments plans are made by the NGOs and they do so at the grass root level in the country. The developmental plans that are carried out by these organizations include the sectors of education, women empowerment, sanitation, capacity building, health etc. Majority of the NGOs usually deal the marginalized communities in Pakistan and they deal with the more vulnerable communities, children and women (UNDP, 2002).

Occupational stress exists in every large and small organization, but the degree of existence depends upon the nature of work and organization (Anderson, 2003). Occupational stress can be described as emotional, physical, and mental strain at work that effect employees to a fully engaged in their work and effect both physical and mental capabilities (Butts *et al.*, 2009). Different scholars investigated different

causes of occupational stress, such as role conflict (Coswayet al., 2000), heavy workload, non-flexibility hours or long working hours (Russel et al., 2009). Occupational stress creates work stress and influence employees' mental capacity, so the performance is also negatively affected (Saira et al., 2019). Low engagement at work is one of the main outcomes of occupational stress (Chabke&Haddad, 2018).

Assumptions of this study are consistent with COR theory that occupational stress causes resource loss. Employees try to overcome the resources while behaving intelligently in context of emotions.

The main hypothesis of this research is as follows:

Hypothesis: Occupational stress is negatively associated with employee engagement and emotional intelligence mediates positively this association.

To make clear understanding of this relationship the detailed hypotheses of this research are as follows relating occupational stress and emotional intelligence are as follows. Four constructs of emotional intelligence are used in this study proposed by Goleman in 2000. Therefore, there are four hypothesis based upon constructs of emotional intelligence.

Hypothesis 1a: Occupational stress is negatively associated with Relationship management

Hypothesis 1b: Occupational stress is negatively associated with Self-management

Hypothesis 1c: Occupational stress is negatively associated with Social Awareness

Hypothesis 1d: Occupational stress is negatively associated with Self Awareness

Employees that are engaged and are well managed emotionally are effectual part of organizations. The companies which tend to be more concerned regarding effective engagement of the employees emotionally managed employees perform better than the companies who are not concerned in this matter (Boyatzis, 2017). Various organizations make use of employee engagement and emotional intelligence for the purpose of employee efficiency, employee retention, commitment of the employees, to enhance the performance of the organization, employee effectiveness (Harter et al., 2003; Bates, 2004). Dissatisfaction, disengagement and negative attitude of the employees creates issues and acts as a barrier for engagement of the employees (Boyatzis, 2017). Different strategies can be incorporated by the organizations to monitor the behavior and attitude of the employees. Such strategies can be adopted to enhance the level of commitment of the employees and make them more dedicated towards their work. Webb (2009) in his research work it is concluded that emotional intelligence is significant predictor of performance than intelligent quotient. Kouzes and Posner (2012) state that emotionally intelligent leaders tend to build relationships at workplace, and they inspire others in the workplace to perform. Koman and Wolff (2008) concluded that the emotional intelligence of the leader impacts the emotional intelligence of the employees.

Emotional intelligence is described by Baron (2006) as having understanding of individuals regarding themselves, and it refers to the perception of the individuals.

Mayer and Solvey (1997) also developed an emotional intelligence tool. This model has been used significantly for accurate perceiving of emotions and feelings. It states that things are made easier through emotions. The model is also used for understanding various emotional signals, languages, and feelings. It uses these and effective management of emotions is made for goal achievement. 20 competencies are highlighted in the model of Daniel Goleman (2000). Emotional intelligence has four main constructs of self-management, social awareness, self-awareness and relationship management. It is explained in Goleman Model of EI that Self-confidence, self-awareness and self-awareness are the three main constructs of self-awareness. Transparency, adaptability, achievement drive, self-control, initiative and attentiveness are the main constructs of self-management. Empathy, organizational awareness and service orientation are three main competency factors of social awareness. There are eight competency factors of relationship management. For example, communication, conflict management, catalyst for change, leadership, other development; impact on bond building and teamwork

and collaboration.

Shooshtarian et al. (2013) argue that a strong relation exists between job satisfaction and emotional intelligence. The performance of the employees is enhanced as those employees who are self-motivated work in intra-group settings. Moreover, emotional intelligence is directly related to social skills and team effectiveness (Polychroniou, 2009). Al Hajj and Dagher (2010) also found a strong relation between emotional intelligence and job satisfaction. Nair et al. (2012) explored the relation between job satisfaction and emotional intelligence and a positive relation was found between the two. The research study of Gholami, Shams and Amoozadeh (2013) concluded a significant relation between emotional intelligence and organizational commitment.

In this study Goleman model (2000) of EI is used to form a theoretical framework that proposes four constructs of EI. Therefore, the underlying role of emotional intelligence for influencing employee engagement in a positive direction proposes following four hypotheses.

Hypothesis 2a: Relationship Management is positively associated with Employee Engagement

Hypothesis 2b: Self-Management is positively associated with Employee Engagement

Hypothesis 2c: Social Awareness is positively associated with Employee Engagement

Hypothesis 2d: Self Awareness is positively associated with Employee Engagement

Emotional Intelligence as Mediator

In this study Emotional Intelligence is used as mediator between occupational stress and employee engagement. While theorizing based on Hobfall's (1989) postulates of COR theory, there are many other studies that has chosen EI as mediator. Saklofske et al (2007) used and verified mediating role of emotional intelligence between personality of individuals and their exercise behavior. In this study they found that greater level of emotional intelligence help people to observe exercise consistently. People with low level of EI tend to be Neuroticist or moody towards exercise behavior.

Hassan and Shabani (20013) studied mediating impact of EI between the relationship of spiritual intelligence and mental health and found that with lower EI people have more mental health issues. This mediation is studied as indirectly impacting the relationship between spiritual intelligence and mental health.

Emotional intelligence is considered an important aspect of understanding the people and enhancing the functionality of organizations. The principles of emotional intelligence provide distinct ways to understand and assess people. This can be done in the form of behaviors, attitudes, potential, and management styles (Mayer et al., 2001).

According to Joseph and Newman (2010) emotional intelligence results in better understanding of the stressful situation and problem and help employees to remain better engaged in their work, and ultimately leads to better performance. They further propose that emotional intelligence mediate the relationship of stressors and their outcomes.

Figure-1: Research Framework

Dependent variable, independent variable and mediating variables of the research work are given in the figure 1. Occupational stress is independent variable, four constructs of emotional intelligence are taken into account as mediators i.e. self-awareness, social management, self-management and relationship management. Employee engagement is dependent variable in this research work. Considering the mediating role of emotional intelligence following hypothesizes is proposed.

Hypothesis 3a: Relationship management mediates the negative relationship between occupational stress and employee engagement

Hypothesis 3b: Self-management mediates the negative relationship between occupational stress and employee engagement

Hypothesis 3c: Social Awareness mediates the negative relationship between occupational stress and employee engagement

Hypothesis 3d: Self Awareness mediates the negative relationship between occupational stress and employee engagement

Hypothesis 2e: Emotional intelligence mediates the negative relationship between occupational stress and employee engagement.

Methodology

The current research work investigated the role of occupational stress on employee engagement with mediating role of emotional intelligence. This research is based on the positivism approach. Quantitative research work is carried out in the study. Cross sectional data was collected. Statistical Package for Social Sciences (SPSS) is used for data analysis purposes.

The target population of this study was non-government organizations working on Pakistan. Total 20 organizations were selected through stratified sampling technique. These 20 NGOs were then divided in 7 strata according to the nature of their work. The sample includes four local government NGOs, six children rights NGOs, two human development NGO, two refugee's settlement NGO, two food and nutrition NGO, two Industrial Development NGO, and two drug and crime NGO. A total of 500 questionnaires were distributed amongst the middle level managers of these non-government organizations. Out of them 346 completed responses were received. Response rate was 69.2 %. The data was collected from 66% of female respondents and 34% of male respondents. 57% of the respondents belonged to the age-group of 25-30. The highest number of respondents has master's level degree (55%).

Occupational Stress was measured through a 15-item scale adopted from the research of Weiman (1977). Respondents were asked to rate their response on five-point Likert scale containing 1=strongly disagree to 5= strongly agree this scale has the reliability value of 0.87 of Cronbach alpha.

Employee engagement was measured through 12-item scale was adopted for employee engagement that was adopted from research work of Sagarmatha and Prasanna (2013), Attridge (2009) and Harter, Schmidt, & Killham (2003). This five pintlickert scale has reliability 0.843.

The research scale for emotional intelligence was adopted from the research work of Radha (2012), and Saritha and Jyoti (2013). This scale contains 57 items. These 57 questions collectively represent four constructs of emotional intelligence. Reliability coefficient, Cronbach Alpha is significant for this measure of EI such as Relationship management with 24 items ($\alpha = 0.850$), self-management with 19 items ($\alpha = 0.877$), self-awareness with 5 items ($\alpha = 0.689$), Social awareness with 9 items ($\alpha = 0.728$), and overall emotional intelligence with 57 items ($\alpha = 0.934$).

Statistical Analysis and Results

The data was collected from 346 employees (middle level) of NGOs during the June 2013 to December 2014, using a well-structured questionnaire. Stratified Sampling technique was used for data collection. The data analysis was performed in Statistical Package for Social Sciences SPSS, version 24. The internal consistency of the questionnaire was examined through the reliability analysis by using Cronbach alpha method. Results of Cronbach alpha method suggest that our questionnaire is authentic for further research. Initially, descriptive statistics was performed to explore the patten of variables Table 1. Finally, correlation, regression and Sobel's test were performed for testing of hypothesis and to get the desired findings of study.

Table 1. Descriptive Statistics of Variables used in Study

Descriptions	N	Minimum	Maximum	Mean	St Deviation
Occupational Stress	346	1	5	3.12	0.65
Employee Engagement	346	1	5	3.67	0.68
Emotional Intelligence	346	1	5	3.20	0.76
Relationship Management	346	1	5	3.02	0.70
Self-management	346	1	5	3.56	0.64
Social awareness	346	1	5	3.02	0.70
Self-awareness	346	1	5	3.23	0.72

The above table describes the descriptive statistics of occupational Stress, employee engagement, emotional intelligence (relationship management, self-management, social awareness, social awareness, and self-awareness). Minimum, maximum, mean and standard deviation are given of each variable Likert items.

Moreover, employees show an average level of occupational stress as mean value of occupational stress shows 3.12, employee engagements mean value 3.67, whole emotional intelligence's mean value is 3.20 and fours constructs of emotional intelligence also has mean values separately such as relationship management and Social awareness, shows similar mean 3.02, self-awareness, shows, 3.23, and finally self-management shows, 3.56 mean values.

Correlation

Correlation is a numerical technique that helps to study the relationship between two variables. In current study correlation analysis is carried out to check the relationship between occupational stress and employees' engagement Table 2.

Table 2: Correlation

		Occupational Stress	Employee Engagement
Occupational Stress	Pearson Correlation	1	0.84
	Sig.(2-tailed)		0.000
	N	346	346
Employee Engagement	Pearson Correlation	0.84	1
	Sig.(2-tailed)	0.000	
	N	346	346

Interpretation

The value of correlation ranges from -1 to + 1, the value near to ± 1 shows strong correlation between two variables and it is significant if p value is equal or less than 0.05. Hence the value of coefficient of correlation $r = 0.84$ in table 1, showing a high strength of relationship between occupational stress and employee engagement. Correlation coefficient (r) results reflect there is significant and positive relation between occupational stress and employee engagement ($r = 0.84$, $p = 0.001$).

Regression Analysis to Analyze the Occupational Stress with Employee Engagement

Regression analysis was performed to check that is occupational stress is a predictor of employee's engagement, linear regression was performed, and its model summary is presented in below table 3.

Table 3: Model Summary of Occupational Stress and Employee Engagement

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.84 ^a	.751	.738	823.766

a. Predictors: (Constant), occupational stress

Interpretation

The value 0.84 in above table shows the strong correlation between two variables of occupational stress and employee engagement. A large amount of variance is explained in Employees engagement due to predictor ($R^2 = .751$), which basically tells that 75.1% of variance in employees' engagement is predicted from occupational stress. These two independent and dependent variables are further checked with the by interlinking the association of mediating factors, such as relationship management, self-management, social awareness, and self-awareness etc. All the values in from regression results are found to be significant.

The R square value which is the measure of predictive accuracy ranges from 0 to 1. The 0.25 value of R square is supposed to be weak and 0.5, moderate and more than 0.7 value is considered to be high predictive for the dependent variable from independent variable. Adjusted R square try to make correction in the value of R square and remain lower in value from R square. Adjusted r square shows the value to make a model better fit for the provided relationship. It reflects closely the goodness of fit in the provided model of a population.

Analysis of Variance

Table 3. ANOVA Test for Occupational Stress and Employees' Engagement of Employees

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	42766633.31	1	4233333.35	56.336	.000 ^b
Residual	11957591.03	17	743345.372		
Total	53454424.33	18			

a. Dependent Variable: Employees engagement

b. Predictors: (Constant), occupational stress

Interpretation

Analysis of variance table give explanation that does an independent variable present good job in predicting variations in each dependent variable.

Results suggests that occupational stress was found to be a significant predictor of employee's engagement ($F(1,17) = 56.336, p < 0.001$).

Table 4: Coefficients of Parameters

Model	Unstandardized coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	8566.712	1542.225		4.233	.000
Occupational stress among employees	-.523	.076	.893	7.234	.000

a. Dependent Variable: employees' engagement

Interpretation

The regression model of this study is significant ($p=0.001$).shows that the predictor variable occupational stress significantly predicts the dependent variable emotional engagement

The value of unstandardized coefficient shows the intercept of equation line is 8566.712. The value 0.523 is the slope of equation line, it shows that with an increase of one unit in Independent variable (occupational stress) causes changes of 0.523 in dependent variable Employee Engagement. The regression equation of the model is $\hat{y} = 8567 - 0.523x$.

Results suggest that with each unit increase in independent variable i.e occupational stress, their employee engagement decreased by 0.523 points.

Mediating Variables and its Impacts

An authentic measure and analytical test for mediation, Sobel's test is used in study for the mediation between negative relationship between occupational stress and employee work engagement.

Univariate analysis describes reliability mean and standard deviation of the responses that has mention along with each measure of variable above.

Table 6: Sobel's Test

Mediating Variables (Occupational Stress)	Independent Variable (Employees' Engagement)	Dependent Variable
Relationship Manager	1.12	1.08
Social Awareness	1.21	1.56
Self-Management	1.26	1.34
Self-Awareness	1.01	1.54

In descriptive statistics of data analysis, the Sobel test is a technique of testing the significance of a mediation effect. The test is grounded on the work of Michael E. Sobel, a statistics professor at Columbia University in New York, and is a presentation of the delta method. In mediation, the association between the independent variable and the dependent variable is conjectured to be a subsidiary effect that exists because of a third variable i.e. the mediator. As a result when the mediator is encompassed in a regression analysis model with the independent variable, the outcome of the independent variable is abridged and the effect of the mediator remains significant. The Sobel test is basically run check either there is any association between the independent variables and dependent variables. Furthermore, the role of mediation in it and at what level mediation variables put their impacts on dependent and independent variables.

The values of Sobel test show a significant mediating impacts of mediating variables on the relationship of independent and dependent variables. The values of mediating variables such as relationship manager, self-awareness, self-management, and self-awareness are as 1.12, 1.21, 1.26, 1.01 with independent variable (occupational stress) and 1.08, 1.56, 1.34 and 1.54 for dependent variables (employees' engagement).

engagement).

Discussion

Based on the results, all hypotheses are supported. The study concludes that occupational stress is negatively associated with employee engagement at work. Further relationship management, self-management, self-awareness, and social awareness of emotional intelligence reduced the negative impact of occupational stress on employee engagement and have significant impact on employee engagement. These results are also consistent with theory of conservation of resources (COR), that loss of resources in one pool results in stress and gain in another pool mediate the loss. This study shows that emotional intelligence provides an instinct on dealing with stress and maintaining engagement level at work along with stressful environment.

Theoretical Implications/Contribution

The current study has made several theoretical contributions to the literature of occupational stress, emotional intelligence, and employee engagement. First the mediating role of emotional intelligence has not been explored in prior researches with combination to occupational stress and engagement. Emotional intelligence plays a significant role in engagement of the employees in various organizations and it fosters the performance and productivity of the employees. Emotional intelligence helps in better understanding of different situations and facilitates employees in coping with stress.

Secondly, the results indicate that emotional intelligence is linked significantly with the engagement of the employees in NGO sector of Pakistan. The more the emotional intelligence of the employees, the more the engagement level and involvement of the employees in the organization.

Third this study proposes a comprehensive model related to occupational stress, employee engagement and emotional intelligence. Secondly this study incorporates emotional intelligence as mediator to shield the negative outcomes of occupational stress on level of engagement in employees.

Fourth this research tested a unique conceptual model in Non-government organizations of Pakistan that is supposed to be one of the most vulnerable sectors to stress in context of its nature and dynamic environment.

Practical Implications

The current study provides useful implications for organizations, management, and employees in non-government sector. Managers and supervisor can clearly understand the negative outcomes of occupational stress on employees of non-government organizations. They must know how occupational stress reduces engagement in employees. This study also helpful for the managers and supervisors, how to deal with occupational stress in employees by incorporating emotional intelligence. Managers and organizations can launch training programs on emotional intelligence in the organization for better performance of the employees. The results of this study can be used by the managers to eliminate low performance of the employees in the organization and in this way employee engagement can be enhanced.

The results also reflect that self-management, self-awareness, social awareness, and relationship management plays a key role in engagement of the employees in NGO sector. Self-management enables the employees in NGOs to monitor their own behavior and then manage it accordingly. The work environment is structured in this manner and enhances engagement level of the employees (Breevart, Bakker and Demerouti, 2014). Self-awareness amongst the employees lead to enhanced loyalty and enables the employees to engage in long-term with the organization. On the other hand, social awareness enables the employees respond to the needs of others in the organization. It enables employees to understand the feelings of others. The interaction of the employees and organization managed through relationship management and the more the employees are engaged with stakeholders of the organization,

the more the engaged the employees are. The results of current research can be used by the NGOs to ensure maximum level of engagement of the employees. This will help the NGOs in obtaining competitive advantage and the output of the NGOs will be better.

Limitations and Future Recommendations

This study has some limitation and recommendation for the researcher to follow in future researches. First this study has been conducted in Pakistan so there may be generalize ability issue to other cultures. So, for future researches there is choice to apply this research to other cultures. Second, this study focused on the middle level employees of non-government organizations of Pakistan so other levels and other sectors can be examined for same research variables.

Third, with buffering effect of emotional intelligence only one outcome of occupational stress that is employee engagement is observed in this study. In future more outcomes can be observed. Furthermore, different boundary conditions can be applied and observed in future researches. Finally, a mixed approach of research work can be adopted to get more detailed insight regarding the phenomenon.

Conclusion

This research proposed, application of emotional intelligence in employees of Non-government organization to be protected against the negative effects of occupational stress. Similarly, emotional intelligence provides boundary conditions for employees to be effectively engaged in work by buffering the negative impact of occupational stress. This study proposed and empirically tested a model that provides a base for understanding the mechanism that how occupational stress influence employee engagement negatively and how this negative influence can be buffered with emotional intelligence. Overall, this study provides practical and theoretical implications related to non-government organization for the researcher and professionals.

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