

# **A STUDY ON IMPACT OF EMOTIONAL INTELLIGENCE ON EMPLOYEES WORK ENGAGEMENT BEHAVIOR AT PEARL GLOBAL INDUSTRIES LIMITED IN DODDABALLAPUR**

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## **Abstract**

This study investigates the crucial link between emotional intelligence (EI) and employees' work engagement behavior within organizations. With workplaces becoming more complex and diverse, the demand for emotional awareness and management skills has grown. This research aims to provide insights into how EI influences work engagement, offering actionable recommendations for organizations to enhance productivity and employee well-being.

The study employed a descriptive research design, collecting primary data through questionnaires measuring emotional intelligence and work engagement behavior. Secondary data from various sources also informed the research. Statistical analyses were conducted using MS Excel and SPSS, including chi-square tests, one-way ANOVA, and reliability analysis.

Findings reveal a positive correlation between emotional intelligence and work engagement behavior, suggesting that individuals with higher emotional intelligence are more engaged in their work. The levels of emotional intelligence varied among employees, indicating room for improvement for all. Employees with higher emotional intelligence showcased better communication skills, stress management, and conflict resolution abilities, resulting in increased work engagement.

Recommendations include implementing workshops, regular assessments, mentorship programs, and open

communication channels to enhance emotional intelligence and work engagement. Recognizing emotionally intelligent employees could also serve as motivation. This study underscores the significance of emotional intelligence in shaping work engagement behavior, emphasizing the need for organizations to prioritize EI to foster a productive and positive work environment.

**Key words:** - Emotion, Intelligence, Engagement, Behavior, Performance, Productivity, Conflict management, work, Ability,

## **Introduction**

Employees' emotional intelligence skills must be developed for organizations to be popular in order for them to function effectively. Employers in today's organizations must be motivated, enthusiastic, and invested in their work.

Proactivity, initiative, and responsibility for personal growth are qualities these organizations demand of their staff members. There are numerous diverse roles in an organization, which makes it difficult to motivate employees to engage in their work because the attitudes, behaviors, and emotions connected with one role may transfer to another. When entering the workplace or returning from work, people don't always check their woes or victories at the door.

Additionally, as occupations have grown more complicated, people are being forced to intentionally take on several tasks. People frequently need to play various jobs inside the organization to be capable of doing meet job requirements. Therefore, the target of that investigation is to investigate the connection among the notion of emotional intelligence & the behavior of workplace commitment, which is inextricably linked with managerial & performance in enterprises. The human brain is wired to react to threats when emotions like happiness, worry, or frustration are felt, which sets off an emotional reaction. However, responding on an instinct can outcome in saying or engaging in an action that you subsequently regret. When you possess emotional intelligence, you acknowledge your feelings but then stand back from the issue and allow logic guide your decisions.

## **Definition:**

Emotional intelligence refers to emotional awareness & emotional management skill's which provides a capacity for balance emotion & reason so demand for maximize long term happiness.

## **Models of EI**

- Ability EI model
- Mixed models of EI
- Trait EI model

### **Ability Emotional Intelligence model**

Salvoes and Mayer's definition of emotional intelligence aims to define underneath it parameters of the accepted standards an imaginative understanding. Their original meaning of this was changed to include "A capacity to experience feelings, as merge empathy into were thinking, comprehend sentiment, and manage emotion to advance one's own advancement". as a result of their ongoing study. Emotions are seen in the ability-based paradigm as valuable forms of knowledge that aid in understanding and navigating the political climate.

### **Mixed models of emotional intelligence**

EI is emphasized being a broad range of competences that include abilities that support their effectiveness in the view of Daniel Goleman's paradigm. The blueprint of Goleman's model four main EI constructs:

1. Being aware of ourselves
2. Self-management
3. Social awareness
4. Relationship management

### **Trait emotional intelligence model**

Between the ability-based and trait-based models The author with coworkers suggested a theoretical model of psychological ability that division. "A group of subjective ideas that they have inside of them found beneath the root of the body" is trait EI. A person's emotional state as viewed by oneself aptitudes are frequently called their trait EI in layman's words.

In contrast to the ability-based model, which relates real powers, who exhibited a strong resistance to experimental assessment, Its EI approach includes behavioral habits therefore self-perceived competencies, as it is tested by self-report. Investigating trait EI inside an envelope for personalities is important. A different moniker regarding a comparable idea is psychological self confidence as an indication.

**Mayer & Salovey's 4 branches of emotional intelligence**

There are 4 branches of EI. They are,

1. Perceiving Emotion - the ability to effectively read emotions on others' faces or hear them in their voices. It serves as the foundation for a more sophisticated understanding of emotions.
2. Using emotional assistance for thoughts - a capacity for emotion to direct thought processes. The thoughtful consideration of critical issues is aided by a competent emotional input system.
3. Understanding Emotions - Understanding emotional messages and the behaviors that go along with them is essential to this skill since emotions carry information.
4. Managing Emotions - Emotions are controllable, It is possible to control or oversee the emotion after the information underlying having been obtained and understood.

**Two aspects of EI:**

The fundamental tenet of EI is that competent knowledge, control, and control over the feelings of oneself and other people are necessary for success. EQ includes these two facets of intelligence:

1. Being aware of all of your goals, intentions, actions, and behavior.
2. Being sensitive to others' sentiments.

**Advantages:**

- Faster and stronger bond between coworkers.
- Assist you in maintaining self-control.
- Assist in reducing stress levels.
- Support your motivation.
- Make it possible for you to influence people effectively and without causing controversy.
- Raise your visibility across your coworkers.

**Work Engagement:**

Work engagement refers to the positive, fulfilling, and energized mental condition that an individual experience prior to their complete absorption and focused on their work. When an employee is engaged, they are deeply convoluted in their odd jobs, find implication & tenacity in their work, & capability a sagacity of enthusiasm, dedication, and absorption. They

tendency to be stronger go beyond the minimum requirements think genuinely concerning what they do connection to their organization, and practice an upper side by side of career contentment.

### **Role of emotional intelligence on employees work engagement:**

- Improves contextual recital of the employees.
- Help to understand emotions and use them to minimize stress, communicate properly, empathize with others, and handle conflict, demonstrate a significant.
- Emotional intelligence plays a crucial role in shaping employees work engagement by influencing their self-awareness, self-regulation, empathy, relationship management, conflict resolution, and resilience.
- Emotional intelligence can also help employees develop a feeling of significance & fulfilment in their work. This can lead to increased motivation and commitment to the organization's goals.

### **Literature review:**

#### **1. “The impact of emotional intelligence work team cohesiveness & performance” Publisher:**

**MCB UP LTD Year: 1-4- 2002**

The paper explores the relationship b/w emotional intelligence competencies, team cohesiveness, and performance in 18 teams participating in an Executive MBA program. The researchers argue that the level of emotional competence demonstrated by team members plays a crucial role in determining whether interactions within the team foster cohesiveness and high performance. The paper highlights emotionally intelligence's impact in fostering positive team dynamics and enhancing team performance. By demonstrating complex echelons of passionate competence, team members can build stronger bonds with one another, leading to improved cohesiveness within the team. Moreover, emotional intelligence can positively impact team performance, particularly in terms of empathy and achievement orientation.

#### **2. “The relationship b/w emotional intelligence, frontline employee adaptability, job satisfaction & job performance”. Author: Michael Sony, Nandakumar Mekoth. Year: May 2016**

Researchers have conceptualized employee adaptability as a multidimensional phenomenon, indicating that it involves various aspects that contribute to an employee's ability to adapt effectively to changing circumstances and challenges in the workplace. A scale to measure Frontline Employee (FLE) adaptability has been developed by Sony and Nandakumar, presumably to assess and quantify this aspect of employee behavior. Frontline employees, considering their close proximity to

customers, often experience emotional distress in their interactions. Previous inquiry devises publicized that handling emotions effectively is critical to their success in such roles. Emotional intelligence is identified being an integral contributing factor to employee performance and is associated alongside an extra upbeat a view, behaviors, and outcomes. Therefore, having higher emotional intelligence is likely to lead to better performance for frontline employees.

### **3. “Emotional Intelligence in neonatal intensive care unit nurses: decreasing moral distress in end-of-life care and laying a foundation for improved outcomes”**

**Author:** Stephanie Lacefield Lewis **Year:** August 2019

This research's goal was to critically appraise the evidence about emotional intelligence in nursing and to seek out what's going on of emotional intelligence, moral distress in NICU nurses, end of life care, and other priority nurse and patient outcomes. A PRISMA (Preferred Reporting Items for Systematic Reviews & Meta-analyses)–structured integrative review was conducted, and CINAHL, Ovid, PubMed, and other databases were searched. Twelve studies were identified as relevant to this analysis following a request of being excluded norms. Evidence supports the efficacy of emotional intelligence in bedside nurses as a method of improving key nurse and patient outcomes. Additionally, research suggests Possible outcomes for mental toughness improved by training interventions. Clinical educators should integrate emotional intelligence concepts and strategies into staff training.

**4. A study on impact of emotional intelligence on employee job performance. Author:** Mamatha H S, Divyashree C **ISBN:** 978-93-83302-47-5 **Year:** December 3-4, 2020 **Journal Name:** International E Conference on adapting to the New Business Normal The conception of psychological intelligence was widely regarded as particularly important capacity to recognize and handle our particular desires and feelings of others. the proposal that The efficiency of employees is described as how well the employee performs his duties, roles and responsibilities in an organization. Initially, the organization history vision, mission, strategies and other aspects were examined and reported for the better thoughtful of the union environment and their employees. The connection that exists involving four basic Emotional literacy parts was studied and results were recorded. There is significance causal connection between job efficiency & the good and four basic aspects of EI was recorded.

### **Objectives of the study**

- To understand relationship between emotional intelligence with employees work engagement behavior.
- To identify the level of emotional intelligence in employees at Pearl global industries limited.

- To analyze the impact of emotional intelligence on various aspects of work engagement behavior.
- To assess strategies to enhance emotional intelligence work engagement behavior of employees.

## Research methodology

### Hypothesis:

Null hypothesis (Ho): There is no significant relationship between the dependent & independent variables.

Alternative hypothesis (H1): There is a significant relationship between the dependent & independent variables.

**Ho:** There is no significant impact of emotional intelligence on employee work engagement behavior.

**H1:** There is a significant impact of emotional intelligence on employee work engagement behavior.

**Ho:** Emotional intelligence does not significantly predict employees' work engagement behavior.

**H1:** Emotional intelligence significantly predicts employees' work engagement behavior. **Ho:** There is no significant difference in work engagement behavior between employees with high emotional intelligence & employees with low emotional intelligence. **H1:** There is a significant difference in work engagement behavior between employees with high emotional intelligence & employees with low emotional intelligence.

### Research Design:

This analysis design is descriptive in nature, All the figures for this investigation was gathered using this descriptive methodology.

The main aim The research endeavor's goal aims to accomplish assess the Emotional Intelligence of the employees. This study aims at describing the profile of the employees, variables that influence the work engagement behavior & the emotional intelligence of the employees.

### Sampling:

Since a sample population is selected which is readily available and convenient, convenience sampling technique was adopted in this study. Employees who were considered as samples were asked to fill the questionnaire. Out of 250 employees 109 were taken as sample size.

Sampling area	Pearl Global Industries Ltd.
Sampling size	109
Sampling method	Simple random technique
Sampling tool	SPSS, reliability analysis, anova, T-test, correlation.
Data collection method	Survey method
Date collection tool	Questionnaire method

**Tools for data collection:**

The primary as well as the secondary information have been utilized in the above study are gathered. primary data collected from using questionnaires which include a range of questions about the demographic profile, emotional intelligence, and work engagement behavior. Secondary data has been obtained through publications, earlier researchers, company website, magazines, in addition textbooks and other publications.

**Tools used for data analysis:**

For this study, statistical analyses were conducted employing the software MS Excel and SPSS (Statistical Package for Social Science). Reliability Analysis, Frequency Analysis, Correlation, Chi – square analysis, One – way anova, T- test Analysis.

**Limitations of the study:**

- There is a higher inclination for variation in the responses and behavior of the participants.
- The sample does not encompass all employees in the organizations, potentially leading to an inaccurate representation of the opinions of all employees.
- Analyzing the psychological issues related to employee stress levels is also challenging.

**Data analysis**



## Reliability

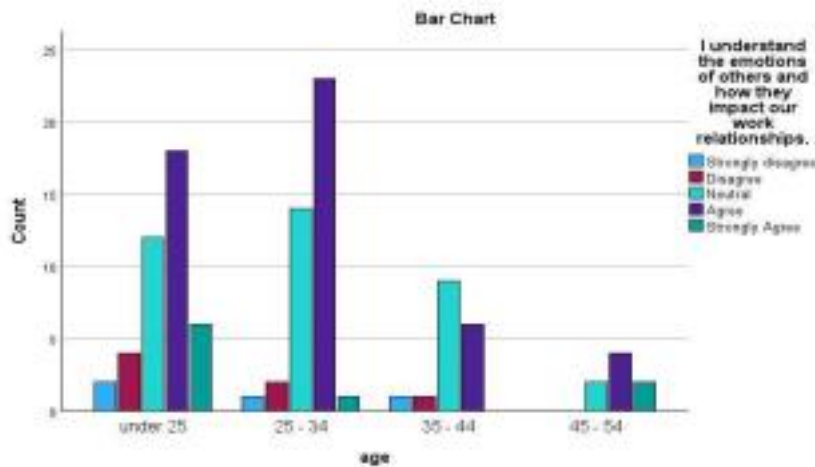
Reliability statistics	
Cronbach's Alpha	Number of Items
.918	40

## Interpretation

The alpha values were calculated to assess the internal consistency reliabilities of the Emotional Intelligence construct and Work Engagement Behavior. The results indicate a very good acceptable value of .918.

## Chi-Square Test

Chi-Square Tests			
	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	13.394 <sup>a</sup>	12	.341
Likelihood Ratio	14.766	12	.254
Linear-by-Linear Association	.032	1	.858
N of Valid Cases	108		
a. 14 cells (70.0%) have expected count less than 5. The minimum expected count is .30.			



### Interpretation

It is clear from the preceding table that the null hypothesis is rejected because the P value is .341 more than significant level, or  $> (0.05)$ .

### One-way Anova

Anova						
		Sum of Squares	df	Mean Square	F	Sig.
I am aware of my own emotions and how they affect my work performance.	Between Groups	3.622	1	3.622	6.850	
	Within Groups	56.045	106	.529		
	Total	59.667	107			
I am enthusiastic about my work and actively participate in it.	Between Groups	.085	1	.085		.159
	Within Groups	56.582	106	.534		.691
	Total	56.667	107			
How open are you to receiving feedback from	Between Groups	2.908	1		2.908	
					3.36	

others and using it to improve your emotional intelligence?					4 .069	
	Within Groups	91.638	10 6	.865		
	Total	94.546	10 7			
How often do you consider the emotions of others when making decisions?	Between Groups	.650	1	.650		.816 .368
	Within Groups	84.350	10 6	.796		
	Total	85.000	10 7			

### Interpretation

The provided data presents one-way analysis of variance (ANOVA) results indicate the  $F = 6.850$ ,  $p = 0.010$ . The effect size indicates a moderate relationship (0.061) between the groups and this aspect. Enthusiasm and Active Participation  $F = 0.159$ ,  $p = 0.691$ . The effect size is minimal  $E = 0.001$ , indicating a weak relationship. Receiving feedback and emotional intelligence Improvement = 3.364,  $p = 0.069$ , the effect size  $E = 0.031$  suggests a small relationship. Considering Others' Emotions in Decision Making:  $F = 0.816$ ,  $p = 0.368$ , and the effect size is minimal  $E = 0.008$ . outcomes expose that around segments of emotional intelligence & work engagement show weighty difference among the groups, while others do not reach statistical significance. The effect sizes, although generally small to moderate, provide valuable insights into the strength of the relationships observed.

### Findings:

- There is a positive correlation between emotional intelligence & employees' work engagement behavior, indicating that individuals with higher emotional intelligence tend to exhibit more engagement in their work.
- The emotional intelligence levels of employees at Pearl Global Industries Limited vary, with some individuals scoring high, while others score lower on emotional intelligence assessments.
- Employees with higher emotional intelligence demonstrate better communication skills, which positively influence their work engagement and productivity.

- Employees with higher emotional intelligence are better at managing stress and handling challenging situations, resulting in higher levels of work engagement.
- The study revealed that emotional intelligence is not solely dependent on age or experience, indicating the potential for improvement and development among all employees.

### **Suggestion**

- Conduct workshops and training sessions on emotional intelligence for all employees to enhance their emotional intelligence skills and improve work engagement.
- Implement regular assessments of employees' emotional intelligence levels to identify areas of improvement and monitor the impact of training programs.
- Create a mentorship program where emotionally intelligent employees can mentor their colleagues, fostering a culture of emotional intelligence throughout the organization.
- Encourage open communication and feedback channels to promote emotional intelligence in resolving conflicts & improving work engagement.
- Offer incentives and recognition to employees who demonstrate high levels of emotional intelligence and exemplary work engagement.

### **Conclusion**

This study delves into the significant relationship between emotional intelligence and employees' work engagement behavior. The contemporary workplace demands individuals who possess not only technical skills but also emotional awareness and management abilities. By exploring the role of emotional intelligence in shaping behavior, this study seeks to provide actionable insights for organizations to enhance employee engagement, productivity, and overall well-being.

Both favorable and adverse expressions of emotional intelligence possess the potential to influence an employee's efficacy in the workplace. Research indicates a link connecting emotional intelligence and work engagement behavior. Thus, it becomes crucial for the company to prioritize emotional intelligence to amplify work engagement behavior. The factors of emotional intelligence that impact work engagement behavior must be considered to optimize employee performance.

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