

# Role Of Emotional Intelligence Employment Engagement: An Empirical Study

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## Abstract

Employee engagement has long been recognized as one of the most crucial issues in the company. Organizations prioritize maintaining individuals with the skills and competencies required for development and sustainability while also energizing their workforce. Organizational communication and management techniques are only two aspects that impact the diverse idea of engagement. A manager's talent to keep workers motivated is emotional intelligence, which allows a leader to comprehend his and his team members' sentiments. Emotional intelligence refers to adaptive emotional functioning, including associated skills for perceiving, understanding, using, and emotion management among oneself and others. Researchers from various disciplines have examined emotional intelligence and discovered that the concept is linked to several things, including mental health, relationship happiness, and job success. The goal of the current study is to determine how employee emotional intelligence affects managers' emotional maturity and employee engagement. Sample of 196 respondents were surveyed to know the role and impact of emotional intelligence in employee engagement. It is found in the study that EI plays a significant role in employee engagement.

**Keywords:** Emotional Intelligence, Emotions, Happiness, Employee engagement, Job satisfaction, Job performance

## INTRODUCTION

In recent years, academics and business professionals have considered emotional intelligence (EI) important. In behavioural and management sciences, educationists have heavily disputed this personality-related issue. Both academic and corporate research has shown that EI is a significant human feature. Emotional intelligence is the ability to reflect on oneself and others' emotional expressions while understanding the distinctions between the two and taking these differences into account while regulating one's actions and thoughts. Although emotions and sentiments are a natural part of organizations, little study has been done on how they affect workers.

Rafiq et al., 2019 Found that scholars found that emotional intelligence and employee engagement have been among the most often studied subjects. Employee engagement gives a company a significant competitive advantage over its rivals and paves the way for success. Similarly, firms with dedicated and engaged staff will always have an advantage over the field since these staff members will be more motivated to work, and turnover rates will be meager. To maintain their working force's engagement and commitment without hesitation, every firm, regardless of differences in management styles, masses, and kinds, invests too much in applying such policies and incorporating them into their ideals. An environment that fosters engagement and encourages others to remain dedicated to their task is more productive.

Naz et al., 2019 said that Numerous scholars have been interested in the relationship between EI and performance. According to recent research, EI and outcomes connected to the workplace have a favourable relationship. According to academic research, people with high levels of EI benefit from their performance and interpersonal interactions, which in turn encourages practical results for job-related situations. According to research, emotionally intelligent people do well at work. It is also clear that a person's performance during an interview was exceptional because of their trait-based EI. EI improves people's contextual performance as well.

Regarding their decision-making, EI with EP. They emphasize that excellent performance is the result of excellent emotional performance. Additionally, the past study has suggested that those with greater levels of EI can identify and understand emotions in interpersonal interactions with coworkers, superiors, and clients. It needs emotional intelligence to react to people appropriately. Better emotion control promotes positive and beneficial professional relationships. These connections are essential and advantageous to their ability to function well at work. Employees require a range of leadership and management abilities to perform well at work. Several aspects of emotional intelligence (EI), such as

emotion evaluation and expression, emotion regulation, awareness of emotions, and emotion management, are crucial for exhibiting leadership abilities (Deshawn. 2015).

Chikobvu & Harunavamwe, (2022). Found that Globalization and modern technologies have brought the human race into a fast-paced, risky lifestyle. Work engagement at work is crucial since employment plays a significant role in a person's life. Employee engagement is a term that measures how content employees are with their jobs, the workplace, and the effectiveness of their performance levels. Employees with more involvement lead to more effective and productive workplaces than lower tiers of engagement do. Managers must consider employees' emotional maturity to maintain engaged staff members and prevent them from contracting disengagement illnesses. To be emotionally intelligent, one must be able to identify and comprehend these problems in companies. The growth of employees' empathy, sense of self, human emotion, creativity, tolerance, trust, and integrity is promoted. "This will enhance relationships within and outside the business and boost individual employee and team performance. Employee effectiveness and engagement are aided by emotional intelligence" (Mwangi, 2014).

Mwangi, 2014 said that If people cannot accurately analyze the environment in which they are functioning, they will not be able to respond or interact. Over a period of time the role and value of emotions, heart and soul has increase even for the companies working in financial space (Srivastav and Mittal, 2021). Because they have good self-awareness, emotionally intelligent people are considerably more aware of what is happening around them. People with vital emotional intelligence are motivated and have good feelings because they can control their emotions. Good affect experiences encourage people to spend more energy, which is crucial for the growth of positive work attitudes like work engagement.

## LITERATURE REVIEW

Alferaih, (2021). One aspect that has recently received much attention as a potential underlying quality of good leadership is the idea of emotional intelligence (EI). A group of skills known as emotional intelligence (EI) includes the ability to manage one's and other people's emotions. "It has been hypothesized that successful emotional management in leadership might affect how one handles individual needs, motivates employees, and affects how people feel at work." Today's practical leadership skills depend partly on emotional intelligence (EI) capabilities and emotional intelligence (EI) knowledge.

Singh, Mohsin, Shukla.2013 Stated that EE and EI are the most critical factors contributing to a company's success. Employee engagement will increase if they can recognize their own emotions and sentiments and are prepared to manage them effectively. People with high emotional intelligence (EI) demonstrate a significant level of dedication in the workplace as a result of their ability to control their emotions, which reduces their propensity to become involved in disputes, foster closer relationships with others, be cheery, and modify their aims to fit organizational objectives.

George et al., 2021 Found that EI influences a worker's involvement up to a certain point. EE may be achieved through creating a work atmosphere where pride and positive engagement are encouraged, leading to better employee and organizational performance. In the organizations under examination, EI and EE were both above average. EI and EE did have a moderately good significant association. Therefore, it is often assumed that an employee will be more engaged if he or she can understand and manage his or her moods or emotions.

Ojo, (2017). Low EE at work is one of the most alarming economic issues facing the globe now. The potential outcome of this phenomenon is a decline in staff productivity. Understanding the concept of employee job engagement, what it means for employees, and what it means for employers becomes essential. The outcomes of an employee's financial and non-financial efforts are displayed in terms of their success as individuals and organizations. Numerous studies demonstrate that emphasizing EE is crucial to improving employee performance.

The ability to recognize oneself and others' emotions and feelings, differentiate between them and utilize emotional knowledge to inform one's actions and thinking is "emotional intelligence" (EI). EI is an explicit skill that links a person's information processing with emotional processing. It essentially consists of a collection of traits related to emotional intelligence, such as the capacity to produce and manage one's own emotions, comprehends those of others, and successfully forge relationships with others. Emotional intelligence, emotional styles, traits, and conventional techniques of intelligence based on broad mental or academic abilities are not the same as emotions (Vratskikh et al., 2016).

SABIE et al., 2020 Found that Organizations require people who are committed to the jobs they are given if they are to succeed in a vibrant and challenging business climate. Any company's success depends on how devoted and engaged its workforce is. Every firm strives for the best performance possible, and the workers play a crucial role in making that happen. The achievement of the employee's peak performance is essential to the business's success. Employee engagement is the level of enthusiasm and dedication a worker has to his or her organizational structure. It quantifies how emotionally attached an individual is to their job, institution, and company. It positively impacts how willing they are to learn and perform at work. Employee productivity is directly impacted by employee engagement. "Emotional intelligence is the ability to understand emotions and use them to minimize stress, communicate properly, empathize with others, and handle conflict (EQ) ."Many aspects of an individual's everyday life are influenced by emotional intelligence, including their behavior and social interactions. A worker with vital emotional intelligence can control his or her impulses, successfully

interact with others, handle change, solve issues, and utilize humor to establish rapport in tense and challenging circumstances. The emotional intelligence concept is based on developing happier, more self-assured, and all-around workers who can help individuals succeed professionally and increase workforce engagement. Employee engagement is greatly influenced by one's capacity to manage their emotions as well as their capacity to influence the emotions of others successfully. When employees emotionally invest in a company, they are more motivated to strive for it. Their positive attitude significantly contributes to the organization's growth and productivity.

Shenaq, (2018). Found that An employee's perception of the workplace culture, which accounts for more than 70% of that perception, is directly influenced by their manager's emotional intelligence. He said that a boss with great emotional intelligence positively impacts worker morale. Psychological environment and leader emotional intelligence were significantly positively correlated. Employees that are engaged feel inspired to perform their best job. Therefore, managers must understand what drives each employee personally. Several studies have shown that a manager's emotional intelligence could impact the emotional intelligence of his or her employees. An emotionally aware supervisor who can naturally drive his employees to work can favorably engage the workforce. The link between leadership practices and leaders' emotional intelligence was examined, and it was discovered that the two variables were positively related.

Relationships and leadership are crucial for a business to succeed. Recent studies on the link between employee happiness and work performance indicate that employees' relationship with the organization's leaders is the single most significant factor in determining their emotions of engagement, empowerment, and contentment. The relationship between employee engagement and satisfaction and especially effectiveness, including client satisfaction, revenue, productivity, employee turnover, and accidents, was recently examined in a meta-analysis of over 7,939 business units across 38 organizations.

Ali Ismail et al., 2022 Found that In recent years, it has been discovered that the ideas of emotional intelligence and job engagement have attracted much interest in both academia and the popular business press. As a result, the connection between each notion and organizational outcomes and leadership effectiveness has received much attention. Notably, there have been disagreements among academics over defining and analyzing emotional intelligence and whether it is a distinct form of intelligence or merely another method of evaluating personality traits. More importantly, despite not having as much research on it as emotional intelligence, work engagement is said to have little agreement among academics and business consultants regarding its construct and definition. It has come under fire for failing to differentiate itself from related concepts like job satisfaction and flow.

(Sarangi & Vats, 2015) In contrast to well-established ideas like job participation, job satisfaction, flow, and organizational commitment, the idea of work engagement has come under fire. Even though each of these ideas is comparable to work engagement, it can be argued that work engagement provides benefits that go above and beyond these ideas by providing a fresh viewpoint on people's dedication to their jobs. Research on job engagement and emotional intelligence are starting to argue that these ideas are connected to improving personnel, leadership, and organizational performance.

(Zhu et al., 2015) Performance is now a crucial factor in determining an organization's success. The connection between an organization and its personnel impacts organizational performance in the public sector. This emphasizes how scientific research is increasingly looking at emotional intelligence concerning organizational behavior. Therefore, emotional maturity aims to strengthen, develop, and improve this relationship. The ability to reflect on, recognize, and use one's feelings and emotions, as well as those of people around you, to support one's views and actions is referred to as emotional intelligence.

Emotions play a vital role in an employee's life and influence their behaviour and dedication at work, which affects our psychological perceptions of wellness. Self-awareness, self-motivation, emotional restraint, relationship management, empathy, and other abilities are all components of emotional intelligence. Corporate involvement and work happiness were the primary outcome factors. Employee contentment, engagement, and emotional intelligence are beneficial—the link between organizational loyalty and emotional intelligence. Because employees may have a strong relationship, great emotional intelligence adds to the good feelings and moods that result in a high level of corporate engagement.

## OBJECTIVE OF THE STUDY

1. To know the role and impact of Emotional Intelligence in Employment Engagement.

## RESEARCH METHODOLOGY

Sample of 196 respondents were surveyed to know the role and impact of emotional intelligence in employee engagement. A structured questionnaire was used for the survey which is particularly designed for this study. Random sampling method was used to collect the primary data of this empirical study. Mean and t-test was applied for data evaluation to get the end results of analysis.

## FINDINGS OF THE STUDY

Table below is representing basic information of the respondents which shows that 54.1% are male and 45.6% are female. Among them 31.6% are below 35 years of age, 40.3% are from the age group of 35-41 years and rest 28.1% are above 41 years of age. 37.2% of the respondents are postgraduates and above, 41.3% are having technical degrees and rest 21.5%

are having some other educational qualification. The table also shows that 36.2% of the respondents are working as team leaders in their company, 34.7% are managers, 21.4% are working as HR managers and rest 7.6% are working on some other positions in their respective organizations.

**Table 1** Basic Information of the Respondents

Variables	Respondents	Percentage
<b>Gender</b>		
Male	106	54.1
Female	90	45.9
<b>Total</b>	<b>196</b>	<b>100</b>
<b>Age profile</b>		
Below 35 yrs	62	31.6
35-41 yrs	79	40.3
Above 41 yrs	55	28.1
<b>Total</b>	<b>196</b>	<b>100</b>
<b>Educational qualification</b>		
Post-graduation & below	73	37.2
Technical Degree	81	41.3
Others	42	21.5
<b>Total</b>	<b>196</b>	<b>100</b>
<b>Designation</b>		
Team leaders	71	36.2
Managers	68	34.7
HR managers	42	21.4
Others	15	7.6
<b>Total</b>	<b>196</b>	<b>100</b>

**Table 2** Role of Emotional Intelligence in Employment Engagement

S. No.	Statements	Mean value	t value	Sig.
1.	Emotional Intelligence (EI) allows a leader to understand the feelings and views of his team members	3.70	2.849	0.002
2.	EI encourages practical results for job-related situations	3.65	2.150	0.016
3.	EI improves contextual performance of the employees	3.83	4.806	0.000
4.	EI help to identify and understand emotions in interpersonal interactions with co-workers, seniors, and clients	3.69	2.711	0.004
5.	EI promotes positive and beneficial professional relationships	3.71	3.046	0.001
6.	EI like emotion evaluation, expression and regulation, awareness of emotions, and emotion management, are very important for the leader	3.62	1.711	0.044
7.	EI helps in self-awareness, self-motivation and emotional limitation in an employee	3.65	2.159	0.016
8.	EI demonstrate a significant level of dedication in the workplace through emotion control, relationship fostering and changing aims to fit organizational goals	3.72	3.181	0.001
9.	EI helps to link person's information processing with emotional processing	3.61	1.571	0.059
10.	EI help to understand emotions and use them to minimize stress, communicate properly, empathize with others, and handle conflict	3.74	3.488	0.000

Table 2 is demonstrating role of Emotional Intelligence in Employment Engagement. The respondent says that EI improves contextual performance of the employees with mean value 3.83, EI help to understand emotions and use them to minimize stress, communicate properly, empathize with others, and handle conflict with mean value 3.74 and EI demonstrate a significant level of dedication in the workplace through emotion control, relationship fostering and changing aims to fit organizational goals with mean value 3.72. EI promotes positive and beneficial professional relationships with mean value 3.71, Emotional Intelligence (EI) allows a leader to understand the feelings and views of his team members with mean value 3.70 and EI help to identify and understand emotions in interpersonal interactions with co-workers, seniors, and clients with mean value 3.69. EI encourages practical results for job-related situations and EI helps in self-awareness, self-motivation and emotional limitation in an employee sharing common mean value 3.65. It is also found that EI like emotion evaluation, expression and regulation, awareness of emotions, and emotion management, are very important for the leader with mean value 3.62 and EI helps to link person's information processing with emotional processing with mean value 3.61. It is observed that all the statements are having significant value (0.05) under significant column.

## CONCLUSION

EI significantly expands the corpus of knowledge already known about JP and JS in public sector organizations. By confirming how EI influences JP and JS and providing confidence in its capacity to forecast JP and JS in the public sector, the current study makes an excellent contribution to earlier studies. EI is a skill that can be learned and improved by repetition. It is well established that putting HR practices into practice improves organizational results. Therefore, it is anticipated that adding approaches designed to promote EI will lead to greater JS and JP of people and improve the entire

firm's performance. The mission of the Ministry of Higher Education is to develop "an educational system based on 'Excellence,' powered by its human resources, devoted to high standards and social values contributing to the nation's wealth in a global 'Knowledge Economy.'" The quality of JU services may increase if JP and JS levels among university staff members are raised. Such effects are significant for Jordan, a country that relies on its educated population for economic success.

The study had explores some of the important roles of “emotional intelligence in employee engagement” such as EI improves contextual performance of the employees, help to understand emotions and use them to minimize stress, communicate properly, empathize with others, and handle conflict, demonstrate a significant level of dedication in the workplace through emotion control, relationship fostering and changing aims to fit organizational goals, promotes positive and beneficial professional relationships and allows a leader to understand the feelings and views of his team members. The study concludes that EI plays a significant role in employee engagement.

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