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A Study on the Role of Emotional Intelligence and Psychological Well Being in Enhancing Employee Engagement

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ABSTRACT:

This research explores the effect of emotional intelligence and psychological well-being on employee engagement in organizations. The primary purpose of the study is to investigate how employees' emotional intelligence and mental well-being affect their engagement in the organization. Data collection involved 100 respondents who were asked questions based on a structured questionnaire. Percentages and Chi-square analyses were employed as statistical tools for data analysis. It is clear from the results that most employees feel that emotional intelligence and mental well-being have a positive effect on their work engagement and productivity. Chi-square analysis suggests a statistically significant difference in employees' views about emotional intelligence, mental well-being, and employee engagement. It is therefore concluded that employee engagement can be improved through enhancing emotional intelligence and psychological well-being.

1.INTRODUCTION:

In today's competitive business environment, the organizations operate in an environment that is marked by fast-paced technological development, globalization, and stiff competition. Such dynamism in the business environment implies that success for organizations is achieved not only through proper utilization of financial and material resources but also through human resources. The employees are regarded as the backbone of any organization, whose level of engagement determines the effectiveness and performance of the organization. Employee engagement involves the extent to which employees are emotionally, cognitively, and behaviorally engaged in the job they perform as well as the organization as a whole.

Statement of the Problem: Employee engagement is a key factor for organizational success, but many organizations face challenges such as low engagement, workplace stress, burnout, and poor mental well-being. Limited emotional intelligence skills, including emotional awareness and regulation, can lead to conflicts, poor relationships, and reduced job satisfaction. Additionally, inadequate emotional support, well-being initiatives, and effective leadership contribute to lower motivation and productivity. While previous studies have examined emotional intelligence and psychological well-being separately, limited research has explored their combined impact on employee engagement.

OBJECTIVES OF THE STUDY:

1. To study the relationship between psychological wellbeing and employee engagement
2. To assess the level of emotional intelligence among employees within the organization
3. To analyze the impact of emotional intelligence on employee engagement

Hypothesis:

H₀: There is no significant relationship between mental well-being, emotional intelligence, and employee engagement.

H₁: There is a significant relationship between mental well-being, emotional intelligence, and employee engagement.

SCOPE OF THE STUDY: The study aims to explore the significance of emotional intelligence and psychological well-being in enhancing employee engagement in the organizations. It mainly concentrates on analyzing the influence of employees' capability to control emotions and their psychological well-being on their engagement in work. Employees belonging to various departments and levels of the organization come under the purview of the study. The significant areas analyzed include emotional intelligence, psychological well-being, and employee engagement among others.

Limitations of the Study

- The study is based on a particular area (for example, Hyderabad). It may not reflect the findings of the same type of study carried out in any other city or region.
- The duration of this project is limited. Due to this, the long-term effects of emotional intelligence, psychological well-being, and employee engagement cannot be examined.
- The sample size for the study is small (approximately 100 people). Thus, it is possible that this research does not reflect the view of all employees.
- The data collection is based on self-reporting by employees. Thus, it can be affected by individual biases, moods, or erroneous answers.
- The study does not take changes over time into account. Thus, it does not allow analyzing whether employee engagement increases or decreases.

2.REVIEW OF LITERATURE:

1.Akhtar et al. (2015): This research was done to understand the effects of emotional intelligence on performance and engagement. The study demonstrates how emotional intelligence enhances employee engagement and workplace performance. Employees with high EI skills are more engaged and have better workplace relations. The study reveals the role of leadership in engagement. Psychological well-being is not covered in the study.

2.Gupta & Kumar (2014): This study explored the relationship between workplace well-being and employee engagement. The results of the study show that employees with better well-being exhibit higher levels of engagement. The study revealed that organizational support increased satisfaction and motivation. Emotional intelligence is not mentioned in the study.

3.Brunetto et al. (2012): This study explored the relationship between emotional intelligence and workplace relations. The findings reveal that emotional intelligence increases communication, teamwork, and engagement of employees. Employees with high EI have better workplace relations. The study does not mention psychological well-being.

3.Research Methodology:

3.1 Research design:

Mixed method (quantitative and qualitative), using descriptive and analytical approaches.

3.2 Population and sample:

Population:150

sample:100

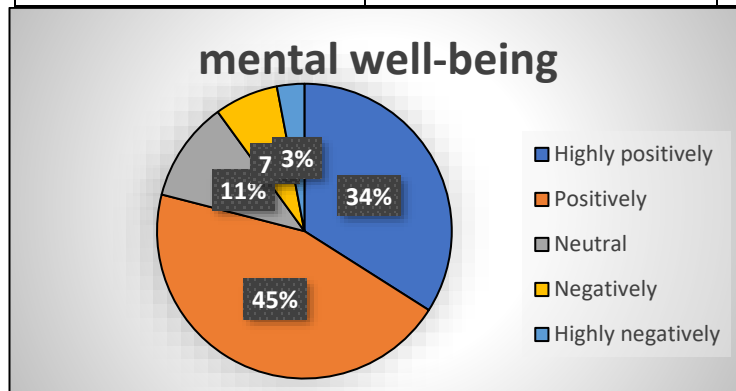
Sampling techniques: Convenience Sampling is used as a sampling technique in the current study. It is a form of non-probability sampling technique. The respondents are selected on the basis of availability and willing to respond.

3.3 Data collection methods: Data will be collected using a structured questionnaire. And secondary data sources Research articles and journals, Websites, online databases, and academic sources and previous studies

DATA ANALYSIS:

1.How does your mental well-being affect your engagement in daily work tasks?

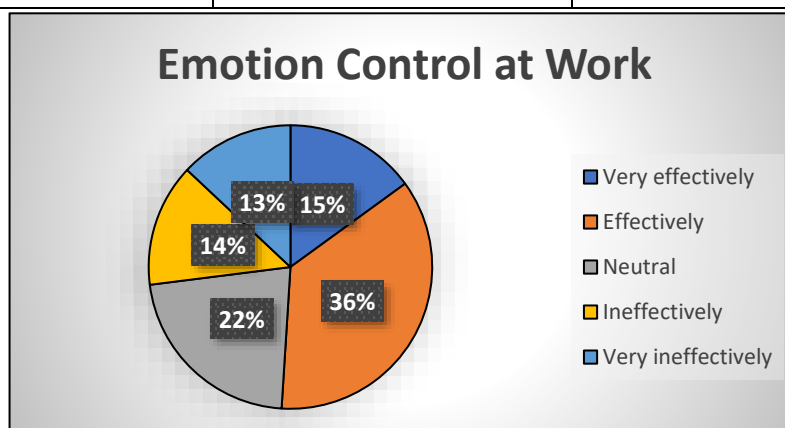
Category	Frequency	Percentage
Highly positively	34	34%
Positively	45	45%
Neutral	11	11%
Negatively	7	7%
Highly negatively	3	3%
Total	100	100%



Interpretation: The chart shows that 79% of respondents believe good mental health helps them perform daily tasks more efficiently, while only 10% report a negative impact. This indicates a strong positive influence of mental health on work performance.

2.How effectively do you control your emotions at work?

Category	Frequency	Percentage
Very effectively	15	15%
Effectively	36	36%
Neutral	22	22%
Ineffectively	14	14%
Very ineffectively	13	13%

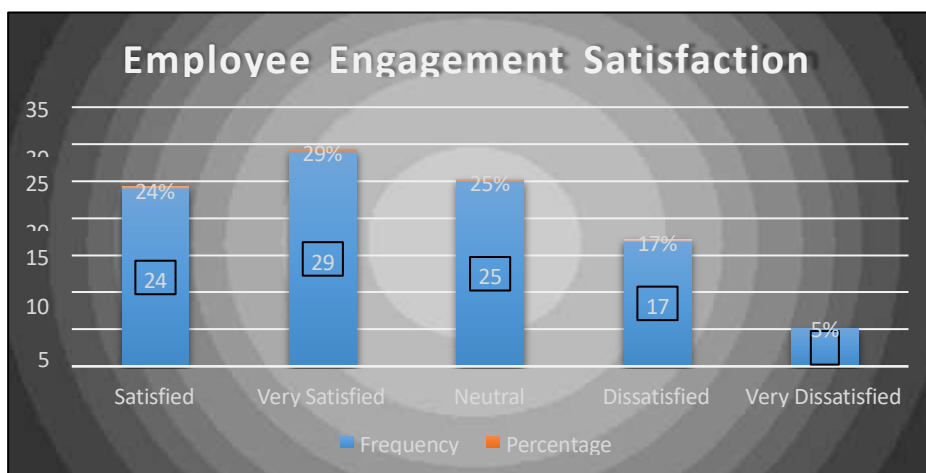


Ineffectively	14	14%
Very ineffectively	13	13%
Total	100	100%

Interpretation: Most of the respondents (51%) can manage their emotions effectively at work, while 22% are neutral and 27% struggle with emotional control. This shows overall positive emotional regulation among employees.

3.How satisfied are you with your level of engagement at work due to your emotional intelligence?

Category	Frequency	Percentage
Satisfied	24	24%
Very Satisfied	29	29%
Neutral	25	25%
Dissatisfied	17	17%
Very Dissatisfied	5	5%
Total	100	100%



Interpretation: This histogram presents the ratings for 100 respondents the a majority (53%) of the sample chose a rating of either one (24%) or two (29%). A quarter (25%) of the total number chose three which was the middle point of the scale. Only a minority selected four (17%) or five (5%) as their choice of ratings.

Statistical Tool Analysis

1.How does your mental well-being affect your engagement in daily work tasks?

H₀ (Null Hypothesis): There is no significant difference in the effect of mental well-being on employee engagement among employees.

H₁ (Alternative Hypothesis): There is a significant difference in the effect of mental well-being on employee engagement among employees.

options	Observed value(o)	Expect value(E)	χ^2
Highly positively	34	20	9.80
Positively	45	20	31.25
Neutral	11	20	4.05
Negatively	7	20	8.45
Highly negatively	3	20	14.45
Total	100	100	68.00
χ^2 Table value	χ^2 calculated value		
9.488	68.00		

Degrees of Freedom (df) = 4 Significance level = 0.05 Observed value = (O)

Interpretation: Since the table value is less than the calculated value, H_0 is rejected and H_1 is accepted. Therefore, there is a significant difference in employees' responses regarding the effect of mental well-being on employee engagement

2. How effectively do you control your emotions at work?

H_0 (Null Hypothesis): There is no significant difference in employees' emotional control levels at work.

H_1 (Alternative Hypothesis): There is a significant difference in employees' emotional control levels at work.

options	Observed value(o)	Expected value(E)	χ^2
Very effectively	15	20	1.25
Effectively	36	20	12.8
Neutral	22	20	0.2
Ineffectively	14	20	1.8
Very ineffectively	13	20	2.45
Total	100	100	18.5

χ^2 Table value	χ^2 calculated value
9.49	18.5

Degrees of Freedom(df)=4

significance level=0.05

Observed value=(o)

Expected value =(E)

Formula= $(O-E)^2/E$

Interpretation: Since the table value is less than the calculated value, H_0 is rejected and H_1 is accepted. Therefore, there is a significant difference in employees' emotional control levels at work.

3.How satisfied are you with your level of engagement at work due to your emotional intelligence?

H_0 (Null Hypothesis):

There is no significant difference in employees' satisfaction levels regarding the impact of emotional intelligence on employee engagement.

H_1 (Alternative Hypothesis):

There is a significant difference in employees' satisfaction levels regarding the impact of emotional intelligence on employee engagement.

options	Observed value(o)	Expected value(E)	χ^2
Satisfied	29	20	4.05
Very Satisfied	24	20	0.80
Neutral	25	20	1.25
Dissatisfied	17	20	0.45
Very Dissatisfied	05	20	11.25
Total	100	100	17.80

χ^2 Table value	χ^2 calculated value
9.488	17.80

Degrees of Freedom(df)=4 significance level=0.05 Observed value=(o) Expected value =(E) Formula= $(O-E)^2/E$

Interpretation: Since the table value is less then the calculated value H0 is rejected and H1 is accepted, so There is a significant difference in employees' satisfaction levels regarding the impact of emotional intelligence on employee engagement.

Results /Findings:

1. The majority of employees (79%) reported that mental well-being positively affects their engagement in daily work tasks.
2. More than half of the respondents (51%) indicated that they effectively control their emotions in the workplace.
3. A significant proportion of employees (53%) were satisfied with their level of work engagement due to their emotional intelligence.
4. The findings show that emotional intelligence and psychological well-being positively influence employee engagement and workplace performance.

SUGGESTIONS:

- There must be the provision of programs that enhance emotional intelligence among employees.
- The organization must offer mental well-being programs and counseling services.
- The organization should provide an enabling and healthy working environment.
- There must be employee engagement activities to enhance motivation and team spirit among workers.
- There must be stress reduction training offered to employees.
- Emotional intelligence must be encouraged at the workplace.
- Feedback programs should be adopted.

CONCLUSION:

The study concludes that emotional intelligence and psychological well-being have a significant positive impact on employee engagement. Employees with strong emotional regulation skills and good mental well-being are more engaged, productive, and better able to manage workplace stress and relationships. The Chi-square test confirmed a significant relationship between emotional intelligence, psychological well-being, and employee engagement. The findings highlight that organizations should promote employees' emotional and psychological well-being to enhance engagement, improve productivity, reduce stress, and support overall organizational success.

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- <https://www.ibef.org>

Annexure:

1.How would you rate your mental well-being at work?

- Excellent
- Good
- Average
- Poor

2.Are you aware of your own emotions while working?

- Always
- Often
- Sometimes
- Rarely
- Never

3.How satisfied are you with your level of engagement at work due to your emotional intelligence?

- Satisfied
- Very Satisfied
- Neutral
- Dissatisfied
- Very Dissatisfied