

## RELATIONSHIP BETWEEN EMOTIONAL INTELLIGENCE AND EMPLOYEE ENGAGEMENT A STUDY OF LEADING PRINTING PRESS IN NCR

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### ABSTRACT

In Current era of of cut to cut competition, it has become very important for organizations to grow, develop and engage their talents in the best possible manner. Employee engagement can be defined as the degree to which a person is emotionally attached with the organization. Recent researches indicate that emotional intelligence has a strong impact on the engagement level of employees. Therefore, nowadays organizations are focusing on measuring the emotional intelligence of employees during hiring and selection process to determine the best role fit and attitude of employees. The purpose of the study was to know the relationship between emotional intelligence, the individual relationships between the dimensions of emotional intelligence viz. well-being, self control, emotionality, sociability with the employee engagement and also to know impact of emotional intelligence on employee engagement in the field of higher education in National Capital Region (NCR) in India. The study revealed that there exists a moderate but positive and significant relationship between emotional intelligence and employee engagement. It was also found that there exist positive but insignificant relationship amongst various dimensions of emotional intelligence and employee engagement except well being. Since, apart from emotional intelligence, there are various other factors which effect employee engagement, this study leaves a scope for further research in terms of exploring these factors.

**Keyword:** emotional intelligence, Employee, Employee Engagement,

### INTRODUCTION

In order to be successful in a dynamic and competitive business environment, organizations need to have those employees who are dedicated towards their job assigned to them. The success of any enterprise depends on its engaged and committed employees. Every organization is having an objective towards optimum performance and the employees are the key in achieving that. It is essential that the employee's performance should reach optimality for the success of the organization. Employee engagement is the degree of devotion and commitment a worker has towards his or her organizational system. It is a measurable level of an employee's positive or negative emotional attachment to their job, colleges and organization which positively influences their willingness to learn & perform at work. Employee engagement has direct impact on the employee's productivity.

Emotional intelligence (EQ) is the ability to identify, use, understand, and manage emotions in positive ways to relieve stress, communicate effectively, empathize with others, overcome challenges, and handling conflict. Emotional intelligence impacts individual's daily life in many ways, such as the way one behave and the way one interact with others. An employee with high emotional intelligence can manage his or her own impulses, communicate with others effectively, manage

change well, solve problems, and use humor to build rapport in tense and difficult situations. Behind the emotional intelligence model is the theory that personal improvement will lead to professional success and enhanced workforce engagement through building happy, self-confident and well-rounded employees. Ability to control one's emotions and the ability to positively manipulate other people's emotions play a key role in employee engagement. When employees are emotionally engaged, they feel a sense of pride in their organization and become motivated to work for it. Their positive energy becomes instrumental in enhancing growth and productivity of the organization.

## **REVIEW OF LITERATURE**

Greenberg (2009) believed that employee engagement is a higher level of commitment and involvement an employee has towards their organization and its value. In either case engaged employees are more than committed to organizational mission, vision and tries to add value to organizational processes. It is not just satisfaction of an employee to work at the assigned job but willingness to exceed expectation of employers and customers through their attitude and behavior. Schaufeli, et al. (2002) defined engagement "as a positive fulfilling, work related state of mind that is characterized by Vigor, dedication and absorption". The research conducted by Gallop helps to confirm that engaged workers help to promote good business results. According to Kahn (1990), engagement means to be psychologically as well as physically present when occupying and performing an organisational role. Masterangelo (2009), defines engagement as being comprised as both "micro level" elements (personal growth, perception of supervisor, performance feedback) and "macro level" element (company leadership, honest communication, belief in future company success) and further that engagement is found in employees minds, hearts and hands. Gallup inc. (2010) asserts that his research indicates that increasing employee engagement at a company will result in positive correlation with key business performance metrics.

Emotional Intelligence became a popular topic in the business world because researches supported that individuals who possessed a higher level of emotional intelligence helped to positively impact business performance. Emotional Intelligence relates to how individuals handle themselves emotionally (Goleman, 2006). Salovey and Mayer (1990) defined emotional intelligence as "a form of intelligence that involves the ability to monitor one's own and others' feelings and emotions, to discriminate among them and to use this information to guide one's thinking and actions. Joseph and Newman (2010) define emotional intelligence somewhat disparagingly as "(a) ability to perform emotional tasks, and (b) a grab-bag of everything that is not cognitive ability". Goleman (1996) asserts that his research indicates that a worker's level of emotional intelligence is strongly correlated with job performance. According to Davidson and Begley (2012), emotions are frequently associated with the self side of humanness. Emotions help to bring purpose and fulfillment to lives of individuals and help them to appreciate one another. Momeni (2009) asserted that more than 70% of an employee's view of the organizational climate of a company directly results from their manager's emotional intelligence. He also suggested that a manager with high level of emotional intelligence positively affected employee morals. Klem and Schechter (2008) emphasized that there was significant positive relationship between leader emotional intelligence and psychological climate. Engaged employees feel motivated to do their best work and therefore it is important that managers understand what motivates his or her workers individually. Various researches also suggested that that emotional intelligence of a manager could have an effect on his or her worker's emotional intelligence. Workers can be

positively engaged with a manager who is emotionally intelligent and he can intrinsically get his workers motivated at work place. Llorens & Bakker Solanova, (2006) found a positive relationship between employee engagement and leader's emotional intelligence in a study of the Spanish and Dutch workers. Anand&UdaySuriyan, (2010), studied the relationship between leadership practices and the emotional intelligence of leaders and found a positive relationship between the constructs.

## **OBJECTIVES AND HYPOTHESIS OF THE STUDY**

**This study examines the following:**

1. To study the emotional intelligence level of the employees in the organization.
2. To study the engagement level of the employees in the organization.
3. To study the relationship between Emotional Intelligence and Employee Engagement.
4. To study the relationship among various dimensions of emotional intelligence (Well-being, Self control, Emotionality and sociability) and employee engagement.
5. To study the impact of Emotional Intelligence on the Employee Engagement.

**Based on above objectives following hypothesis have been formulated:**

**H01:** There is no significant relationship between emotional intelligence and employee engagement.

**H02:** There is no significant relationship between Well-being and Employee engagement.

**H03:** There is no significant relationship between Self control and Employee engagement. **H04:**

There is no significant relationship between Emotionality and Employee engagement. **H05:** There is no significant relationship between Sociability and Employee engagement.

## **RESEARCH METHODOLOGY**

This research is empirical in nature. The research was conducted amongst the employees of one of the leading printing press located in the National Capital Region (NCR) with a sample size of 80 respondents in the year 2013. The rationale behind selecting a single organization was to minimize the impact of variables like organization culture, general working conditions, management policies etc on the employee engagement. 140 employees were asked to participate in the survey and questionnaires were handed over to them manually. From the target sample, 80 (N= 80) of them responded and returned questionnaires. The selection of the sample was done based on convenience sampling method. Out of 80 respondents, 82 percent were male and 12 percent were female. Two standardized questionnaires have been used to gather information for this study. The independent variables was emotional intelligence as measured by Pertrides and Furnham (2006) questionnaire. The dependent variable was a composite employee engagement score as measured by the Utrecht Work Engagement Scale (Schaufeli& Bakker, 2003). First data was analyzed through SPSS based on mean weighted scores to assess emotional intelligence and engagement level of employees. To test the third and fourth objectives and various hypotheses Pearson correlation analysis was used. For fifth objective, multiple regression technique was used.

## **MEASURES**

**In accordance with the objective of the study, two standard questionnaires were utilized namely:**

1. Employee engagement (EE) was measured using the Utrecht Work Engagement Scale (UWES) developed by Schaufeli and Bakker (2003). It contains 17 items and has three dimensions: Vigor, dedication and absorption. Six items represent vigor and absorption each and remaining five

items focus on dedication. This 17 item scale uses 7 point Likert scale ranging from 0-6 (0= Never, 1= Almost Never, 2= Rarely, 3= Sometimes, 4= Often, 5= Very Often, 6= Always).

2. Emotional intelligence was measured by a scale developed by Pertrides and Furnham (2006) named Trait emotional intelligence (Short Form) which is based on full form of TEIQue was used. It was designed to measure global trait emotional intelligence. This Trait emotional intelligence Questionnaire focuses on 15 facets: adaptability, assertiveness, emotion perception (self and others), emotion expression, emotion management (others), emotion regulation, impulsiveness, relationships, self-esteem, self-motivation, social awareness, stress management, trait empathy, trait happiness and trait optimism. All these facets scores are combined to give overall EI score. These facets are organized under four factors: well-being, self-control, emotionality and sociability. It contains total 30 items and two items represent one facet. This scale uses 7 point Likert scale ranging from 1-7 (1= Strongly Disagree, 2 = Disagree, 3 = Somewhat Disagree, 4 = Neither Agree nor Disagree, 5 = Somewhat Agree, 6 = Agree, 7 = Strongly Agree.).

## **RESULTS AND ANALYSIS**

The Emotional Intelligence Level of Employees in the Organization The average score of employee emotional intelligence was found to be 4.87, which indicates the existence of above average level of emotional intelligence for the employees in the organizations under study. Out of the four dimensions, well being was found to have the highest average mean score of 5.34, followed by sociability with average mean score of 4.84 and emotionality score of 4.65 and then self control score of 4.46.

The Engagement Level of Employees in the Organization

The average score of employee engagement was found to be 4.72, which indicates the existence of a considerable (above average) level of engagement for the employees in the organizations under study. That reflects that employees of the organization are engaged. They have adopted good approach towards their work which is actually creating friendly environment in the organization. However there is substantial scope for improvement. Out of the three dimensions, dedication was found to have the highest average mean score of 5.08, followed by vigor with average mean score of 4.68 and then absorption score of 4.46

### **Relationship between Emotional Intelligence and Employee Engagement**

The third objective was to study the relationship between Emotional Intelligence and Employee Engagement. The following hypothesis was formulated on the basis of this objective.

**H01:** There is no significant relationship between Emotional Intelligence and Employee Engagement. In order to examine the relationship between emotional intelligence and employee engagement, statistical tool of Pearson correlation has been used. Pearson correlation signifies the magnitude and direction of relationship between two variables. Its value lies between 0 to 1, if the value of coefficient of correlation comes out to be near to 1 it will signify a strong relationship between the variables and if it is close to 0 it signifies a weak relationship.

The relationship between emotional intelligence and employee engagement. Here, the correlation coefficient comes out to be .399 ( $r = .399$ ) and the significance level is .011 ( $p = .011$ ) which shows that there is a significant positive and moderate correlation between emotional intelligence and employee engagement. Hence, null hypothesis ( $H_0$ ) is rejected as this relationship is significant ( $p < .05$ ). This indicates that the employees with higher level of emotional intelligence will be more engaged in the organization and vice-versa. Management of emotions can be a reason behind it. An employee who is emotionally intelligent will have more control over his/her emotions, will deal

positively with all kind of people and situations, perform better, will be more satisfaction with his job which will ultimately lead to higher engagement level.

The fourth objective was to study the relationship among various dimensions of emotional intelligence (Well-being, Self control, Emotionality and sociability) and employee engagement.

Next four hypothesis were tested to fulfill this objective the relationship between well-being and employee engagement, the correlation coefficient came out to be .340 ( $r=.340$ ) with the significance level of .032 ( $p=.032$ ).

Hence null hypothesis can be rejected. This shows that there is a moderate but positive and significant relationship between well being and employee engagement.

**H03:** There is no significant relationship between Self control and Employee Engagement. Analysis of the relationship between self control and employee engagement can be done. The correlation coefficient came out to be .015 ( $r=.015$ ) with the significance level of .928 ( $p=.928$ ). Hence, null hypothesis can be accepted. So, it can be concluded that there is no relationship between these two variables.

**H04:** There is no significant relationship between Emotionality and Employee Engagement. Correlation coefficient came out to be .133 ( $r=.133$ ) with a significant level of .413 ( $p=.413$ ) in case of relationship between emotionality and employee engagement. Hence, the null hypothesis can be accepted. This shows that there is a positive but low and insignificant relationship between these emotionality and employee engagement.

## THE IMPACT OF EMOTIONAL INTELLIGENCE ON EMPLOYEE ENGAGEMENT

To know the impact of emotional intelligence on employee engagement multiple regression method was applied between emotional intelligence scores and employee engagement scores of the respondents.

The Regression Model Summary.

R, R Square, Adjusted R Square, and the standard error. R is the multiple correlation coefficient, is the correlation between the observed and predicted values of the dependent variables. In the model, the R value of .399 indicates the moderate relationship between emotional intelligence and employee engagement. R squared value of .159 (15%) indicates the proportion of variation in the dependent variable explained by the regression model. The R square moderate values indicate that the model fit the data satisfactorily. Adjusted R squared value of .137 attempts to correct R squared to more closely reflect the goodness of fit of the model in the population. The Unstandardized coefficients are the coefficients of the estimated regression model. The tstatistics can help to determine the relative importance of each variable in the model. ANOVA tells that the overall model is significant as  $F=7.175$  and  $p=.011$ . So, the individual variable i.e. emotional intelligence have a significant relationship with the dependent variable i.e. employee engagement. Coefficients tell the unique effect size for the variable. In the table 8, Independent variable uniquely predicts the value of dependent variable. Emotional Intelligence,  $\beta=0.621$ ,  $p=0.011$

## MODEL

Employee Engagement = 1.695 +.621 (Emotional Intelligence), the coefficient of determination, ( $R^2$ ) = .159. This implies that 15.9% of the variation in the employee engagement of employees is explained by their emotional intelligence only.

## **CONCLUSION**

Employees are the valuable assets of any organization. The study was carried to examine the relationship and the impact of Emotional Intelligence and its various dimensions on engagement level of employees. The results of the study proved that both emotional intelligence and employee engagement in the organizations under study were more than average level. The moderate, positive but significant relationship was found between emotional intelligence and employee engagement. So it can be interpreted that if an employee can understand and manage his/her emotions well then he/she can be more engaged. The correlation analysis of the study variables revealed that well being was positively and significantly correlated with employee engagement whereas other three dimensions of emotional intelligence viz., self control, sociability and emotionality were not significantly related with employee engagement.

Moreover, it was analyzed that 15.9% of variance in employee engagement is due to emotional intelligence. Thus the organization should be focused on the insignificant dimensions (self control, sociability and emotionality) of emotional intelligence.

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