Middle-East JOURNAL OF BUSINESS

With a focus on Ethical and Sustainable Business

Editorial

Business

Society

From the Editor - Counting the cost

Rohingya refugees

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War has ravaged the world since at least the recording of human history.

The economic cost for ordinary people has been as savage as the war waged against them. People have lost their lives, their homes, their children, their jobs, their income, their safety and their dignity. Their countries have been stripped bare of their wealth and moved into the pockets of the dictators and war mongers running these wars.

War has always been for the economic advantage of those waging the wars.

With the current advent of complete savagery replacing any attempts at maintaining civilisation and decency, we have even seen the return of nuclear weapons, the ultimate stupidity of humankind and the weapon of choice of the most morally bankrupt and feeble minded of leaders.

One of our midst, seen by some as a saviour, Elon Musk himself says we are heralding the advent of the new dark ages. Unfortunately those who will be escaping to Elon's "houses on Mars" will be the same greedy and inept people currently ruining this planet. There is no such escape for the ordinary and decent - the only people who will be able to afford to relocate will be those who destroyed this planet and took all the wealth in the first place – they will find another planet to destroy.

These wars and the endless posturing and stupidity of 'leaders' costs more than national budgets and loss of facilities and homes and regress of civil societies and businesses; they are causing us to lose something greater, our very future - the planet and its fertility and the destroyed lives of women and children.

It is women and children who bear the brunt of this endless stupidity and greed. Ever the men fighting the wars have the comparative blessing of ending their lives quickly while the women and children are forced to endlessly struggle and go without, be in danger of rape and violence, walk to other countries where they are treated as less than human in their desperate attempts to belong somewhere, their desperate attempts to eat that day, their desperate attempts for a normal and decent life and their searching for a world that actually cares about the insanity and injustice that brought them to this situation.

We can quote the financial costs of war (there is a lot of data available) but it is difficult to cost the loss of a viable planet and the loss of species, including our own, and the destroyed lives of innocent and good people.

We can also quote the economic advantages of educated and empowered women – not just in the terms of the effect on a family of an educated and working mother, but also in terms of world peace and national prosperity.

Someone has to be brave enough to say that those men who have been in charge till this date, and most of our history has been the 'time of men' with its wars, deceit, one upmanship, rape, torture, and corruption at the highest levels – the 'spoils' of being in charge - has brought us to this end. The questioning of the merit of such men wielding ultimate power and its effect on the lives of communities generally, is a sad lesson we must learn. Even in democracies it is far too often the same sort of men who seek power and use their power for corrupt purposes. I think it is fair to say that all people of the world, everywhere, have had enough. Currently we have the universally ridiculous position that the 'time of men' has all but destroyed the very planet we live on, as well as the lives of so many other creatures, who we all depend on in our linked genetics.

Civilisation in 2018 has become a world full of corruption and competing dictators, and warmongers. We all, men women and children, deserve so much better.

There are many good men who provide for and protect their families despite corruption and injustice of the systems they have to survive in. Courageous men fill roles in worthy organisations like the UN, Greenpeace, Avaaz, etc. The nightmare before us all is due to these fair and decent men and the women and children of the world not having any say in the conduct of the world.

It may be the nature of the beast, and it likely is, that the greedy and savage seek to rob and rule the world. But that beast now needs killing before it kills all the rest of us and all that humanity holds dear and has fought and slaved for, for the eons we have struggled against tyranny and injustice.

But these days and the "Me too" movement has shown more men at the side of aggrieved women and the wonderful direct and courageous young children in the Washington and global marches wanting a world that is not just better for them but one that is better for all, gives hope that the reign of the selfish and vacuous generations may soon be over.

Maybe a world with a female balance and equal influence would provide a better situation. We would certainly outlaw slavery, prostitution and child porn. We would also likely outlaw polluting and dirty industries and protect the animal kingdom.

The enabled lives of women and children with the good men in their lives walking beside them, may provide an ethical and sustainable world. It is the only thing about this current world that provides me with hope.

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Innovation in the Workplace: Processes that foster innovation

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Introduction

Innovation in organizations has been considered a key means of generating competitiveness (Beer et al., 1990). Within the field of Business Management many theoretical arguments have been put forward demonstrating the various different organizational factors that affect innovation, such as organizational design, motivation and systems of incentives (Drake, 1999; Lipman and Leavitt, 1999), the capacity for absorption of knowledge (Cohen and Levinthal, 1990) and the capacity for organizational learning (Akgu net al., 2007); and the human capital of the company (Dyer and Shafer,1999; Subramanian and Youndt, 2005.

While normally overlooked in the planning process adoption hurdles can make or break the commercial viability of the most powerful innovative ideas. Therefore successful innovators focus on the product's utility. Talking about music does not make you a singer. Attending live concerts may help you appreciate music but it still does not make you a singer. To be a singer you need to learn music and practice under the guidance of a good teacher. This is true of sports too. There is no substitute for learning and practising under continuous guidance.

This is equally true for organisations that want to foster innovation. Talking about innovation does not help. Innovation training sows the seed for innovation thinking. But what makes it grow is nurturing and a good encouraging climate. Very few Business Leaders know how to do this well. This dual process recognises the specific roles that the business leader and his team need to play - alone and together - to deliver innovation that matters.

There was a time when the concept of creativity was only associated with writers, painters, musicians and similar people in artistic professions. But with the ever-increasing necessity of cultivating a unique brand personality, the need for creative thinking has transitioned from the arts into everyday business. In addition, the act of producing a product that distinguishes itself from competitors in a marketplace where differences are often hard to come by demands a high degree of creativity both in innovation and marketing.

As a result, it's now become commonplace for companies – both large and small – to adopt policies that foster creativity and thereby promote innovation.

Fostering Innovation and a Creative Environment

Creativity is the mental and social process used to generate ideas, concepts and associations that lead to the exploitation of new ideas. Or to put it simply: innovation. Through the creative process, employees are tasked with exploring the profitable outcome of an existing or potential endeavor, which typically involves generating and applying alternative options to a company's products, services and procedures through the use of conscious or unconscious insight. This creative insight is the direct result of the diversity of the team – specifically, individuals who possess different attributes and perspectives.

It's important to note that innovation is usually not a naturally-occurring phenomenon. Like a plant, it requires the proper nutrients to flourish, including effective strategies and frameworks that promote divergent levels of thinking. For example, by supporting an open exchange of ideas among employees at all levels, organizations are able to inspire personnel and maintain innovative workplaces.

Therefore supervisors must manage for the creative process and not attempt to manage the creativity itself, as creativity typically does not occur exclusively in an individual's head but is the result of interaction with a social context where it's codified, interpreted and assimilated into something new. Within this system, incentives are paramount – ranging from tangible rewards such as monetary compensation to the intangible, including personal satisfaction and social entrepreneurship.

Corporations in nearly every sector of the economy are on a quest for innovation - be it a new techno gadget, a more effective means of delivering a critical service, or strategies for breaking into new markets. Unfortunately, many people believe that innovation is an almost magical quality that only a few prodigies possess. In reality, nearly every employee - and certainly every corporation - is capable of at least some level of innovation. Executives, managers, and other leaders just need to understand what innovation is and what it isn't - and how to create a workplace culture that promotes, rather than dampens, innovation

Innovation: What it is and isn't

Innovation, broadly speaking, is about change or a novelty that provides an advantage. When a company innovates, it revises an existing product or service to add value or creates something new that promotes growth. Typically, innovation is not:

• the same as "right-brain" creativity

• the result of a sudden insight or brainstorm

• something that executives can simply mandate

On the contrary, hard work, focus, and investigation drive innovation. One common mistake corporations make is looking at innovation as a quest for blockbuster ideas. In reality, something as simple as developing a routine that increases nurse response time by 10 percent is an important innovation. Most companies' continued success depends far more on a steady stream of small innovations than a huge innovation windfall. Emphasizing these small but regular improvements is critical since they're more sustainable than constantly reinventing routines or disrupting markets.

Leaders who want to promote innovation in the workplace should focus on their organization's culture and organizational processes. Most professionals already have the desire to innovate. Creating a physical and social environment conducive to innovation will help them realize their ambitions.

Principles for Fostering Innovation

Establishing a creative environment takes more than just turning your employees loose and giving them free reign in the hope they'll hit on something valuable. As with any other system, the process of creativity requires the proper framework to operate effectively, which also enables management to evaluate the profitability of the results.

1. Time and Autonomy

Bell Laboratories has brought the world more innovations than virtually any other company. The researchers there invented the first transistors, the photovoltaic cell, the C programming language, the first communications satellite, the wireless local area network and much more.

The secret of Bell's success? Time and autonomy. Executives hoping to emulate Bell Labs should create an environment where potential innovators can:

• Explore new ideas without worrying about immediately monetizing or marketing them

• Use their own methods for developing and investigating potential innovations at their own pace

• Work within a relatively flat hierarchy that eliminates needless bureaucracy

• Freely discuss ideas and collaborate with colleagues without seeking management approval or calling formal meetings

2. A Critical Mass of Talent

Bell Labs - as well as companies like IBM, Apple and Google - owe much of their innovation success to a deep talent pool. Mervin Kelly, a senior executive at Bell for 23 years, believed that bringing lots of smart people into close physical proximity was a critical component of innovation, and far outweighed the contributions of any single superstar.

Leaders can develop and retain their company's talent pool by:

• Providing regular training, professional development and mentoring opportunities

• Giving employees a forum for expressing their ideas, sharing their accomplishments, and connecting with others whose ideas and projects interest them

• Implementing a liberal job and department transfer policy

• Paying top dollar to a broad group of top talent rather than sensational bonuses to a small number of "rock stars."

3. Spaces for Collaboration - and Solitude

The workplace's physical environment can dramatically affect innovation. A landmark study in 2002 by McCoy and Evans found that employees given tasks requiring creativity did most of their thinking in complex spaces that included wide views (especially of nature) and promoted social interaction. But research has also shown that once workers develop an idea, they need solitude and freedom from distraction to produce results.

Create a stimulating environment. Offices that include stimulating objects such as journals, art, games and other items – some of which may not even be directly related to your business – serve as sources of inspiration. In addition, structuring the work area by removing physical barriers between people will improve communication and promote creative interaction

Companies hoping to prime their physical space for innovation should:

• Create central common spaces where people want to linger, such as cafes or courtyards

• Include as much light and nature, and as many windows and natural materials as possible

• Design traffic paths that encourage encounters with as many people as possible and provide nooks for casual interaction

• Give knowledge workers their own offices or workspaces away from the bustle of call desks, meeting rooms, and cubicles

4. Tolerance for Failure

A key unifying feature of all innovative companies is frequent - sometimes spectacular - failure. For example, Apple has experienced past and present failure with the Apple Lisa, Power Mac Cube, Copland OS, MobileMe and even Apple TV. Google's no stranger to failure either. Take Buzz, Wave, Orkut and Froogle.

Like companies, employees seeking to innovate are bound to fail. When they do, leaders should:

• Create opportunities for collaborative reflection and peer review

• Provide prompt, constructive feedback while discussing what went wrong and why

• Identify and highlight the specific areas where employees did things right

• Encourage employees to move on to the next project without adding additional barriers or bureaucracy

5. Reward Efforts

Reward efforts through positive psychological reinforcement. Encourage your employees to take risks, rewarding them for creative ideas and not penalizing them when they fail. In doing so, you'll enable people to more readily take on assignments that stretch their potential (and that of your organization), discussing in advance any foreseeable risks and creating the necessary contingency plan. Encourage employees at all levels to contribute suggestions for improving current business operations.

6. Different Points of View

Foster different points of view through outside perspectives. Innovation can often spring from a review of how your customers view and use your products and services. Soliciting their opinions can provide valuable insight into potential areas for improvement as well as areas where you're succeeding (essential knowledge for positioning against competitors). Other perspectives might include: vendors, speakers from other industries or consumers using a competitor's products or services.

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The Impact of Job Stress and Empowerment on Employees' Performance. An Analysis of Private and Public Sector Universities of Khyber Pukhtunkhwa, Pakistan

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Abstract

The purpose of this study is to examine the impact of job stress and empowerment on employees' performance. The study was conducted in the public and private sector universities of Khyber Pukhtunkhwa, Pakistan. A sample size of 280 employees was selected using convenient sampling techniques. The data was collected from Professors, Associate Professors, Assistant Professors and Lecturers' level of employees. 280 questionnaires were distributed among these employees out of whom 240 filled questionnaires were received forming a percentage of 85.71%. In these filled questionnaires 13 questionnaires were discarded because they were improperly filled out while 227 properly filled questionnaires were used for data analysis. Data was analyzed through reliability analysis, demographic analysis, correlation analysis and regression analysis. Findings of the study reveal that there is significant relationship of job stress and empowerment on employees' performance in the public and private sector universities of Khyber Pukhtunkhwa Pakistan.

Key words: Job Stress, empowerment, employees' performance.

Introduction

Stress is a unique term which is used in different forms in the previous theories and research. Hans Selye was one of the founding father of stress research. Selye (1936), first introduced the idea of stress the life science and defined stress as the force, tension or pressure subjected upon an individual who resists these forces and attempts to uphold its true state. His view in 1956 was that stress in not necessarily something bad but also it depends on how you take it. Moreover, Robbins (1996), assumed stress is the active state of mind in which a human-being faces both an opportunity and constraints. In addition, Sauter and Murphy 1999, assumed stress is the critical reaction of the human body that results when job requirements do not match with the intended capabilities or environment. Similarly, Mahfood, Pollock and Longmire (2013), discussed that stress has many forms but one of the specific form of stress for humans is job stress. Summers (1995), suggested that job stress is mostly referred to the uncomfortable feeling of an individual caused by the changes of normal lifestyle. In addition, Nwadiani (2006), job stress is the disorganization in personality and behavior due to the disturbance of the emotional stability of the individual.

Similarly, Blanchard (2003), viewed that empowerment is a process which help people to increase their self-confidence, manage their powerlessness and helplessness and to have the interest and intrinsic motivation to accomplish tasks. In addition, Baired and Wang (2010), indicated that employee empowerment is more relevant in today's competitive environment where knowledge workers are more prevalent. Researchers also added that organizations are moving towards decentralized, organic type organizational structure. Moreover, Heathfiled (2014), stated empowerment is the processes that enable and authorize individuals to think, take action, make decision and control work independently. Similarly, Meneze (2005), argued that job performance is an activity in which an individual is able to accomplish the task assigned to him/her successfully, subject to the normal constraints of reasonable utilization of the available resources.

Problem statement

On the basis of literature many researchers are of the view that job stress and empowerment has impact on employees' performance but at the same time researchers have shown that some stressful work and empowerment condition are critical to maintain employee performance. Hence the aim of this study was to find out the impact of job stress and empowerment on employees' performance. Via an analysis of the public and private sector universities of Khyber pukhtunkhwa, Pakistan.

Research questions

1. Is there any relationship between job stress and empowerment with employee performance among the employees of public and private sector universities of Khyber pukhtunkhwa, Pakistan?

2. What is the impact of job stress and empowerment with employee performance among the employees of public and private sector universities of Khyber pukhtunkhwa, Pakistan?

Objective of the study

1. To examine the relationship of job stress and empowerment on employees' performance in the public and private sector universities of Khyber Pukhtunkhwa, Pakistan.

2. To investigate the impact of job stress and empowerment on employees performance in public and private sector universities of Khyber Pukhtunkhwa, Pakistan.

Scope of the study

This study was conducted on public and private sector universities of Khyber pukhtunkhwa, Pakistan in order to determine the impact of job stress and empowerment on Professors, Associate professors, Assistant Professors and Lecturers.

Literature Review

Stress

According to Harre'and Lamb (1983), stress is the way in which individuals identify and realize problems faced by them, the way they react and attempt to cope with them and the cost of doing so. In contrast, Greenberg, Carr, and Summers (2002), stated that mental stress is caused by professed or genuine challenge to an organism's skill to convene its real or professed requirements. Similarly, to Robbins (2004), stress is a dynamic condition in which an individual is confronted with opportunity, constraint or demand related to what he desires and for which the outcome is perceived to be both uncertain and important. From this definition one can say that stress is not necessarily bad, it also has a positive value when it offers potential gain. Moreover, Brown and Harvey (2006), concluded that stress is the interaction between the individual and environment which results in his or her mental or physical conditions. In addition Topper (2007), identified that stress is the perception of inconsistencies of environmental demands and individual demands. Furthermore, Rue and Byars, (2007), argued that stress is the deficit of physical and mental conditions by perceived danger.

Job stress

Cooper et al., (1996) stated that job stress is expensive to human being, associations and humanity at managerial stage. Klink, Blonk and Schene (2001), discussed that at the human being stage it may be patent in the form of irritation, nervousness and sleep disorder. Wheeler and Riding (2002), stated that at managerial stage job stress may effect on expenses because of increase in absentisem. Santos and Cox (2002), also stated that by product of job stress can be affect the customer in the shape of defective goods and unhelpful performance such as discourtesy. Demerouti et al., (2003) argued that there is a buffer between job stress and creativity. But other researcher like Hon and Kim (2003) show that employees have a positive behavior towards the job and organization when they do work under job stress. Furthermore, Hon, Wilco and Lin (2012), say job stress is one of the topics which are discussed generally and approximately in the world. Because it has an impact on psychological capability of the employees through which they have no ability to perform effectively in their organization. Moreover, Groen, Wouters and Wilderom (2012), say Job stress with mental capabilities or internal state of mind is not only linked, but it also effects on creative performance.

Employees' empowerment

Accourding to Thorlakson and Murray (1996), it is assumed that empowerment relates to getting workers to do what needs to be done and not to tell them what to do. In addition, Conger and Kanungo (1998), demonstrated that empowerment has two approaches. The first approach is termed as situational approach and the second approach is called psychological approach. The situational approach is concerned with transferring the power from higher management to lower management by enabling them to make decisions while the second approach concerned with low decision making processes. Furthermore, Savery and Luks (2001), in their survey proposed that empowerment is to share management power normally for two reasons. The first is to develop improved employees and organizational performance and the second to help employees attain personal goals. In addition, Savery and Luks (2001), proposed that empowerment in workplace decrease perceived stress which arises from organizational change and increased productivity. Stress less when workers no longer need to report to someone a daily basis. Empowerment gives employees themselves responsiblity over their achievements. Petter et al., (2002) has assumed seven dimensions of empowerment such as autonomy, power, initiative and creativity, responsibility, knowledge and skills, decision making and information.

Employees' performance

Scott (1966), demonstrated that employees' performance is the total output that employees' give to an organization, which it recognizes. Researcher also stated that employees' performance is the sum of total abilities, opportunities and motivation. Similarly, Meneze (2005), argued that job performance is an activity in which an individual is able to accomplish the task assigned to him/her successfully, subject to the normal constraints of reasonable utilization of the available resources. Moreover, Brown (2012), asserts that best employees' performance can be achieved in presence of adequate balance such as employees who may have proper authority, control and empowerment to make effective decisions.

Meyerson and Dewettinck (2012), found different types of relationship between job stress and empowerment with employees' performance. First is the inverse relationship between job stress and empowerment with employees' performance where a rise in the level of job stress and empowerment decreases the employees' performance. Second is the direct relation where rise in the level of job stress and empowerment increase job performance. The third is that job stress and empowerment makes a U shape with employees' performance.

Hypotheses

H1: There is an impact of job stress on employee performance.

H2: Employees empowerment has impact on employee's performance.

On the basis of literature the following conceptual framework of job stress and empowerment with employees' performance has been developed.

Research Methodology

Primary data has been used in this study and the data was gathered from different public and private sector universities of Khyber pukhtunkhwa, Pakistan. Responses were obtained from different Professors, Associate Professors, Assistant Professors and Lecturers serving in various disciplines such as management science, computer science, biological science, textile and fashion. This research is Quantative in nature. A survey was conducted using closed ended questionnaires. Stratified sampling technique has been utilized in this study. The total respondents were 227 and reliability analysis, demographic analysis, correlation analysis and regression analysis were used in this study.

Analysis and Result

Table 1 (next page) shows the independent variable (job stress, empowerment) number of items and dependent varia-

ble (employees' performance) number of items. The job stress number of items are 14 while empowerment number of items are 15, employees' performance number of items are 7 and 36 are the total number of items. According to the below table below the Cronbach's alpha for job stress and empowerment are 0.830 and 0.720 while for employees' performance is 0.80 which shows that there is high level of consistency. Hence the reliability statistics indicate that Cronbach's alpha is approximately 0.81 for all variables, which also shows that high level of consistency.

Table 2 describes demographic analysis of the study and each category is explained below.

Designation

Data for this study was collected from 227 faculty members of these universities i.e., Lecturers, Assistant Professors, Associate Professors and Professors as well, out of which 70% were Lecturers, 19.8% were Assistant Professors, 9% were Associate Professors and 1.8% were full Professors. The result of designation in demographics specifies that most of the respondents in the study were Lecturers.

Gender

The next column is related to the gender of the respondents. The demographic characteristic show that the majority of the respondents are male with 197(86.8%) and 30(13.2%) female.

Age

On age profile 30 (13.2%) were between 26 to 30 years old. 110 (48.5%) respondents were of age from 31 to 35 years old, 36 to 40 years old revealed a number of 59 (26.0%) while 28 (12.3%) were of age category above 40 years.

Education

In terms of qualification profile, the findings revealed that Master degree holder are 69(30.4%), MS/M Phil degree holders are 113 (49.8%), PhD degree holders are 44(19.4%) and 1 (0.4%) respondents belonged to other qualification.

Conceptual Model
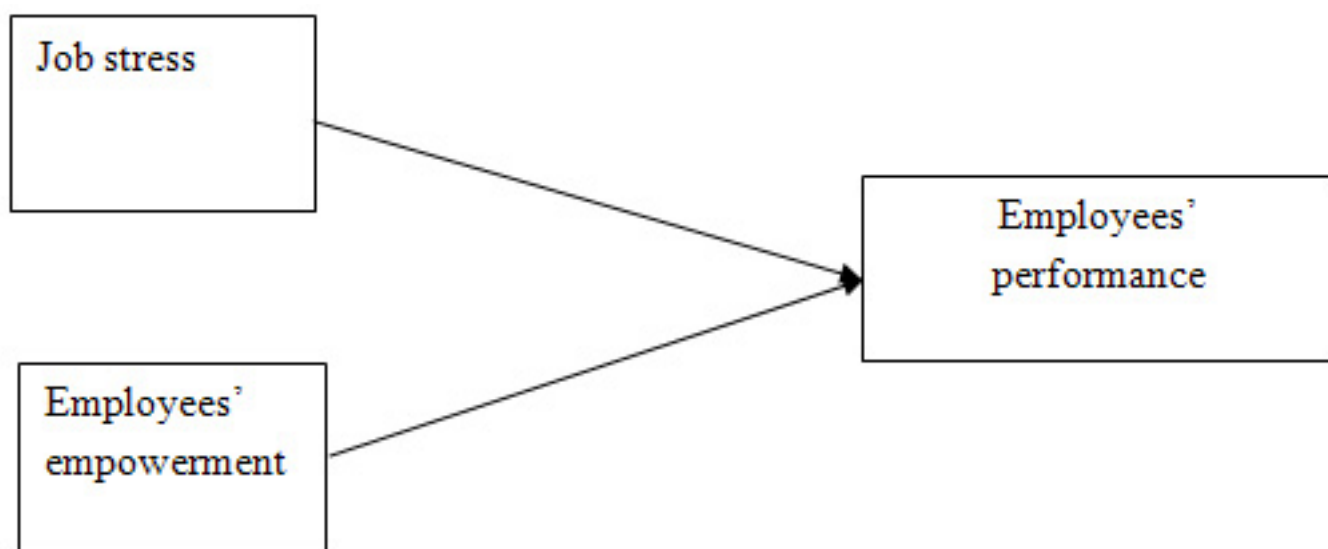
Table 1

Reliability Analysis		
Description	Cronbach's Alpha	No of Items
Job Stress (JS)	.830	14
Empowerment (E)	.720	15
Employee Performance (EP)	.80	07
Total	0.81	36

Table 2

Demographics		Frequency	Percent	Valid percent	Cumulative percent
Designation	Lecturer	159	70.0	70.0	70.0
	Asst. P	45	19.8	19.8	89.9
	Associate. Prof	19	9.0	9.0	98.2
	Professor	4	1.8	1.8	100.0
Gender	Male	197	86.8	86.8	86.8
	Female	30	13.2	13.2	100.0
Age	26 – 30	30	13.2	13.2	13.2
	31 - 35	110	48.5	48.5	61.7
	36 – 40	59	26	26	87.7
	Above 40	28	12.3	12.3	100.0
Education	Master	69	30.4	30.4	30.4
	MS/M Phil	113	49.8	49.8	80.2
	PhD	44	19.4	19.4	99.5
	Others	1	0.4	0.4	100.0

Table 3

Correlation Analysis			
Variables	JS	E	JP
JS	1	0.372**	0.339
E	0.372**	1	523**
JP	0.339	.523**	1

**p<0.05, *p<0.01

Table 4: Regression Results

Hypothesis	R²	B	t-test	F-test	Sig.
H1	0.298	.139	2.756	47.280	.000
H2	.462	.462	7.624	38.23	.000

Table 3 shows correlation among dependent and independent variables. The value of independent and dependent variable at (p=0.000 < 0.05) shows that there is positive relationship among independent variable (job stress, empowerment) and dependent variable (employees' performance).

Table 4 shows regression analysis of independent variable (job stress, empowerment) and dependent variable (employees' performance). The value of Hypothesis 1 indicate that there is a significantly positive impact of job stress on employee performance which is proved by the value of R square (0.298) and T (2.756). Moreover, F-test static value (47.280) is very large which shows that the model is good enough. Similarly, the value of Hypothesis 2 also indicates that there is positive impact on employee performance. Hypothesis is accepted, R square (.462), T (7.624) with significant value of 0.00. Along with it, if we look at the goodness of fit of the model which is exposed by the F-test static value (38.23) is also high and shows that the overall model is fit.

Conclusion

The objective of this study was to find out the impact of job stress and empowerment on employees' performance in the public and private sector universities of Khyber pukhtunkhwa Pakistan. Analysis shows a close relationship between independent and dependent variable. It also concludes that employees' who are working in the public and private sector universities shows job stress and empowerment as a real challenge. It also important to continuously monitor the working environment for job stress and empowerment related purposes. Moreover, this study also concludes that the majority of employees' like job stress and empowerment and that will increase their employees' performance.

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On the relationship between emotional intelligence and job satisfaction

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Abstract

This study aims to examine the impact of emotional intelligence on job satisfaction in the telecommunication sector of Pakistan. A sample size of 400 was selected using convenient sampling procedure. The data was collected from officers, customer relationship manager and assistant level of employees. Initially, 400 questionnaires were distributed among these employees out of whom 350 filled questionnaires were received forming a percentage of 87.5 %. Data was analyzed through descriptive statistics and regression analysis. The findings reveal a positive and significant influence of emotional intelligence on job satisfaction that has important implications for managers and practitioners.

Key words: Emotional intelligence; well-being; self-control; emotionality; job satisfaction; telecommunication

Introduction

Emotional intelligence plays an important role in the success of individual and organizational life (Gunavathy & Ayswarya, 2011). In the organizational setting, emotional intelligence determines the health of the interaction relationship between managers and employees (Psilopanagioti, 2012). According to Mayer and Warner (2004), emotional intelligence is an ability to understand the feelings and emotions of self and others and make shrewd decisions based on this understanding. In addition, Gunavathy and Ayswarya (2011), argued that emotional intelligence is very important for the outcome of service sector organization. This argument is underpinned by researchers such as Fauzy and Shah (2012) and Jorfi et al., (2012), who appreciate the importance of emotional intelligence in organizational success. Moreover, it plays a psychological role interaction in the relationship between managers and their employees in the organization.

Emotional intelligence is an integral part of human personality that affects the mutual relationship between managers and employees that ultimately has an influence on a firms' performance. Some actions might be perceived as right but others may be taken as otherwise by employees or managers. Thus, those emotionally intelligent individuals will be in a better position to understand and control the employee-manager relationship for their personal as well as organizational interest (Senor, Demirel & Sairak, 2009). Based on this brief introduction, the study aims to find the impact of emotional intelligence on job satisfaction.

Literature review

Emotional intelligence is perceived differently by different scholars, for instance, it is an ability to understand, manage, and control emotions of self and others (Carter, 2005). To others (e.g Hein, 2007), it is the innate potential to feel, use, communicate, recognize, describe, remember, identify, manage, learn from, understand and explain emotions. Similarly, Samps (1997) perceive emotional intelligence as the extent to which employees like their job. Notably, job satisfaction determines attitudes of employees (Kumari and Pandey, 2011).

There is plethora of research on the Emotional Intelligence concept (Leuner, 1966, Payne, 1986, and Greenspan, 1989). Carmeli (2003) noted that emotionally intelligent senior managers outperformed in job performance those with low emotional intelligence. In addition, an emotionally intelligent person keeps health and stable relationship on both a social and personal level (Brackett, Mayer and Warner (2004). In addition, Jorfi et al., (2012), argue that emotional intelligence plays an important role in enhancing the manager-employee relationship and prosperity.

Several past studies have found out the influence of emotional intelligence on job satisfaction such as Konstantinos (2008), Simin (2008), Senor and Saralak (2009), Gunavathy and Ayswarya (2011), Fasihizadeh (2012) and Tobali (2013). These studies have demonstrated that there is significant association between emotional intelligence on job satisfaction. More to the point, Marjanovice and Dimitrijevic (2013) advocate the use of emotional intelligence in predicting employee well-being and assessing the appropriateness of an employee for a job. Highly emotionally intelligent persons are in a better position to control their behavior, be more satisfied with their job, have healthy interpersonal relationships, and enjoy good quality of personal and organizational lives. Interestingly, women have been found more emotionally intelligent and concerned with people than men (Jorfi et al., 2012).

There are different emotional intelligence models such as mixed model, bar-on model, and ability model. Mixed model basically combines some aspects of emotional intelligence and some of personality traits. Emotional intelligence and personality traits are highly correlated and that adds to the conceptual confusion about the real nature of relationship between the two (Van and Dec, 2012). The Bar-on model of emotional-social intelligence reflects an individual social and emotional intelligence with respect to his/her understanding of self and others, expressing one's thoughts, beliefs and attitudes, and coping with social and work life challenges. More specially, the model integrates an individual's interpersonal skills, adaptability, management of stress, and general method. According to Cherniss (2010), the ability model of emotional intelligence basically refers to the mental abilities of an individual to process emotional information. That is why the ability model is identified as information processing of emotional intelligence.

Hence on the basis of all the above discussions the following hypotheses have been developed.

H1: There is no statistically significant effect of emotional intelligence on job satisfaction in telecommunication companies.
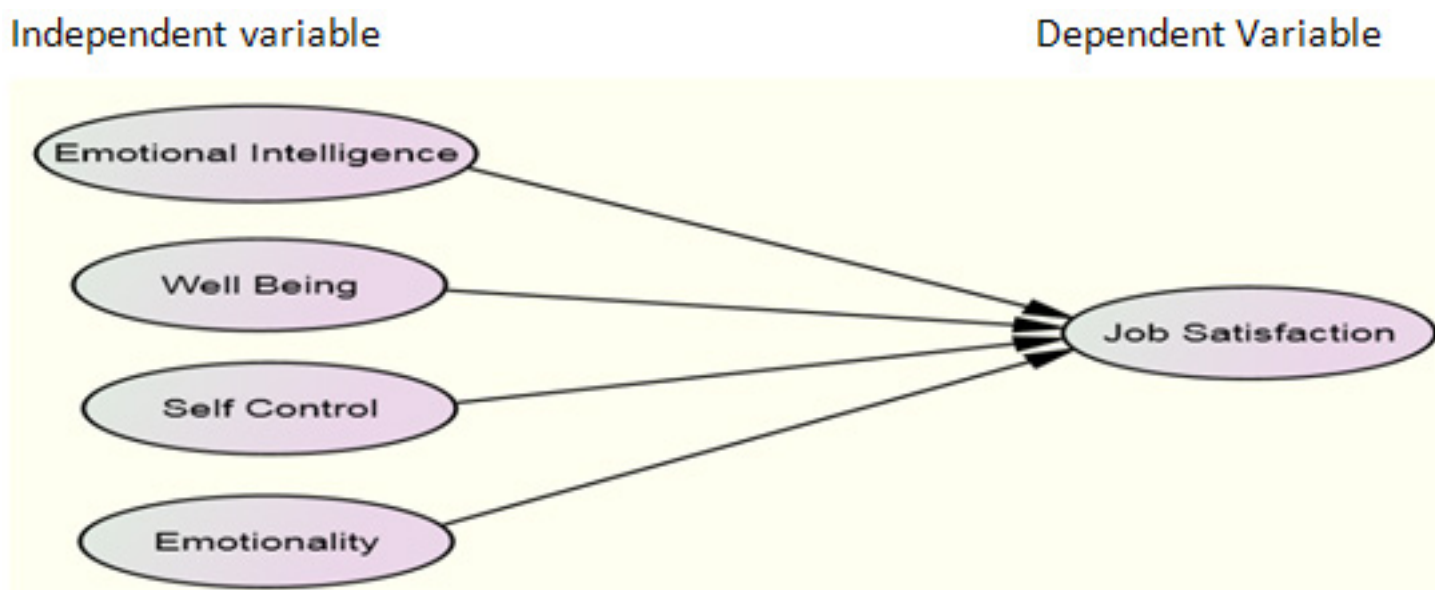
H2: There is significant effect of well-being on job satisfaction.

H3: There is significant effect of self-control on job satisfaction.

H4: There is significant effect of emotionality on job satisfaction.

On the basis of literature the following conceptual model has been developed (Figure 1).

Figure 1

Research Methodology

1. Population and sample

This study was conducted on the top five telecommunication companies of Khyber Pukhtunkhwa, Pakistan namely Zong telecommunication, Telenor telecommunication, Ufone telecommunication, Warid telecommunication and Mobilink telecommunication Pakistan. A sample size of 350 was collected

from officers, customer relationship managers and assistant level of employees using convenient sampling method

A Likert scale questionnaire was used to collect the data from the respondents. Items on the questionnaire were adopted from prior validated research on Emotional intelligence by Schutte et al. (1998) and job satisfaction by Edward & Rothbard (1999) and Weiss, et al. (1967).

2. Procedure and Statistical Method

Initially 400 questionnaires were distributed among the employees of the respective companies out of which 350 properly filled questionnaires were received forming a percentage of 87.5 %. SPSS was employed for advanced analysis of data.

Analysis and Results

Table 1 shows gender of the respondents. In this table 290 were male forming a percentage of 82.85 % while 60 were female having a percentage of 17.14 % and totally there were 350 respondents. It is not surprising that male participation is greater than female for reasons such as culture and religious values of the area and a male dominant society.

Table 2 shows the marital status of the respondents. In this table 170 employees are married, having a percentage of 48.57 % while, 180 of the respondents are unmarried having a percentage of 51.43 % and the totals are 350. Again the high rate of marriage is influenced by the cultural and religious values of the society.

Table 3 shows the profession of the respondents. In this table 130 of the employees are officers, having a percentage of 37.14 %, while 120 of the employees are customer relationship managers having a percentage of 34.28 %, and 100 of the employees are assistant level of employees having a percentage of 28.57 %. The total employees are 350. Apparently, all the respondents have a substantial portion in the total response which indicates a more reliable and unbiased response.

The result of multiple regression analysis of the first hypothesis is tabled in Table 4. The first hypothesis is:

H1: There is significant impact of emotional intelligence on job satisfaction.

The result of the multiple regression shows that the about 35 percent of variance in job satisfaction is accounted for by three dependent variables of emotional intelligence. The F-value and significance values support the hypothesis that there is a positive and significant impact of emotional intelligence on job satisfaction.

After testing the overall impact of emotional intelligence on job satisfaction, we analyzed the impact of the individual dimension of emotional intelligence on job satisfaction. The

results of the following three hypotheses are depicted in Table 5.

Limitation of the Research

i. This study is limited only to the telecommunication sector of Khyber Pukhtunkhwa, Pakistan.

ii. The number of respondents for this study was 350 hence other research will increase it.

iii. This study was taken only in the telecommunication sector hence other sectors may provide more study data.

Conclusions

The impact of emotional intelligence on job satisfaction is tested in the telecommunication sector of Khyber Pukhtunkhwa, Pakistan. Measure for the constructs of emotional intelligence and job satisfaction is taken from prior validated research. Through structured questionnaires data on these variables are collected from the target population employing convenient sampling procedure. Both descriptive and multivariate analysis were conducted to get a feel for the data and to test the postulated hypothesis. The result of the study reveals that there is positive and significant impact of emotional intelligence and its dimensions, such as well-being, self-control and emotionality on job satisfaction. This implies that managers should conduct training and seminars to enhance the emotional intelligence skills in their employees to increase their satisfaction level and contribute to the bottom-line of the company.

Table 1: Gender of the respondents

Gender	Frequency	Percent	Valid percent
Male	290	82.85	82.85
Female	60	17.14	17.14
Total	350	100	100

Table 2: Marital status of the respondents

Marital Status	Frequency	Percent	Valid percent
Married	170	48.57	48.57
Unmarried	180	51.43	51.43
Total	350	100	100

Table 3: Profession of the respondents

Designation of Employee	Frequency	Percent	Valid percent
Officer	130	37.14	37.14
Customer relationship manager	120	34.28	34.28
Assistant level of employees	100	28.57	28.57
Total	350	100	100

Table 4: Result of multiple regression analysis: regressing EI variable against JS.

Variables	R	R^2	F-value	Sig
EI Elements	0.65	0.346	18.61	0

Table 5: Coefficient regression analysis

Variables	Beta Coefficient	T	Sig
Well-being	0.321	1.774	0
Self-control	0.231	2.301	0
Emotionality	0.177	2.021	0

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All women count, all humanity counts

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Introduction

From the earlier times, women and children have been mistreated throughout human history, as they are the most vulnerable and that left them open to societal bullying. They were even deprived from that which is rightfully theirs. Sadly we still live in a time where violence is used against women and misogyny continues to thrive.

The world has witnessed humiliation, degradation and simply rudeness in all walks of life. Forced displacement, strained immigration, war fleeing is a dominating theme globally, as there is no safe place anymore like that which could once be felt back in their homeland.

It is a labyrinthine process with dehumanizes, disempowers and damages on all levels. It could end fatally as it's a matter of life or death. It can lead to isolation, and precarious lives vulnerable to exploitation.

Homelessness, destitution, poverty, grief, health and mental health problems, persecution, imprisonment and eventually death. All are just traumatic experience with great impacts on the wellbeing of humans.

Marginalized people, especially women need to be able to plan for their future to look after themselves financially and waiting months or years for decisions and not knowing their future prevents them from getting on with their lives or going lonely somewhere else where the ymay be granted, shelter, a sanctuary or acitizenship - that only makes their situation even worse.

It is an abuse in itself to be putting anyone's life on hold, making someone feel bad and down, with the incremental physical and mental health impacts incurring furthers theie deterioration. It's well known scientifically that mental stress and mental torture with any related ongoing physical pain of any type would increase their torture, due to the result of emotional driven anxiety.

What we can see nowadays due to all that is only street people, destitution, homelessness and it deeply aches. All homeless people's health deteriorates eventually and a solution should be > mandated accordingly. No one deserves to live in denial with deprived basic human rights.

People did not choose their destiny in life and didn't make these choices and steps of moving to somewhere else, where they cannot afford to live with dignity and pride. On the contrary, they find themselves homeless, destitute, and additionally are not allowed to earn money as any civilized nationals, they have no access to healthcare, and have no safety or dignity unless they are already desperate. No one chooses to be in such situations or detained or live on the streets, (particularly women) if they did not already have no options at all.

It is a tragic reality by all means of the current modern world that nowadays people are being displaced forcefully everywhere and anywhere and all countries need to address it if the world is to keep functioning at least in a civilised fashion.

We all are world citizen with human rights no matter what, and rather than being helped, asylum seekers and refugees are physically and mentally harmed. A better solution is an immediate decision rather than harming people even more by imprisoning them, mortifying and degrading them. After all, detention is toxic in itself. It's a great torture with deep scars inside the aching soul. After all, safety and feeling secure is a right, not a privilege.

All governments have to come up with better and more humane policies ather than erratic policy. It should serve all humanity with equal fairness and parity. These people have committed no crimes at all, and they have already fled inhumane living conditions yet they are treated the same in the country they flee to or the place they were displaced from in their homeland. It is not justice. It is not ethical and it is not right. The world has to come up with proper civilised solutions, where people can feel protected, live in tranquility, and can function in a sensible and efficient mind and soul.

Detaining, discriminating and torturing them just increases the burden and makes their road to recovery even longer and more difficult and with an immense sense of guilt, depression inclination and even flashing out suicidal ideation. It's that which truly, really, deeply matters.

Women are so special, important and valuable, and they should stand by each other, and achieve together rather than be left alone in this, struggling battling long chaotic journey. A system in order and place should be implemented.

On the international women's day, women should demand fairness in everything with men, starting from simple equal salaries in appointed positions, all forms of harassment should not be tolerated and we should demand and call for freedom from persecution, fairness with equal rights and duties including rights to rightful inheritance. A women widowed with children to raise can face the situation of her husband's and her property going to a distant male relative. . Still yet in some communities like in the Arab world are not fulfilled and where women are still struggling for simple meaning of life and still lagging behind in the bottom of the ladder starting from her rights to have a say about her life, her education, driving a car, the way she like to dress, competing in sports, and leisure activities, and more crimes are committed and imposed when a young girl is not encouraged to finish her education and pushed only to marry anyone who comes along which exposes her to some heavy duties where she can't even decide nor negotiate, and in many instances she either ends up in depression or divorce and where her rights will be taken by different ways by her husband. Also, many women are taught and forced into early and arranged marriage.

Moreover in many cases currently rape is used as a tool or a weapon against a woman and rape is the most traumatic experience to any women, with a feeling of shame and guilt and associated in many instances with stigma to report it, and her family will demand her marrying the rapist (who commits the rape) to avoid the scandal and its consequences; also marrying someone that she dislikes, travelling with a male escort even if she was old enough to control her life and whereby her life is controlled, also women and heritage rights are controlled;, her rights to pass her nationality to her off spring, and all who are opposed to that call and attribute this to our Islam which is a complete accusation as for instance the prophet Mohamed before 1400 years had voted for women and all under Islam are just looked at as humans of work and devotion and not at gender and physical attributes.

Women should know their rights and fight for them, otherwise she will only be led and won't be able to have a say about her life and the way she likes to conduct it. Also women can call for her rights by the way she raises her children, by encouraging education and emphasising it as a mandatory issue for a better living with a bright future. After all, you can't have great future with ignorance and illiteracy.

Any civilized nation and its government should respect and advance human rights, including by advocating for gender equality.

All governments should invest in women particularly, by educating them, and the world will be much better with great hopes, dreams and dignity. Women need a better world to work and produce efficiently. Women as many think, are not created to be at home, like an appealing adornment, for leisure, for cleaning and washing up dishes, cooking, and just producing children. Women must aim to finish their education in order to change the world and their life to the best it can be.

Women should embrace their own power and utilize it to reach where she wants to reach and achievements in life as a sense for her wellbeing and satisfaction. Everyone has a yearning dream dwelling deep inside and should work on it to make it happen and see the light one day at the end of the tunnel.

Being educated is only a virtue if you use it to do virtuous things. After all, knowledge is power, enlightening, and frees all nations from the bounds of tyrants.

We will never change someone by breaking them down, only by building them up, by telling them that their lives will be immeasurably enriched by welcoming their rights. After all education, is merely inevitable as the colour of each one's skin.

Let's aim for the power of love to overcome the love of power, so the world will know peace. Let us all strive to be the best humans.

The language of depression

A mode of talking

A way of moving, sleeping, and an interaction to surroundings

A style of expression

A fashion of writing

A strong impact of pessimistic feeling

A linguistic diversity

A lexical miscellany

A different pattern of oneself

Unspoken words of loneliness, grieve and extreme sadness

Emotional unconstructive feeling

Dwelling in problems

Social seclusions

Magnitude of emptiness

Hollowness

Black and white vision

Absolutism tendency

Episodic unknown

Negativism and perfectionism

Social and self esteem anxiety

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Images also by Ebtisam Elghblawi

Depression

Depression

Depression