

# Predictors of Job Performance: Emotional Intelligence, Psychological Capital and Proactive Personality

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**Abstract:** *The achievement of a whole organization relies on the performance of the representatives and employers are always concerned with enhancing job performance of employees. In this time of globalization, organizations are utilizing trend setting innovations, to guarantee the general achievement, there is a desperate need of skilled workers. This paper explores the significance of individual factors as an antecedent to employee job performance. As past studies have discovered that high emotional intelligence decidedly influence workers' performance and psychological capital is a constructive mental condition of advancement that can be a predictor of wanted performance results while past investigations additionally analysed that self-started proactive behavior is increasingly important for better performance. Existing studies recognizes a need to investigate factors that can enhance job performance. Taking a clue from past researches, we propose an integrative framework connecting the three independent variables to dependent variable i.e. job performance. To get a more profound comprehension of the construct, we propose work engagement as a mediator that will clarify the relationship between emotional intelligence, psychological capital and proactive personality with the job performance. At the end, we presume that these three predictors, emotional intelligence, psychological capital and proactive personality are key variables that will help in better job performance of employees.*

**Index Terms:** *Psychological capital (psycap), Emotional Intelligence (EI), Job Performance (JP), Proactive Personality (PP), Work engagement (WE).*

## I. INTRODUCTION

For the economic development of a country, banking sector plays an important role. As far as Pakistan's economy is concerned, it is a mixed-economy with a well-developed banking industry that has been transformed from a dormant industry to a beneficial industry after privatization reforms in 1994, with an enduring growth rate, and the asset base has ascended to 15.5% in 2017 (Quarterly Performance Review of Banking Sector, 2017). Despite the fact that the banking sector is extending, the employees' job performance issues may break the development of this segment (Shaikh, Tunio, & Shah, 2017).

Employee job performance directly affect the performance

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of the bank (Shah & Hasnu, 2013). The banking sector in Pakistan is widening up exceptionally by adding more and more private banks since privatization. The management of the banks is adding more duties on the shoulders of the employees. Subsequently, employees are working under so much competition that can affect their job performance. In the present circumstance, the employees are struggling with their annual performance and accomplishing the set objectives by the banks. In this manner it is troublesome for bank management to keep up the employees and to develop the ability to perform better (Shaikh et al., 2017). It is necessary to understand that employees' better performance is important so that they can more readily deal with the changing circumstances.

Managers assess employees' performance every year to decide qualities, shortcomings and potential performance loopholes that assist in deciding the level of performance of every employee. There are various components that influence the job performance, a few issues are identified with employees' demeanors or and some are because of absence of expected abilities to successfully and proficiently perform tasks (Shaikh et al., 2017). As per a press report by Dawn (2017), Deputy Governor of State Bank of Pakistan underscored that banks should emphasized on the ranges of abilities of their staff to adequately react to the challenges of banking industry. He likewise underlined the need for a proactive workforce. Because of various factors particularly political instability, fear mongering and debasement has put forceful impacts on Pakistanis. These elements are likewise affecting employees of banking industry too. It is imperative for the employees to be confident, optimistic, hopeful and resilient to confront these difficulties. They should have the proactive approach to make the working environment suitable for them. Besides they ought to have compelling emotional abilities that can assist them coping with challenges of banking industry to improve their job performance. Furthermore feelings and emotions are the components that engraving each person. Emotions are important even at working environments and employees who can deal with their emotions, end up ready to get hold of positive thinking. Those employees who can deal with their emotions and others' emotions are called emotionally intelligent.

In addition, emotional intelligence is more important than intelligence as intelligence gets you hired while emotional intelligence gets you promoted (Goleman, 1995).

With the progression of innovation in the banking industry, intellectual and manual routine job has been changed. Such changes required some predefined abilities of EI (Alferaih, 2017). Furthermore, proactive employees have a creative methodology in enhancing the workplace, and this is fundamental to increase required results (AlShamsi, 2017). Besides, to achieve upper hand, psycap has turned into a primal key methodology (Sarwar, Nadeem, & Aftab, 2017). All the while, WE is critical for the general achievement in the banking sector of Pakistan (Iqbal, Shabbir, Zameer, Khan, & Sandhu, 2017). In the present situation, employees need to thoroughly consider how to cope with changing work environment. Consequently, current research intends to fill these gaps by proposing a conceptual framework by connecting EI, psycap, and PP to the JP of employees. Hence, WE is proposed as a mediator that will clarify the relationship between these factors.

Although a number of researches have been carried out on predictors of job performance (Campbell, 1990; Borman & Motowidlo, 1997; Ali, Garner & Magadely, 2011; Hassan, Malik, Hassnain, Faiz & Abbas, 2013; Shafiq 2014; Ashraf, Ashraf & Anam, 2015, Sarwar, Nadeem & Aftab, 2017,) yet, there is still a need to plug the literature gap that would eventually benefit employers how to enhance performance of the employee (Bodell, 2018, April 27; Iqbal et al., 2017).

## II. LITERATURE REVIEW

This area comprises of the extensive review of the variables of EI, psycap, PP, WE and JP. This segment covers significance of concepts by various analysts and researchers and how these variables add to the employee performance. It likewise incorporates past examinations that put light on the relationship of these variables with one another.

### A. Emotional Intelligence

The idea of EI was first presented Salovey and Mayer (1990). As indicated by them, EI is the capacity to watch ones' very own feelings and others and to utilize these feelings to manage others. This idea was promoted by Goleman (1995) with his book "Emotional Intelligence". This book pulled in numerous academicians and experts and owing to create interest in the research of EI. Goleman (1995) gave a reasonable distinction between intelligence and EI, as indicated by him these ideas are not same as intelligence centers around numerical, consistent, verbal and etymology measurements. While, EI is perceiving, understanding and dealing with possess' feelings and feelings of others. He additionally accentuated that learning and development assume a critical job in the advancement of EI.

From 1990 onwards researchers have said the significance of EI in mental capacity that empowers the person to consider emotions and the utilization of emotions judiciously to build up a superior thinking and reasoning process. This idea helped in reshaping individuals' observations about emotions

and their uses. This idea depends on the possibility that when individuals are great at comprehension, recognizing and dealing with their own feelings and they can more readily comprehend the feelings of other and this will help in building up a superior collaboration process that positively affects organizational and individual performance (Makkar & Basu, 2017). They trust that EI is reliant on mental ability. Then again, mixed models are viewed as less identified with psychological ability, and it is trusted that it incorporates some identity characteristics. By and large, EI comprises of four primary aptitudes. The first is the examination and observation of the emotions. The employees who have this expertise can evaluate and encounter the emotions precisely, it likewise requires the adaptability ability and appraising emotions of others, and appointing those emotions to any objective. The second one is the ability to bring emotions into considering. It tends to be taken as utilizing emotions to control the reasoning and thinking process and to concentrate. This expertise likewise includes the utilization of emotions in making judgements and articulations of emotions to some degree (Mayer, Salovey, Caruso, & Sitarenios, 2001). This ability helps the person about the suitable utilization of emotions in certain and comparable circumstances. The third expertise is the ability to comprehend and break down emotions, it includes the recognition of emotions and labelling these emotions appropriately. The last aptitude is control of emotions, it includes the alteration of negative emotions to positive. The people with this aptitude can saddle possess emotions and attempting to control constructive emotions in others (Mayer et al., 2001).

Working employees can upgrade their EI by expanding their level of thinking to improve job performance. The emotional thinking of employees will assist them with motivating each other to improve their work. The performance of the employees can be improved through at work and off the job trainings, as this help them in reshaping their work practices. Employees have different point of view on various demeanors, practices, articulations about the workplace. It is imperative for an employee to have essential skills and abilities to work (Akhtar, Boustani, Tsivrikos, & Chamorro-Premuzic, 2015). Adjustments in demeanors from an antagonistic to constructive methodology can help in accomplishing better performance results from an individual and organizational point of view. It's a simple thing to change or reshape the emotional capacities, yet it is maybe simplest for the individuals who have uplifting states of mind that can help in changing the negative demeanors. This is on the grounds that a positive personality helps in creating constructive reasoning and discernments. Hence, the positive mentalities help in improving employees' engagement and performance. Thus EI is necessary in reshaping the state of mind of the employees. It helps in creating constructive factors, work engagement, relational abilities, and higher level of job performance (Akhtar et al., 2015).



EI has far-flung consideration from multi-dimensional fields of HRM, Psychology and Organizational behavior throughout the previous three decades (Makkar & Basu, 2017). Despite the fact that the idea has been censured due to its imbrication to personality and cognition (Ybarra, Kross, & Sanchez-Burks, 2014). There are various empirical evidences which have demonstrated the uniqueness of EI and its positive impacts on employees and organization that are unique to personality and cognition (Castro, Gomes, & de Sousa, 2012; Ciarrochi, Chan, & Caputi, 2000; Mayer, Roberts, & Barsade, 2008). The different impacts of EI are enhancing job performance, employees with a high score on EI are better at job performance when contrasted with the employees who were satisfactorily at job performance have a normal EI score (Bozionelos & Singh, 2017). A positive relationship between EI and satisfaction has been appeared, no noteworthy gender contrasts have been recognized (Tagoe & Quarshie, 2017). It has been proposed there is a positive correlation between EI and social interaction and social support (Metaj-Macula, 2017). EI has a strong relationship with leadership (Koh & O'Higgins, 2018) while it has likewise been recognized that EI helps in improving employees' performance (Makkar & Basu, 2017).

## B. Psychological Capital

The concept of psycap was presented by Luthans (2002) utilizing Positive Organizational Behavior (POB's) criteria. POB is alluded to as the human qualities and mental limits that can be created and properly estimated for improvement and development in performance. (Luthans, 2002; Nelson & Cooper, 2007; Turner, Barling, & Zacharatos, 2002; Wright, 2003). The mix of resilience, hope, efficacy and optimism, symbolises psycap (Luthans, Avolio, Avey, & Norman, 2007; Luthans, Luthans, & Luthans, 2004)

Psycap is characterized as a positive mental condition of improvement of a person that qualifies optimism, hope, resilience and efficacy (Luthans et al., 2007). These are POB that assume an essential job in theoretical frameworks (Luthans, 2002; Luthans & Avolio, 2003; Luthans & Youssef, 2004; Youssef & Luthans, 2007). Luthans, Avolio, Walumbwa, and Li (2005, p. p.46) vied "psycap could be separated from human capital (what you know), social capital (your identity) and financial capital (what we have)". Monitoring and driving of HR require substantially more than basic positive thinking. As indicated by Luthans (2002), a move in concentrating more on positive qualities of individuals instead of their shortcomings after positive psychology movement has presented some new and inventive ideas that can help in adding to people's personal and professional life. These ideas are observed to be valuable in HR adequacy.

Luthans (2002) psycap is an incorporation of four positive psychological capacities as HERO; (Hope, Efficacy, Resilience and Optimism) because of their best fit in principle of POB grounded on estimation, improvement and performance criteria, among these optimism, hope and efficacy are proactive in nature then again, resilience is responsive and it happens after an occasion or a

circumstance. Besides, efficacy and hope are inner resources of individual while optimism and resilience are apparently arranged that are remotely inferable and vital to the inner resources. They additionally contended psycap as to positive advancement or development as who you seem to be and what you move toward becoming. Past researches proposed that psycap helps employees in the finishing of the task on time while employees were observed to be happy with their workplace (Sarwar et al., 2017). Baron, Franklin, and Hmieleski (2016) contended that psycap found to build prosperity by lessening apparent pressure. Moreover, a huge negative connection between Psychological capital and both occupation stress and nervousness is shown. It has been specified that higher psycap aided in giving better performance since employees saw that they have what it takes to accomplish an objective which is named as "self-efficacy", they feel themselves to be effective which is "optimism", they will work all the more energetically to enhance themselves to show signs of improvement in job which is named as "hope" and their steadiness in work brings "resilience" that will enhance their job performance (Sarwar et al., 2017).

Recently Luthans and Youssef-Morgan (2017) have presented better approaches for interceding the four components of HERO through gamification to train the workers. As indicated by them, positive games and persuasive recordings can help in expanding employees' commitment and performance by mounting psycap. It likewise helps in building up the job performance and satisfaction. Psycap measurements have been applied in all kind of organizations around the world including banks, franchises, production companies, police, aviation, shipping, cordiality, military, government, NGOs and others (Luthans & Youssef-Morgan, 2017). As indicated by them for viable usage of Psycap measurements, it is essential to care for the workplace from auspicious. Besides, they have recommended that as opposed to specialized trainings that are utilized to upgrade and create particular aptitudes and practices, psycap is utilized to advance positive thinking while at the same time supplanting the negative ones over the progression of time. PsyCap is useful in getting the coveted results if the employees are valued, remunerated, perceived, bolstered and genuinely treated. These effects can go past the workplace and have a dependable impacts on different spaces of life that prompts better job performance, a more elevated amount of individual prosperity, group adequacy, and even observed better results at family and network level. Psycap is a vital element that aides getting positive outcomes and positive change in employee performance (Luthans, Avey, Avolio, & Peterson, 2010).

## C. Proactive Personality

As indicated by Crant (2000), PP alludes to the inclination to step up and getting things going instead of changing in accordance with the circumstance and sitting tight to something to occur.

The proactive worker attempts to take a gander at inventive open doors by making a move to get advantage by actualizing new methodologies (Bateman & Crant, 1993). Independent of unforeseen limitations of the surroundings the PP gets positive changes. PP tends to examine for circumstances, demonstrate activity, make a move, and continue on until the point that they achieve conclusion by realizing change (Bateman & Crant, 1993). In actuality, non-proactive personalities won't be the shark to exploit the accessible possibilities (Bateman & Crant, 1993).

The process of proactivity happened at the organizational and group levels, in any case, it is likewise trusted that it is an individual factor. At workplace, the way to progress is the proper engagement of each member of the group to the outer condition (Bateman & Crant, 1993). The objective of the group is to draw in themselves in exercises that can impact the outside groups that are free of them, since one of the hierarchical strategies is the miners tend to discover openings, they are more centered around advancement and they require change, instead of the protectors who adjust in outer condition and they put more accentuation on the strength of the organization.

It has been specified in the writings of OB and Psychology research that the conduct of the individual is controlled inside and remotely, while the circumstances are subject to the people and people are reliant upon the circumstance (Jawahar & Liu, 2017). Then again, the scholars consider the individual and condition collaboration as a dynamic procedure. In this manner take note of that people and condition have effects on one another (Bateman & Crant, 1993). A few decades prior the specialists concentrated on POB, for example, proactivity at work helped in thriving the job performance. This subject has been prove as intriguing by its prevalence in OB (Jawahar & Liu, 2017). The idea depends on interactionist hypotheses in which the proactive is viewed as the person who can make his workplace (Bandura, 1977; Schneider, 1983). As per Jawahar and Liu (2017) a superior comprehension of PP is imperative to interface with job completion, job performance, and organizational performance. Besides, they recommended that WE helps in intervening the association with PP and JP. Tolentino et al. (2014) recommended that PP is an ability that causes the employees to take advantage and to impact their workplace. He additionally contended that PP don't latently respond to the natural controls. Moreover, PPs are by and large changing and activity situated, they are continually endeavoring to discover new open doors for upgrades and endeavor to make their very own condition as indicated by their profession prerequisites. This is the reason proactive people are more versatile and settled (Tolentino et al., 2014).

Workforce to be proactive, for any business, has turned into a need rather than decision (Bergeron, Schroeder, & Martinez, 2014). Studies have demonstrated that PP could be a decent indicator of another authoritative behavior, an investigation by Greguras and Diefendorff (2010) uncovered PP has a connection with the in role behavior and OCB which has three measurements of courtesy, sportsmanship and altruism. Crant (2000) recommended that PP positively

affects states of mind and practices of representatives in light of the fact that PP attempted to discover the earth to get open doors that are specifically identified with the group adequacy too. As per Uy, Chan, Sam, Ho, and Chernyshenko (2015), PP are generally more underscored on self-administration strategies; they will take an interest in creating practices that assist them in improving aptitudes that can light up their odds of employability. While these aptitudes are viewed as ideal for the associations' human capital advancement. With respect to as big five personality qualities are considered, openness has a few impacts on PP because these people need adapting new things to get understanding and subsequently make them versatile to nature (Crant, 2000). Extroversion is likewise identified with PP since they are exposed to working environment (Major, Turner, & Fletcher, 2006), but, extroverts are viewed as energetic and accomplishment arranged and they require a motivational and directed approach (Minbashian, Bright, & Bird, 2009).

### D. Work Engagement

WE is characterized as reining in of employees to the working environment by furnishing them with a domain where they can convey what needs be physically, mentally and sincerely at work (Kahn, 1990). Schaufeli and Bakker (2004) characterized WE as a delightful and positive perspective. On the off chance that this term is connected to working environment, it very well may be clarified as the relationship of positive sentiments towards the job and workplace (Macey & Schneider, 2008). The idea includes numerous implications and sub-measurements that are not restricted to authoritative duty, vigor, dedication, energy commitment, work inclusion and satisfaction just (Macey & Schneider, 2008). Concentrates on WE created from its total inverse idea of burnout (Schaufeli, Salanova, González-Romá, & Bakker, 2002).

The move of looked into center from burnout to WE was impacted by POB movement (Schaufeli et al., 2002). The idea of POB fixated on distinguishing and empowering the positive parts of people, putting more consideration on the qualities of the people as opposed to concentrating on the psychopathology and instabilities (Schaufeli et al., 2002). This move helped the scientist to put more consideration on the approaches to improve energy at work environments instead of the negative angles like burnout. WE is viewed as one of the fundamental factors that add to the general achievement of the work and to get upper hand (Bakker & Albrecht, 2018). Costa, Passos, and Bakker (2015) said that the explanation for the notoriety of WE is that it is a strong indicator of positive work outcomes, individual and group performance, besides the solid devotion of employees at work help them in enhancing job performance. Employees who are engaged have imaginative thoughts due to their receptiveness to encounters they can turn out to be great performers and creative workers (Gawke, Gorgievski, & Bakker, 2017; Orth and Volmer, 2017).



It has likewise been recognized that drew in specialists are extremely supportive to their peers, as a critical positive relationship has been found between WE and group performance (Costa et al., 2015; Tims et al., 2013). WE has seen a gradually expanding influence as it traverses starting with one employee then onto the next while working in a group task (Bakker et al., 2006; Gutermann, Willenbrock, Boer, Born, & Voelpel, 2017; Van Mierlo & Bakker, 2018). From organizational perspective it is important to know the changes in employees' engagement at work, yet it likewise essential to know the general levels of WE and do these fluctuating levels of engagement have any impacts on HR practices (Bakker & Albrecht, 2018). WE depends on the criteria of POB to get better employees' outcomes (Luthans, 2002). It is seen to be an imperative factor in the POB setting. As per Ashforth and Humphrey (1995) by putting resources into employees make them more engaged and enthusiastic to get positive results. Sonnentag (2017) contended that WE turned out amid work, and it can't be separated from individual to individual just or everyday occasion, except it changes from work assignments. Notwithstanding, Schaufeli et al. (2002) have given a far reaching meaning of WE that it is a relationship of the employee with the work that is described by devotion, vigor and absorption. Kahn (1990) has foregrounded the results of WE as the employees get themselves more connected to their work, they feel safe, and they have every accessible asset by the association to play out their work better. As indicated by Bakker, Demerouti, and Sanz-Vergel (2014) WE is amazingly attractive factor for both sort of organizations, i.e. open and private. It has been distinguished that engaged employees perform much better.

### E. Job Performance

JP being the striking fittingness, appropriateness and relevance is viewed as the behavioral result of the worker that exhibit positive states of mind and attitude at work (Ramawickrama, Opatha, & PushpaKumari, 2017). It has been characterized by various analysts in an assortment of measurements. Among these definitions, the most worthy definition is given by LAWLER III and Porter (1967) as JP is portrayed by capacities, abilities and endeavors of an employee in a workplace. Murphy (1989) proposed that JP should be estimated in personal conduct standards rather than results. Be that as it may; JP is alluded to as the immediate and backhanded commitment and contribution of an employee to organizational objectives (Borman & Brush, 1993).

Arulrajah, Opatha, and Nawaratne (2015) have characterized JP as it is a degree in which allotted duties and obligations are made into move, so the two criteria to quantify JP are the quality and amount of work in the meantime. In addition, Griffin, Neal, and Parker (2007) characterized it as the summation of an employee's conduct. JP is the key variable in organizational and industrial research. Borman and Brush (1993) proposed that JP is a multi-dimensional variable which contains contextual and task performance. They saw JP is the capacity to carry out activities that are formal, and workers need to fulfil the

assigned duties to add value to the organization by providing services to the administrations straightforwardly or by implication. For the immediate task performance, they clarified it as the practices of worker in production side, and aberrant or indirect tasks that are performed by administrators or staff. In this way, JP is considered to feature two imperative highlights of formally relegated assignments and the commitment to the specialized work. However, contextual performance is definitely not a solitary arrangement of practices as it is estimated by some different factors other than task performance. Task performance comprises of capacities and abilities while contextual performance comprises of task performance and other related components (Borman & Brush, 1993).

In the wake of taking a gander at these definitions by various researchers, JP was viewed as an individual abilities in organization, yet with the progression of time, the scientists put light on its linkage to organizational objectives. There are numerous variables that can help in deciding the level of the JP of the worker in an organization. Baytos and Kleiner (1995) proposed that productivity, punctuality, work performance and quality are the exact determinants of estimating JP of a worker. Borman and Brush (1993) contended that fair judgement, effective training, HR and productivity are the fitting measurements to gauge JP. Borman and Brush (1993) clarified that the behaviors of the workers, the results of the job and individual qualities of the workers are the correct measurements to gauge JP. While, Campbell, Campbell, and Chia (1998) turned out with the proposals that interdependency of the group and motivation are great indicators to improve performance. Working situations and businesses are of a dynamic sort, the estimation of JP of employees has been changed from customary approaches to new ways. As Griffin et al. (2007) have specified that there are two changes that have occurred the first is an expansion in interdependency and the second one is the vulnerability of working methodology. Similarly, the formal methods for JP measurement didn't consider every one of the practices and attitudes towards changing and questionable needs of current working frameworks. Despite the likenesses among culture and nature, people fluctuate from each other in visual angles, identities, attitudes and experiences encounters (Ramawickrama et al., 2017).

Indeed, JP is a standout amongst the most generally examined factors (Hafeez & Akbar, 2015). Various researches have taken JP as dependent and reliant variable (Hafeez & Akbar, 2015; Hettiararchchi & Jayarathna, 2014; Motlokoa, Sekantsi, & Monyolo, 2018; Muindi & K'Obonyo, 2015; Shaikh et al., 2017). As employees' JP has an immediate connection to the organizational performance (Hatane, 2015).

### III. CONCEPTUAL FRAMEWORK



## Predictors of Job Performance: Emotional Intelligence, Psychological Capital and Proactive Personality

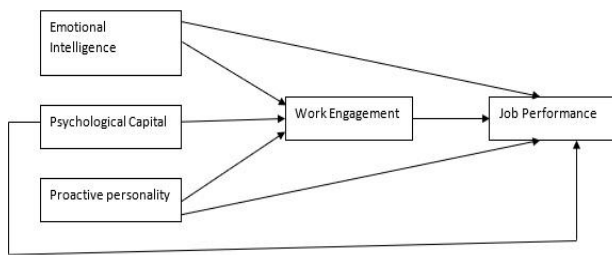


Fig. 1. Proposed conceptual framework connecting EI, Psycap, PP and WE to JP.

The association between EI and JP has been cited in a number of studies (Mohamad, & Jais, 2016; Pekaar, Linden, Bakker & Born 2017; Dhani, & Sharma, 2017; Bakker, & Born, 2017). Whereas diverse studies have revealed the relationship of EI to WE, the outcomes of these researches have put light on the significant positive relationship between EI and WE (Ravichandran, Arasu, & Kumar, 2011; Zhu, Liu, Guo, Zhao, & Lou, 2015). While different researches have also presented the positive relationship between psycap and JP ((Durrach, Al-Tobasi, A'aqoulah, & Ahmad, 2016; Luthans et al., 2010; Luthans et al., 2005). Additional studies emphasized the association of psycap to WE (Simons, & Buitendach, 2013; Costantini, De Paola, Ceschi, Sartori, Meneghini, & Di Fabio, 2017). A significant positive relationship has been revealed in two researches in PP and WE (Jawahar, & Liu, 2017; Josje et al., 2010). Studies have also shown PP, and JP are positively correlated (Thompson, 2005; Fuller, Hester, & Cox, 2010; Bakker, Tims, & Derks, 2012).

By integrating all these studies we came up on a conclusion that work engagement is the variable that can mediate the relationship among these variables. Work engagement has been enormously valuable in giving a solid hypothetical rationale of reasoning to the examination of interceding and intervening mechanism in the relationship among dispositional and relevant factors and work practices in the organizational setting (Karatepe & Aga, 2012; Li, Wang, Gao, & You, 2017; Sulea et al., 2012; Van Wingerden, Derks, & Bakker, 2017). In the EI-JP relationship, many intervening variables have just been inspected and observed to be noteworthy, including key attitudinal and perceptual factors, for example, job satisfaction (Greenidge, Devonish, & Alleyne, 2014) engagement coping and social support (Perera & DiGiacomo, 2015) and psychological wellbeing (Devonish, 2016), similarly in Psycap-JP relationship many mediating variables have been examined such as satisfaction (Durrach, Alhamoud, & Khan, 2016), work attitudes (Kappagoda, Othman, Fithri, & De Alwis, 2014) and work engagement (Alessandri, Consiglio, Luthans, & Borgogni, 2018). Likewise in PP-JP relationship, the mediator examined are; career satisfaction (Jawahar & Liu, 2017), job autonomy (Giebels, de Reuver, Rispens, & Ufkes, 2016) and work engagement and job crafting (Bakker, Tims, & Derks, 2012). However, the idea of work engagement has been given slightest consideration as an interceding variable among these factors. It is exceedingly alluring for contemporary private and government organizations to have engaged

employees since engagement has been appeared to concur with high level of performance and organizational citizenship behavior. Employees who are engaged with their work have elevated level of passion and are excited about their work, and are totally submerged in their work tasks, so EI, Psycap and proactivity can be more complete with the contribution of WE to quantify job performance. That is the reason current research has put work engagement as a mediator in conceptual framework.

## IV. CONCLUSION

Employee's job performance is considered as the basic factor of any organization. Thinking about the imperative viewpoints, the proposed framework will help in investigating the connections between EI, psycap, PP, work commitment and employment execution. Moreover, the examination will explore the reliant and autonomous factors among employees of Pakistani banks which is one of the essential segments of Pakistan economy. Conceptual framework of present study will help in clarifying that EI, psycap and PP via work engagement that will improve job performance of employees.

## V. LIMITATIONS AND RECOMMENDATIONS

The conceptual framework looks at minutely and interprets the connection between EI, psycap, PP, WE and JP. Still, after testing the relationships empirically, the framework will be of more value in future. Utilizing the survey technique by quantitative research approach will be proper for this research framework. The results can be analyzed using statistical softwares to get an insight of the strength of relationship between dependent and independent variables. In the given framework dimensions of EI, psycap, PP, work engagement and JP are not given, these confinements will be considered in future as these variables will be key endeavors to improve job performance.

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