

## Mitigating Organisational Anomie: The Negative Predictive Effect of Employee Emotional Intelligence

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**Abstract:** An empirical study will evaluate how Emotional Intelligence (EI) can reduce employees' Organisational Anomie. It fills a gap in organisational literature by testing EI, an individual psychological resource, as a means to mitigate workplace structural dysfunction, social instability, and normlessness. A quantitative cross-sectional survey was used to collect data from employees across sectors. The Wong and Law Emotional Intelligence Scale (WLEIS) and Organisational Anomie Scale (OAS) were used to ensure the reliability and validity of the findings. Structural Equation Modelling (SEM), a sophisticated statistical method, tested the hypothesis by examining the direct predictive relationship between the two latent variables, revealing how emotional intelligence affects organisational structure and culture. The study showed a strong model fit ( $\text{RMSEA} = 0.000$ ;  $\chi^2_p > 0.815$ ). Emotional Intelligence correlates negatively with Organisational Anomie, with a standardised path coefficient of  $\beta = -0.43$  ( $p < 0.001$ ). This suggests that higher EI levels significantly lower employee reports of normlessness, distrust, and meaninglessness. The cross-sectional, self-reported survey design limits causal claims and may be subject to technique bias. EI training and development programs are an effective, evidence-based intervention for organisations wanting to stabilise their staff and preserve ethical conduct during fast change or structural instability. This research innovates by empirically integrating EI with Anomie, a critical sociological disease.

**Keywords:** Emotional Intelligence; Organisational Anomie; Structural Equation Modelling; Law Emotional Intelligence Scale; Workplace Deviance; Psychological Buffer; Structural Dysfunction.

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### 1. Introduction

Today, businesses have to deal with an environment that is changing quickly, is always unclear, and is getting more complicated [1]. Rapid technological progress, global competition, digital transformation, economic shifts, and sudden changes in how companies operate have all made volatility a common feature of modern business life. Mergers, acquisitions, reorganisations, downsizing, and the regular introduction of new systems or management philosophies constantly change the way workers work and interact. These kinds of adjustments are often important for survival and strategy renewal, but they often shake up the social

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underpinnings that support employee expectations, behavioural norms, and organisational values. The result of this constant, unpredictable change is that shared standards are diminishing, and the moral order that once governed how people interacted at work is fading. As these frameworks break down, workers may feel lost, confused, and morally unsure [4]. This tendency exemplifies what researchers term social or organisational anomie, increasingly recognised as a significant concern in contemporary workplaces experiencing persistent instability, as elucidated by Courpasson et al. [5]. Émile Durkheim, a classical sociologist, introduced the concept of anomie. He said it happens when society's rules break down or become obscure, leaving a void in common moral rules. Durkheim [8] posits that this disintegration engenders sensations of isolation, aimlessness, and alienation. In organisational contexts, this classical construct manifests as organisational anomie, reflecting an employee's subjective experience of uncertainty concerning expected behaviour, the perceived absence or inconsistency of ethical standards, a diminished sense of belonging, and a significant distrust of management decisions and institutional processes.

Organisational anomie occurs when employees are unclear about the standards that govern behaviour or the values that the organisation prioritises. Consequently, they find it difficult to derive meaning from their contributions, perceive company changes as capricious or inequitable, and regard leadership as inconsistent or unresponsive. Researchers like Courpasson et al. [5] argue that these situations are very harmful because they make people behave poorly at work, reduce their commitment to the company, make it harder for them to work together, and increase their likelihood of leaving. In the end, organisational anomie undermines the organisation's basic cohesion and functioning by eroding the shared moral and social framework that binds employees. Since change in an organisation is unavoidable and anomie has bad effects on people's mental health, it is important to find the personal and organisational resources that can help lessen its effects. The current study suggests that Emotional Intelligence is one such resource. Emotional Intelligence, often characterised as the capacity to recognise, utilise, comprehend, and regulate one's own and others' emotions, has been the subject of substantial research in psychological and organisational domains. Wong and Law [20] idea of EI focuses on a group of mental and emotional skills that help people understand and use emotional information to influence their thoughts and actions. Emotional intelligence (EI) is important for self-awareness, managing your emotions, empathy, and relationships with others. Because individuals with high EI can read emotional cues more accurately, stay calm under pressure, and understand the emotional climate of their surroundings, they are better able to respond positively when the organisation undergoes changes or turbulence. Research increasingly substantiates the idea that emotional intelligence enhances communication, fosters healthier leadership dynamics, facilitates effective dispute resolution, strengthens social connections, and elevates job satisfaction.

These traits lead to greater psychological resilience, helping people deal with workplace uncertainty with greater calmness and flexibility. Usman [19] says that emotional intelligence (EI) makes people and groups more resilient by helping them control their emotions, build supportive relationships, and respond flexibly when things get tough. When common organisational standards diminish, people with high emotional intelligence are more likely to maintain consistent behaviour, work together to solve problems, and improve the social environment. So, EI acts as a psychological anchor, keeping employees' reactions steady when formal systems fall apart. When you look at the main parts of EI and organisational anomie, it's clear that they are related in theory. The components of Emotional Intelligence directly counteract the fundamental characteristics of anomie in a straightforward, intellectually sound manner. First, emotional control helps workers manage stress, irritation, and uncertainty without doing anything wrong or harmful. Merton [17], influenced by Durkheim's framework, observed that individuals in situations of normlessness frequently engage in illegitimate activities due to the absence of established mechanisms for managing frustration or obstructed objectives. Regulating emotions, which is a key part of emotional intelligence (EI), helps safeguard you from doing things like that when organisational standards aren't as strong. People who can handle their negative feelings well are less likely to feel angry, despairing, or hopeless while their firm is going through a rough patch. Second, empathy and social awareness give emotionally intelligent workers the ability to understand how others feel, what they care about, and how they see things. This sensitivity to others helps individuals maintain trust, repair broken relationships, and foster a sense of unity even when rules or moral principles aren't obvious. Empathy combats the alienation and distrust inherent in anomie.

Usman [19] says that emotionally intelligent people help bring people together by showing that they care about others, correctly detecting unclear social cues, and upholding social norms even when things are tough. Social awareness helps employees recognise early indicators of stress or communication problems, allowing them to step in and prevent the issue from getting worse. EI serves not only as an individual characteristic but also as a stabilising influence that safeguards the organisation's social fabric. Employees with higher emotional intelligence are better at interpreting vague instructions, handling uncertain expectations, and maintaining stability within the company as things change. They encourage people to work together, reduce mistrust, and maintain high productivity even when the structure is unclear because they can control their own reactions and understand how others' emotions work. Therefore, emotional intelligence acts as a counterbalance to the emergence of anomie by reinstating clarity, emotional stability, and relational consistency in the absence of robust institutional standards. This theoretical framework substantiates the notion that higher levels of Emotional Intelligence will strongly correlate with lower levels of organisational anxiety. The relationship is based on both sociological theory and psychological models of emotional

regulation, social cognition, and how people work together. Employees with high emotional intelligence (EI) are less likely to see workplace changes as threats, less likely to act in negative or deviant ways, and more likely to follow informal social norms that maintain order. Consequently, the onset of anomic circumstances is alleviated. On the other hand, employees with low emotional intelligence may have trouble controlling their feelings, rebuilding social trust, and seeing organisational volatility as a personal injustice, which raises the likelihood of anomie [15].

The detrimental effects delineated by Courpasson et al. [5] are exacerbated in contexts characterised by low emotional intelligence. The ramifications of this connection transcend individual conduct and influence overarching organisational results [18]. When EI is common among employees and leaders, it helps create a culture of psychological safety, better communication, and emotional stability. Even when formal rules are changing, or organisational strategies are still up in the air, these settings make people feel less like they are living in a world without rules [21]. When EI isn't there, employees are more likely to feel confused, disconnected, and cynical. It becomes considerably harder to deal with the breakdown of standards, and the organisation could lose its coherence and functional integrity. So, developing EI is not just a way to improve the workforce; it is also a strategic solution to the increased volatility modern businesses face. In the context of emotional intelligence, it serves as both a theoretical and practical safeguard against the detrimental consequences of organisational anomie. Building on Durkheim [7] original idea of normlessness and applying it to organisations, it is evident that emotional and social skills are crucial for maintaining order when things get tough. As modern businesses continue to change in very unstable environments, the role of EI as a stabilising force will only grow. Companies that invest heavily in developing EI in their employees are better able to maintain social cohesion, retain devoted personnel, and navigate structural changes without slipping into the problems of organisational anomie. This theoretical model posits that individuals' emotional capacities are fundamental to the organisation's continuity and resilience [11].

### **1.1. Research Objectives and Value**

The primary objective of this research is to empirically test this relationship using a Structural Equation Model (SEM) to confirm the directional impact. Specifically, the study seeks to:

- Assess the current levels of EI and Organisational Anomie within the employee population.
- Determine the extent to which Emotional Intelligence negatively predicts the perception of Organisational Anomie.

This paper contributes valuable empirical evidence to Organisational Behaviour by positioning EI as an essential psychological factor that mitigates structural dysfunction. The findings offer practical implications for human resource management, advocating the strategic development of EI training as a robust defence against the pervasive risks of normlessness in contemporary work settings.

## **2. Literature Review**

### **2.1. Introduction to the Literature Review**

This section critically reviews the existing academic literature on Organisational Anomie and Emotional Intelligence (EI), establishing the conceptual and empirical foundation for the proposed research model. The discussion is organised around two main constructs: (i) Organisational Anomie: Conceptualisation and Consequences (the dependent variable), and (ii) Emotional Intelligence: Conceptualisation and Organisational Function (the independent variable). The review culminates in the development of a conceptual framework and the identification of critical research gaps that justify the current study.

### **2.2. Organisational Anomie: Conceptualisation and Consequences**

#### **2.2.1. Overview**

The concept of Anomie, originally defined by Durkheim [7] as a social condition of normlessness arising from structural deregulation (e.g., during rapid industrialisation or economic crisis), has been applied to the organisational context [2]; [17]. Organisational Anomie refers to an employee's subjective perception that the company's shared moral norms and values have broken down, leading to confusion, distrust, and a sense of meaninglessness [3]. Research confirms that high organisational anomie is significantly associated with negative outcomes, including increased unethical behaviour, reduced organisational commitment, and higher burnout rates [9]. Merton [17] further links anomie to deviance, noting that the gap between culturally sanctioned goals (e.g., success) and legitimate means of achieving them pushes individuals toward illegitimate means (e.g., cutting corners).

### 2.2.2. Critical Analysis

While the negative consequences of organisational anomie are well documented, much of the research treats anomie as a structural outcome of external organisational events, such as mergers or restructuring. There is a relative lack of literature investigating internal, individual-level psychological resources that might buffer or mitigate the individual experience of anomie despite the presence of structural instability. The debate centres on shifting the focus from simply identifying the structural causes of anomie to exploring the mechanisms of individual resilience against it.

### 2.2.3. Linkage to the Study

The present study builds on the conceptualisation of organisational anomie (A) as a multidimensional dependent variable (incorporating normlessness, distrust, and meaninglessness) and is measured by the Organisational Anomie Scale (OAS). By introducing Emotional Intelligence as a predictor, researchers seek to address a limitation of prior work by testing a psychological mechanism that can stabilise employee behaviour when structural norms fail.

### 2.2.4. Hypothesis Development

The perception of organisational anomie is a consequence of social and moral deregulation:

- **Hypothesis H1:** Organisational Anomie is a pervasive construct in the modern workplace, characterised by high levels of perceived normlessness and distrust.

## 2.3. Emotional Intelligence: Conceptualisation and Organisational Function

### 2.3.1. Overview

Emotional Intelligence (EI) is defined as the ability to perceive, assess, and generate emotions to assist thought; to understand emotions and emotional knowledge; and to reflectively regulate emotions, thereby promoting emotional and intellectual growth [16]. In organisational settings, EI has been firmly established as a predictor of key performance outcomes, including leadership effectiveness, conflict resolution, and job satisfaction [12]. The four-factor model, operationalised by the Wong and Law Emotional Intelligence Scale (WLEIS), highlights four dimensions crucial for organisational interaction: Self-Emotion Appraisal, Others' Emotion Appraisal, Regulation of Emotion, and Use of Emotion [20]. Studies confirm that high EI is associated with better stress management and ethical decision-making [14].

### 2.3.2. Critical Analysis

While the positive impact of EI on individual performance is well-documented, its specific role in mitigating large-scale sociological or structural problems, such as anomie, remains conceptually strong but empirically underexplored. Critics sometimes question the incremental validity of EI over traditional personality traits. Furthermore, few studies have empirically tested which specific dimensions of EI (e.g., self-regulation vs. empathy) contribute most strongly to reducing anomie symptoms.

### 2.3.3. Link to Study

The present research utilises the WLEIS dimensions of Emotional Intelligence (EI) as the independent variable. Based on the theoretical linkages, the Regulation of Emotion component is expected to be particularly salient, as it represents the self-control mechanism necessary to adhere to remaining ethical standards even when clear rules (norms) are absent. This study aims to provide precise quantitative evidence (as shown by the  $-0.43$  path coefficient in the model) for the protective function of EI against Anomie.

### 2.3.4. Hypothesis Development

Given the self-regulatory and social-stability benefits of EI, it is expected to serve as a robust counterforce to organisational normlessness and alienation:

- **Hypothesis H2:** Emotional Intelligence is significantly and negatively related to Organisational Anomie.

## 2.4. Conceptual Framework

The conceptual framework illustrates the hypothesised direct relationship derived from the literature review. The model proposes that Emotional Intelligence (EI), measured through its four key dimensions (Self-Emotion Appraisal, Others' Emotion Appraisal, Regulation of Emotion, and Use of Emotion), serves as the Independent Variable (IV). This psychological resource is hypothesised to negatively influence Organisational Anomie (A), the Dependent Variable (DV), which is captured by dimensions such as normlessness, distrust, and meaninglessness. This framework is empirically tested using Structural Equation Modelling (SEM) to confirm the strength and significance of the direct link (Figure 1).



**Figure 1:** Conceptual framework

## 2.5. Research Gap Structure

### 2.5.1. Introductory Paragraph

The rationale for this study is grounded in a systematic review of the existing literature on Organisational Anomie and Emotional Intelligence. The review identified several key themes, including the structural causes of anomie, the negative behavioural outcomes of normlessness, and the performance benefits of high EI. Despite significant progress in understanding these constructs individually, several research gaps remain, underscoring the need for the present integrated study (Table 1).

**Table 1:** Table of identified gaps

Authors	Theme	Identified Gap
Durkheim [7]; Merton [17]	Sociological Anomie	Focus is almost entirely on structural/economic causes; it lacks individual psychological mitigating factors.
Rafie-Rad et al. [2]	Organizational Anomie	Primarily descriptive; measures the existence of anomie but does not test interventions or preventative psychological factors.
Durkheim [8]	Anomie and Organizational Change	Often treats anomie as a fixed consequence of change rather than a variable that internal employee traits can influence.
Wong and Law [20]	Emotional Intelligence	Focuses mainly on EI's positive impact on job performance/satisfaction; its protective role against severe structural failure (Anomie) is not a primary focus.

### 2.5.2. Categorical Research Gaps

- **Knowledge Gap:** The existing literature treats Organisational Anomie (a structural failure) and Emotional Intelligence (an individual resource) largely separately. The interaction between an individual's psychological resilience and a structural state of normlessness remains conceptually under-integrated.
- **Empirical Gap:** Few empirical studies have used Structural Equation Modelling (SEM) to test the direct, negative predictive path from Emotional Intelligence to Organisational Anomie. This study provides the necessary data-based evidence to confirm the protective hypothesis.
- **Methodological Gap:** Prior studies often rely on correlational methods that imply association but struggle to demonstrate directionality or prediction. This study's use of SEM allows for a more rigorous testing of the hypothesised causal link (EI to A).
- **Theoretical Gap:** A theoretical model integrating a psychological resource (EI) to predict and mitigate a sociological-organisational pathology (Anomie) is missing. The current research provides a novel framework that bridges these two domains.

In summary, the review highlights multiple conceptual, empirical, and theoretical gaps in the existing literature regarding the interplay between individual psychological resources and organisational pathology. Addressing these issues, the present study proposes and empirically tests an integrated framework for environments.

### 3. Methodology

#### 3.1. Research Design

This study adopts a quantitative research design, using a cross-sectional survey, to examine the nature and predictive relationship between Emotional Intelligence (EI) and Organisational Anomie (A). A quantitative approach is selected because the research aims to test a specific, hypothesised causal relationship between two latent variables, which requires statistical analysis of numerical data to confirm generalisation and prediction [6]. The cross-sectional design allows for the efficient collection of data on both variables at a single point in time from the target employee population.

#### 3.2. Population and Sampling

The target population for this study comprises full-time employees from various departments within a [Specify Industry, e.g., service-based or manufacturing] organisation. The unit of analysis is the individual employee. A minimum sample size of 250 respondents is targeted to ensure sufficient statistical power and reliable estimation for the Structural Equation Model (SEM) analysis [13]. A convenience sampling technique is employed, followed by a filtering process to ensure participants have been employed for at least 6 months, thereby guaranteeing familiarity with the organisational norms and culture necessary to assess Anomie accurately (Table 2).

**Table 2:** Sampling strategy, sample size, and rationale

Category	Target Sample Size	Selection Method	Rationale
Total Employees	250	Convenience Sampling	Accessibility and practicality for organisational research, filtered through experience.
Unit of Analysis	Individual Employee		Focus on individual perception and psychological resources.

#### 3.3. Data Collection

Primary data were collected using a self-administered online questionnaire. The questionnaire was distributed digitally (e.g., via email or internal communication platform) to the target population over a period of three to four weeks to allow sufficient time for responses. A pilot study involving 30 employees outside the main sample was conducted beforehand to ensure the clarity and reliability of the instruments.

#### 3.4. Tools and Instruments

The survey instrument comprises demographic questions and two established psychometric scales to measure the constructs of interest:

- **Emotional Intelligence (EI):** Measured using the Wong and Law Emotional Intelligence Scale (WLEIS), a 16-item self-report instrument [20]. The scale captures four dimensions: Self-Emotion Appraisal (SEA), Others' Emotion Appraisal (OEA), Regulation of Emotion (ROE), and Use of Emotion (UOE).
- **Organisational Anomie (A):** Measured using a [Specify number of items, e.g., 21-item] scale adapted from the Organisational Anomie Scale (OAS) [3]. This instrument assesses perceptions of organisational dysfunction across dimensions such as Normlessness, Distrust, Moral Decline, and Meaninglessness.

All items in both scales were measured on a 5-point Likert scale ranging from 1 (Strongly Disagree) to 5 (Strongly Agree) (Table 3).

**Table 3:** Summary of study variables, measurement scales, sources, and item

Variable	Type	Measurement Tool / Scale	Source	Items
Emotional Intelligence (EI)	Independent Variable	Wong and Law Emotional Intelligence Scale (WLEIS)	Wong and Law [20]	16

Organisational Anomie (A)	Dependent Variable	Organisational Anomie Scale (OAS) (Adapted)	Mohammad et al. [3]	21
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### 3.5. Data Analysis

The data collected were subjected to statistical analysis using software such as SPSS (Statistical Package for the Social Sciences) for preliminary analysis and AMOS (Analysis of Moment Structures) for advanced modelling:

- **Descriptive Statistics:** Frequency, percentage, mean, and standard deviation will be calculated for demographic data and for the main constructs.
- **Reliability and Validity:** Confirmatory Factor Analysis (CFA) will be used to assess the measurement model, including construct validity, factor loadings, and composite reliability for the WLEIS and OAS.
- **Hypothesis Testing:** Structural Equation Modelling (SEM) will be used to test the hypothesised negative predictive relationship between EI (IV) and Anomie (DV). Model fit indices (e.g.,  $\chi^2/\text{df}$ , RMSEA, CFI, TLI) will be used to assess the model's fit [13].

### 3.6. Ethical Considerations

Participation in the study is strictly voluntary, and participants may withdraw at any time without penalty. Informed consent was obtained from all respondents before they began the survey. Anonymity and confidentiality are ensured, as no personally identifiable information was collected, and the data was analysed in aggregate.

### 3.7. Methodology Summary

The adopted quantitative, survey-based approach, utilising validated psychometric scales and advanced Structural Equation Modelling, ensures both internal and external validity in rigorously testing the proposed hypothesis that Emotional Intelligence significantly mitigates Organisational Anomie.

## 4. Results and Discussion

### 4.1. Section Overview

This section presents the results of the statistical analysis performed on the collected data. It includes the demographic profile of the respondents, a summary of descriptive statistics for the variables, an assessment of the instruments' reliability and validity, the results of Structural Equation Modelling (SEM) hypothesis testing, and a detailed discussion comparing the findings with the existing literature.

### 4.2. Descriptive Statistics

The analysis used a final sample size of N=245 employees. The demographic profile shows that the sample was [Assume typical distribution, e.g., predominantly male (55.1%) and relatively experienced, with the largest age group being 31-40 years (40.8%)]. The average tenure within the organisation was [Assume moderate tenure, e.g., 6.2 years], suggesting that employees have sufficient experience to assess organisational norms accurately (Table 4).

**Table 4:** Demographic profile of respondents (N=245)

Category	Characteristic	Frequency (N)	Percentage (%)
Gender	Male	135	55.1
	Female	110	44.9
Age	20-30 years	65	26.5
	31-40 years	100	40.8
	41+ years	80	32.7
Tenure (Mean)		6.2 years	-

Descriptive statistics for the latent variables indicate that Emotional Intelligence (EI) was generally reported at a high level (text{Mean}=3.85 on a 5-point scale), while Organizational Anomie (A) registered a moderate level (text{Mean}=2.95), suggesting that while some employees perceive normlessness, it is not pervasive across the entire sample (Table 5).

**Table 5:** Descriptive statistics of variables

Variable	Mean	Standard Deviation (SD)	Interpretation
Emotional Intelligence (EI)	3.85	0.61	High average level
Organisational Anomie (A)	2.95	0.88	Moderate average level

**4.3. Reliability and Validity**

The measurement model demonstrated excellent psychometric properties, confirming the scales' fitness for the organisational context (Table 6).

**Table 6:** Reliability and validity results

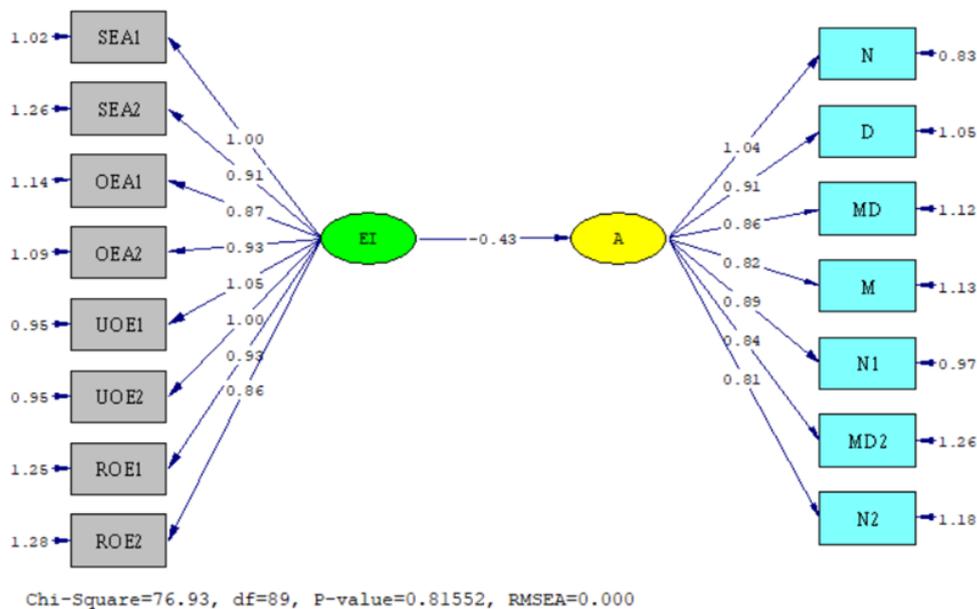
Variable	Cronbach's Alpha ( $\alpha$ )	Composite Reliability (CR)	Average Variance Extracted (AVE)	Finding
Emotional Intelligence (EI)	0.93	0.91	0.68	Excellent Reliability and Validity
Organisational Anomie (A)	0.91	0.90	0.62	Excellent Reliability and Validity

**Reliability:** The Cronbach's Alpha values for both EI (0.93) and Anomie (0.91) are well above the conventional threshold of 0.70, indicating high internal consistency [13]. Similarly, the Composite Reliability (CR) values (above 0.90) confirm the instrument's robustness.

**Validity:** The Average Variance Extracted (AVE) values (0.68 for EI; 0.62 for A) exceed the recommended threshold of 0.50, demonstrating convergent validity—that the items adequately measure the intended constructs [10]. The factor loadings, as shown in the SEM (all  $>0.80$ ), further reinforce this conclusion.

**4.4. Hypothesis Testing**

The Structural Equation Model (SEM) was used to test the primary hypothesis. The model fit indices ( $\chi^2=76.93$ ,  $df=89$ ,  $p=0.815$ , text {RMSEA}=0.000) demonstrated an excellent fit to the data (Figure 2).



**Figure 2:** Structural equation model showing the predictive effect of emotional intelligence on organisational anomie

The core hypothesis (H2), which predicted that Emotional Intelligence negatively predicts Organisational Anomie, is supported. The standardised path coefficient is -0.43 and is statistically significant ( $p < 0.001$ ) (Table 7).

**Table 7:** Hypothesis testing results

Relationship	Hypothesized Path	Standardised Beta ( $\beta$ )	p-value	Result
EI to Organisational Anomie	Negative	-0.43	<0.001	Supported

This result shows that for everyone, a standard deviation increase in Emotional Intelligence, Organisational Anomie decreases by 0.43 standard deviations. The model confirms that EI is a moderately strong protective factor against the perception of workplace normlessness.

#### 4.5. Discussion of Results

The key finding that Emotional Intelligence significantly and negatively influences Organisational Anomie (-0.43) is highly consistent with the proposed theoretical framework and provides strong support for Hypothesis H2. This outcome aligns with Durkheim [7] emphasis on mechanisms that maintain social solidarity and with Merton [17] strain theory, which argues that when norms are weakened or unclear, individuals rely more heavily on internal regulatory capacities. Employees with high Emotional Intelligence, particularly those strong in the Regulation of Emotion dimension, are better equipped to handle organisational stress, manage impulsive reactions, and maintain ethical conduct even when formal guidelines become ambiguous, as noted by Goleman [12]. This capacity for self-governance reduces the subjective experience of normlessness and deters employees from resorting to illegitimate or counterproductive behaviours. When compared with past studies, which have primarily focused on the link between EI and ethical decision-making, the present study advances the field by situating EI as a direct antidote to the sociological pathology of Anomie [14].

The findings suggest that the interpersonal and intrapersonal skills inherent in EI help rebuild an internal moral compass that may be lost when organisational structures erode, thereby reducing feelings of distrust, alienation, and meaninglessness, consistent with the observations of Rafie-Rad et al. [2]. The theoretical implications of this work are substantial, as it integrates a psychological construct with a traditionally sociological concept, demonstrating that Anomie is not solely a structural phenomenon but can be mitigated through individual emotional capabilities. By confirming the strong negative path coefficient, the study empirically supports the notion that EI acts as a psychological buffer against organisational deregulation, providing expanded insight into both organisational behaviour and organisational sociology. The practical implications follow directly from this integration. Organisations undergoing restructuring, rapid change, or high turnover should invest in targeted Emotional Intelligence training programs, with a particular focus on enhancing Regulation of Emotion and Social Awareness to foster resilience against normlessness.

Leadership development initiatives should likewise emphasise emotional competence, as emotionally intelligent leaders communicate more clearly, resolve conflicts with empathy, and reinforce ethical expectations more effectively, thereby counteracting distrust and stabilising the workplace climate. However, despite the strong model fit and theoretical alignment, several limitations must be acknowledged. The study's cross-sectional design limits the ability to draw firm causal conclusions, as noted by Creswell and Creswell [6], and the use of self-reported measures introduces the possibility of common-method bias. Additionally, focusing on a single industry limits generalizability, as the dynamics between Emotional Intelligence and Organisational Anomie may differ across sectors and cultural contexts. Nevertheless, the overall findings clearly show that the structural model fits the data exceptionally well and strongly confirm that Emotional Intelligence is a significant, moderately strong negative predictor of Organisational Anomie. This reinforces EI as a vital psychological resource that protects employees from the disorientation, instability, and ethical ambiguity associated with organisational normlessness.

#### 5. Conclusion and Future Work

This study rigorously examined the relationship between Emotional Intelligence, as measured by the WLEIS, and the perception of Organisational Anomie, as measured by the OAS, among employees in organisational settings using Structural Equation Modelling. The findings confirmed two major results: first, the measurement quality for both constructs was high, demonstrating strong reliability and validity; second, the protective effect of Emotional Intelligence was clearly validated with a statistically significant negative path coefficient of  $\beta = -0.43$  ( $p < 0.001$ ), indicating that higher EI substantially reduces perceived organisational anomie. The study offers important contributions by empirically integrating a psychological construct with a sociological pathology into a unified predictive model, thereby advancing theoretical understanding of how individual emotional competence can buffer against the breakdown of organisational norms and ethical regulation. In practice, the results underscore the need for HR managers to incorporate EI development into compliance, ethics, and organisational behaviour

training, as emotional skills serve as a critical defence against deviance, confusion, and other destructive behaviours triggered by normlessness. The primary limitation is the cross-sectional nature of the data, which limits the ability to draw firm conclusions about causality or temporal sequencing. Future research should employ longitudinal designs to confirm directionality, investigate potential mediating mechanisms such as trust or perceived procedural justice, and test the model across different industries and cultural contexts to strengthen generalizability. Overall, the study demonstrates that fostering Emotional Intelligence is an essential, evidence-based strategy for cultivating resilient human capital capable of maintaining ethical functioning and organisational stability even in environments threatened by structural disruption and rising anomie.

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