

Nexus between Emotional Intelligence and Work Engagement in the IT sector: A requisite for Global Village

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Abstract

Introduction: *As emotional intelligence is found to be an ideological attribute of self-awareness, self-management, social awareness, and management of relationships; it can also be suggested that it has a significant impact on the work engagement level of the employees. Employee Engagement is a multi-faceted phenomenon that is shaped by different factors. In this globally competitive environment, organizations are striving hard to enhance employee's overall engagement levels.*

Background: *Thus, it can be outlined that when people have high emotional intelligence, they tend to create more balance in their work and personal life. Hence, this notion of being balanced and considerate towards others may enhance their willingness to work better in less time and thereby, be more productive through their efforts. Moreover, in the context of the global village, there is a chance that people may feel left out or overburdened in their work.*

Purpose: *In this regard, the current study will be specifically confined to the IT sector as it is the major sector that is transformed and adapted on grounds of digital cues of communication and collaboration.*

Findings: *The findings of the study significantly affirm that there is a vast amount of literature available with regard to emotional intelligence and employee engagement level, both independently and aggregately. However, there is a lack of empirical evidence of how these two attributes coherently react to organizational and management attributes in the context of the global village, especially in the IT sector of India.*

Research Originality: *While prior studies have extensively highlighted the importance of emotional intelligence and employee engagement levels for enhancing productivity at the traditional firm level, the current study extends the knowledge on how the interplay between these attributes play a pivotal role in the context of the IT sector in the global village.*

Keywords: *emotional intelligence, work engagement, IT sector, global village.*

1.0 Introduction

The current development of civilization and globalization attributed to technology and science have been an awe-inspiring situation. The start of the 20th century has not seen the advancement of media and communication technology. Neither the existence of the internet was prominent. The massive change in human society is due to the breakthrough of technological gadgets and tools which has been possible with the support of engineering and science (Mahajan, 2017). This has initiated the emergence of global villages with an aim to interconnect the global population. The convergence of merging and converging technologies and the pace at which they are growing has validated and showed instances of what the Fourth Industrial Revolution can be. The evolution of the 4.0 Industrial Revolution has been based on the 3.0 industrial revolution which has taken digital advancement and technology under main consideration. It is attributed to the integration of technologies between the digital, biological and physical spheres. The advancement in the technology and telecommunication sector has made way for a prominent establishment of a global village. Telecommunication is the main section of infrastructure and the component that is getting more necessary, given the criteria of increasing globalisation and a major shift towards the knowledge-based economy (Suresh et al., 2018). Due to the increasing advancement in every sector, there is a necessity to promote the factors influencing the creation of a global village. In the contemporary formed organization, understanding and acknowledging differences needs to be promoted since it is beyond a domestic and a restricted region. There are different components that need to be considered to promote the development of a global village. One of these includes emotional intelligence. This is the criteria of getting acquainted with one's and others emotions with an aim to present and act in proper behaviour (Kayiran and Demirkiran, 2018). This is the basis of engaging in work. Thus, EI influences to what extent an employee will be able to engage in their workplace. Since the key aim of the global village is to interconnect every region of the world, observing, comprehending, communicating and understanding the emotions of other people can support the increased involvement within the work process; thereby making way for advancement in science and technology. Moreover, EI is the major predictor of a company's internationalization. This identifies that the EI level of the top manager of an organization is most likely to determine whether the organization can expand globally with a higher scope and scale (Cabral et al., 2020). A leader with high EI can control their reactions and also can predict the action of others based on the assessment of others emotions. It is believed the degree of employee engagement depends on how efficiently a team of employees are built and how far each employee and leader can understand each other's emotions. The changing business environment in the global village, EI, is the key problem for managing projects particularly in the IT sector (Babatunde et al., 2021). The lack of adequate professionals in the industry of software development, the vast possibilities they possess or the mismatch in the context of personality that tends to take place are the main reasons why EI has become a necessary component in the team-building process. Based on this validation, the reason behind the failure of employees to engage in the workplace includes their incapability to embrace the organizational culture (Aly et al., 2021).

Employees being unaware of the fact that emotions can influence an individual's behaviour and impact the same both in negative or positive context cannot be a belt to manage the emotions. Strong and efficient leadership in the workplace can guide employees to stay engaged in their respective responsibilities through managing emotions. One such IT-based company, Google has refrained from its hiring and recruitment process and emphasized examining the EI level of the new recruits over their cognitive competencies. Since the IT sector is at the forefront of bringing development to the global village, EI is the most required factor to maintain balance in the work process. Moreover, the success and high performance of an organization rely on the productivity and engagement of the workforce. Engagement fosters cohesion by building a shared sense of loyalty and purpose. An engaged employee is emotionally and intellectually bound with the firm, feels passionate about the set goals, tries to give the best performance and also shows full-fledged commitment to their responsibilities and job roles. EI is majorly significant for monitoring engagement and performance of the workforce at the workplace (Arora et al., 2012). This is due to the fact that effective decision-making, high motivation and social interaction actually indicates that EI has a significant influence on the organizational culture. EI being a component of the sociality factor majorly stresses social influence and social relationships.

2.0 Literature Review:

2.1 Introduction

The term 'emotional intelligence' has become popular all over the world based on the fact that it promotes employee engagement (EE) at the workplace. It is the ideology that defines the attributes of self-awareness through the assessment of other's emotions. Here, in this section, a brief overview of the Global village and emotional intelligence have been presented with a major focus on how emotional intelligence can influence the engagement and motivation of employees particularly in the IT sector. The implication of the study is based on determining how organizational success can be achieved through establishing a strong establishment between EE and EI.

2.2 Comprehending the Background, Concept, and Importance of Global Village

The wider concept of the global village can be cited through the various journals and articles regarding the specific term. The term "Global Village" was first coined by Late Marshall McLuhan who was a theorist of communication. The major element that he highlighted in his study is that; the world is shrinking on a regular basis due to the advancements in technology. Technological development is leading the various cultures of the world to mix in linear sync using a single line of technology. As opined by Ngeles Chaparro-Domínguez and Repiso (2020) the possibility of the world becoming one community or global village using technological advancement is immense. The focused concepts of the term are to recognize the cultures and practices of the various countries of the world and create a new society that would reflect all the aspects of the global cultures

and social lives. The amalgamation of all the cultures and create hybrid cultural aspects which further indulge in better development of the existing society.

The concept started developing in the early stage of communication building through oral word exchange. The culture based on oral communication was then considered as the only dependable method of exchanging information and storing them in memory. As commented by Soni (2019) the oral culture-related information was considered to be the major communication process due to its reach. The evolution in human nature led them to focus on alternative ways to store their communication without losing the information authenticity. Writing then came as the solution to the demand which helped the humans to store their thoughts without losing the original resource data. The initial testaments of culture show that people depended more on stories verbally told to the masses before and were considered as the best process of information storage. The writing process came much later due to its huge demand for better storing of information. Social and organizational structure changes among human civilization came as part of the evolution though much later after the invention of writing (Abbas et al., 2019). Though, even after the invention of writing the oral culture remained dominant in sharing information among the citizens. This was due to the illiteracy of the people and their much dependency upon verbal communication than that of the written one. With the oral culture practice, the culture was going back to the primitive form of practice rather than going forward with the writing practice. The written documents of the culture were kept limited to the literate people, hence, the reach was limited and many people were unaware of the long cultural aspects behind it. The invention of printing technology by Johann Gutenberg helped the information sharing to go in the written form to the larger group of people in course of time. It also made literacy grow immensely among the masses. Printed technology thus helped the growth of information sharing in a much swift way. But, the oral culture still was dominant as the written communication was not considered as authentic as the person of communication could not be present at the time of conversation or negotiation. The invention of boats and steam engines further widens the door for communication through the speed of sharing information. But the problem persists of being not present directly (Saragih and Harahap, 2020). In this context, the nineteenth-century emerged with breakthrough technology by developing "Telecommunication" which mitigated the gap of being not present directly at the time of communication building. The further development of telecommunication into the internet in the present age has proven to be most effective in building significant communication building across the world in a wink of an eye. The importance of the concept lies in this context.

The "Global Village" implication has been received in different ways by different people who belong to various cultures. On one hand, people assume that the global culture establishment would lead to economic development. People of the world will come forward to establish a single marketplace for all to do business and get a prosperous life as a result of that. The relevance of the concept is immense in present times. As opined by Gülsoy (2018) the development in technology has led the world to go under rapid globalization. The development of industry 4.0 has been immensely developing global business by building better communication with the industry stakeholders.

The concept "global village" can be interpreted today as per the developed internet service which has been connecting people from all around the world. The more advanced technologies are being introduced with AI and 3D technology which further strengthens the concept of "global village" and the participating countries are also making their maximum efforts to develop their technological front to be in a similar font like all other countries around the globe (Nain, 2020). Social media networks have also played key roles in further developing the concept as the format has led the whole world population to be in a similar position no matter if they belong to a different culture, society, or economic background.

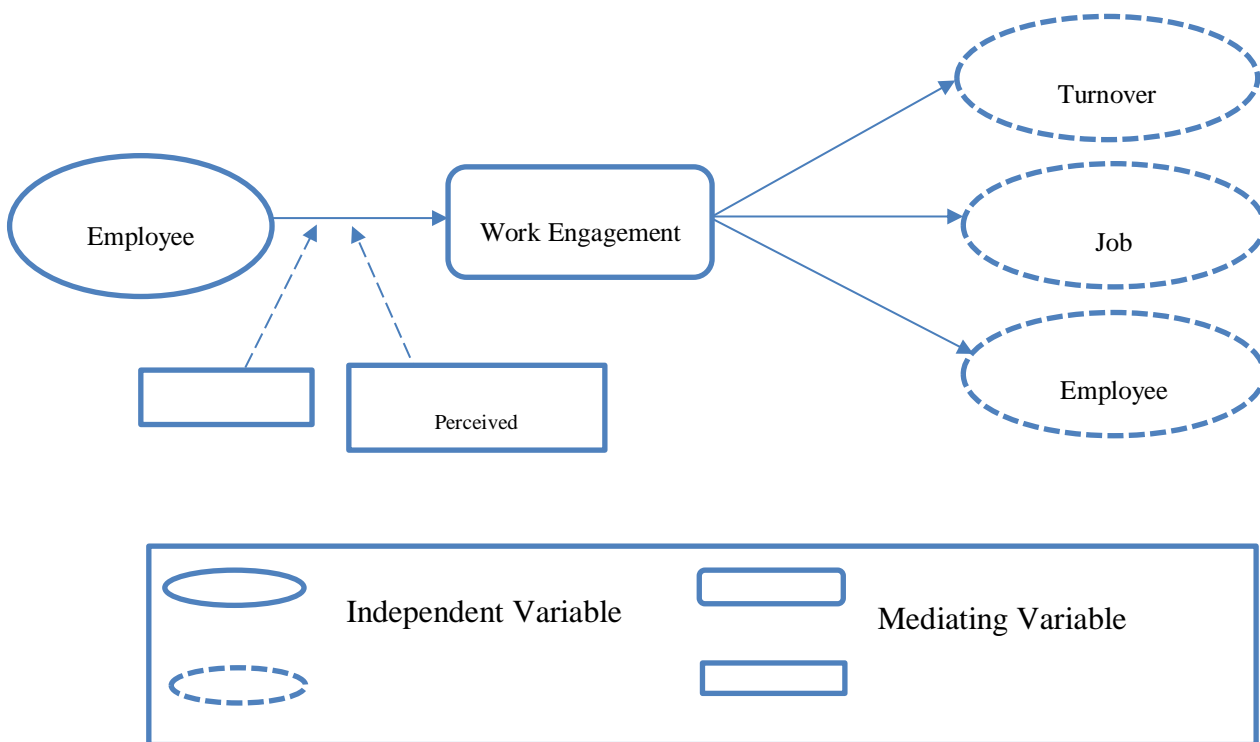


Figure 1: Conceptual framework

Source created by author

Here, the above figure shows the conceptual framework where emotional Intelligence is defined as an independent variable and work engagement of employees is considered as the mediating variable. The above framework shows that employee performance, organizational performance and turnover intention are directly dependent on the independent variable of Emotional intelligence. Besides, perceived organizational support and job stress are the moderating variables which influence the dependency of emotional intelligence on the selected dependent variables. In this regard, Global village cannot be considered as a variable since it is a phenomenon where the entire world and connectivity between regions due to increased globalization makes up the term 'global

village'. The shown dependency and the action of moderating and mediating variable have an overall impact on the global village

2.3 Outlining the concept and impact of Emotional Intelligence

Emotional intelligence (EI) is the capability of an individual to determine other's emotions and emotions of their own self which in turn assist in building strong relationships with others. As commented by Wen et al., (2019) EI plays an important part in the process of EL (emotional Labour). The attributes and aspects of EI are crucial in the organizational context. It supports the transition of employees' behaviours and attitudes in jobs involving EL; thus increases job satisfaction and reduces job stress. Since the idea of EI was developed, there are two types of assessment. One includes the EA (emotional ability) and the other comprises the mixed ability. This sums up the fact that EI is a blend of ability and personality. Some of the American Psychologists considered the EI as a crucial category of social intelligence. This is regarded to be an individuals' capacity to keep track of their individual emotions and also others. Yu and Takahashi (2020) stated that with the consideration of the criteria of EI, an individual can develop the capability of emotion recognition and apply emotional information in guiding the behavioural aspects and the perspectives of thinking.

Moreover, as opined by Shoaib and Baruch (2019) EI comprises four main dimensions including promoting thought, considering emotions, managing emotions, understanding emotions and perceiving emotions. There are different models of EI, out of which the ability model or framework of EI is known as the most prominent model for predicting socially associated behavioural outcomes and indicating the EI-based phenomenon. Since EI is known as the ability to use, understand, manage and feed emotions, people with significant levels of EI can regulate and perceive emotions in a proper manner and also become involved in prosocial behaviours. On the other hand, people with a low degree of EI cannot deal with or understand emotions of self and others which might make their behaviours and attitude not acceptable. Studies have explored the impact of EI on two key independent concepts namely CWB (counterproductive work behaviours) and OCB (Organizational citizenship behaviours) (Naidoo et al., 2019; Chirumbolo et al., 2019). EI is explained as an essential criterion in maintaining and building social association and promoting altruistic behaviours within the workplace.

This justifies the fact that possession of a high degree of EI can let individuals properly assess their colleagues' feelings and act accordingly which in turn validates the importance of EI on the degree of work engagement of employees. Besides, the study of Darvishmotevali (2018) has revealed that EI is also considered to be important for promoting the creative performance of individuals. Employee's creativity is the foremost challenge by the Human Resource department of organizations. This is due to the fact that HR personnel often overlook the assessment of one's emotions. They also miss out on the fact that understanding the emotions of employees can

help to frame an improved way of motivating employees. Currently, numerous studies have stressed the association between employee's creativity and EI (Fatin and Salim, 2020; Knežević et al., 2021; Marembo et al., 2018). Irrespective of the sectors an employee is working in, reading your own ideas to serve the workplace is important. It has also been observed that EI results in improved organizational performance and enhanced organizational creativity.

As suggested by Naseem (2018) in the ever-changing world, building a capacity to understand one's emotions can help to maintain peace and positive outlooks within the workplace. It can support the individual to be familiar with the fact that everyone has their own perception and it is necessary to take all the perceptions and thoughts under key consideration. EI plays a significant role in the telecommunication sector to maintain a viable relationship with the working staff and understand the organizational culture; thereby making way for better organizational performance. Individuals are unable to assess the requirements and process of work. This is due to unwanted and unseen stress which negatively influences the work attitude of employees thereby decreasing the extent of work performance. Stress is significantly dependent on the degree of EI that an individual may experience. The impact of job pressure is constant with the perception of employees whether they are able to deal with the emotion of self or others while applying for a job (Agbim, 2018; Applewhite, 2017). For example, the capability of employees in the telecom industry to manage and understand to assess others and self emotions will eventually cut down the job stress; by increasing the likelihood of employee wellbeing.

In the IT sector, project managers and other leaders have an important role to play to enable the success of the undertaken project. It is the competency of project managers to deal with and understand the emotions of different stakeholders. Managers who overlook the criteria of critical components are one of the main reasons for the failure of the project. They require comprehensive skills of management and additional competencies to meet all the requirements of the project. As opined by Afzal et al., (2018) human components are of key importance for better performance. The idea of EQ specifies the consideration of mutual human capacities and the necessity to determine a person's intellectual qualities for providing a theoretical assessment of human capacities.

For nations like India, the IT sector had a major contribution to the nation's economy both in the context of employment and GDP and thus it is important to be familiar with the factors impacting the performance and work motivation of IT-based employees. EI is defined to be the most integral factor in monitoring and predicting professional and personal success since individuals with high EI can use the assessed emotion of others and self in further managing to obtain a desired and positive result. The study of Dhani and Sharma (2017) demonstrated that EI produces about 31.9 per cent differences in the capability of men and about 26.7 per cent within the job performance of women. This indicates that women employees in the IT sector are comparatively emotionally intelligent to male employees. Different components such as salary, age, identity qualities and capability may contribute to their work involvement.

2.4 Demarcating the concept and importance of Work Engagement level

In 1990, the term “personal engagement” was primarily utilized by William Kahn (Soares and Mosquera, 2019). He closely linked employee’s personal engagement to their willingness to be involved in their work in a condition that can be strongly highlighted as physically, cognitively and emotionally active (Kahn, 1990).

Based on this foundation, relatively recent researchers like Schaufeli and Salanova, (2014), further channelized that work engagement according to them is a condition wherein an individual possesses a highly positive state of mind towards his/her work-related responsibilities. This positive state of mind is practically gauged through the attributes of vigour, dedication, and absorption. In this regard, vigour is synonymously equalized with higher levels of energy and mental resilience while working. The attribute of vigour outlines the willingness of the worker to direct their efforts to accomplish the desired work goals even in the face of persistent difficulties. Dedication, on the other hand, is simply defined as high indulgence in one’s work. Such a level of dedication is often found to translate into the feeling of being significant, enthusiastic, inspired, proud and challenging. Moreover, the last attribute of absorption is characterized by the phenomenon wherein an individual is highly concentrated and content to be engrossed in their work. In alignment with these lines of thought, Schaufeli, (2018) delineates that such individuals that are highly engaged in their work are found to have a hard time detaching themselves from their work. Thus, aggregately organizations find such employees as assets that enable them to achieve their pre-defined goals. This is because these employees are hard workers (vigour), deeply indulged (dedicated), and highly engrossed (absorbed) in their work. Hence, outlining that the key ingredient towards better productivity and performance of the organization as well as workers is high work engagement levels. Furthermore, Bakker, (2017), highlighted that work engagement is solely a psychological state of individuals wherein they are fully indulged in work with higher energy and enthusiastic levels.

According to Shuck and Reio, (2014) employee engagement can be delineated as the gamut of cognitive, emotional, and behavioural state of an individual which directs their efforts for completing their work in an optimum manner that is instrumental in achieving organizational goals and objectives. Consequently, Gupta and Sharma, (2016), in their study, also accentuated that although there is no clear and widely accepted uniform definition of work engagement or employee engagement level, it is a constant process that produces beneficial outcomes for an organization. Thus, it is significantly crucial for a firm to ensure that the employee depicts high engagement levels. Moreover, they outline that employee engagement level is an amalgamation of several behavioural concepts. These concepts comprise commitment, involvement, attachment, discretionary effort, energy, positive attitude and psychological presence. Additionally, these concepts are closely knitted with one another. Hence, they conclude that there is a triangular concatenation between employee engagement, employee

performance and organisational success, wherein the increase in each of these attributes leads to an increase in another.

In accordance with this, Breevaart and Bakker, (2018) strategically delineated that work engagement is one of the major driving forces behind the success and competitiveness an organization attains. This can be mainly attributed to the fact that employees that showcase high engagement levels are more likely to put more effort into their work. This stands true not only for enhancing their high individual performance but also to reach an optimum level of performance for the better productivity of the firm. It can be observed that ever since the definitions provided by Kahn (1990) concerning employee engagement or work engagement level, the concept of engagement has gained significant importance. Moreover, over the years there is a significant addition to these attributes and evidence that suggests that work engagement levels play a vital role in enriching many other attributes that are important from the view of organizational performance and productivity (Karatepe et al., 2020; Lai et al., 2020; Gameda and Lee, 2020; Rai and Maheshwari, 2020).

Al-dalahmeh et al., (2018) in their study aimed at investigating how employee engagement of IT employees impacted organizational performance and also assessed the mediating role of job satisfaction of IT employees in the Jordanian banking sector. The findings of the study confirmed that the employee engagement level played a significantly vital role in impacting the organizational performance wherein the three core dimensions of vigour, absorption, and dedication were found to enrich organizational performance. Findings also elucidated that vigour majorly contributed to the high levels of employee engagement levels and it further resulted in positive job satisfaction outcomes. Moreover, it was also delineated that while job satisfaction was positively impacted by engagement levels of the employees, it had only a partial impact on the relationship between engagement and organizational performance.

Manjunath and Chandni, (2018) in their study highlighted that the employee engagement levels in the Indian IT sector currently range in the low to moderate level. Subsequently, it is a function of communication at open platforms, social media, and informal dialogues, collaboration, gamification, rewards and recognition, initiatives for ecological sustainability, women empowerment, CSR initiatives, and so on. On the contrary, employee engagement level was found to be negatively impacted by attributes of poaching, higher competition, disengagement levels of women employees, differences in generation, and insecurity issues.

Prabhakar and Reddy, (2016) in their study focused on delineating evidence on the employee engagement levels in the Indian IT sector. The findings of the study elucidated that demographic attributes of the employees have a significant impact on their engagement level. In addition to this, it was found that inputs and support from the organization plays a pivotal role in uplifting the engagement levels of the employees and thereby, such employees were found to be more committed. Results also affirmed that employees that have a high level of autonomy, variation in tasks, task significance and lastly, feedback depict higher levels of work engagement levels. Moreover, leader's orientation, timely rewards and recognition, and fair pay are strong drivers of Employee Engagement.

A similar study was conducted by Tiwari and Lenka, (2019) which aimed at gauging the employee engagement level of middle managers of Indian IT/ITES companies. The findings affirmed that employee engagement was strategically correlated with the attributes of internal corporate communication, knowledge sharing, continuous learning, intrapreneurship, and perceived communication satisfaction. Additionally, the study delineated that employer branding also shared a positive association with employee engagement. Finally, it was found that resonant leadership affects the engagement of the managers of Indian IT/ITES companies detrimentally.

2.5 Accentuating the impact of Emotional Intelligence on Employees' Work Engagement level:

The behaviour and attitude of an employee towards their work have a direct impact on the quality of the work. On the other hand, there are a lot of organizational factors in terms of rules and regulations and the structure of an organization that dictates the kind of behaviour and attitude an employee might display. But, even that is dependent on the base nature of the employee. If the employee is highly motivated or lowly motivated is impacted by both organizational factors and the employee's own emotional state of mind. Emotional intelligence is the emotional capacity of a person when it comes to understanding, using and managing their own emotions in ways that can relieve stress and not hamper the things around their life, which involve them to be fully involved and present. One of those things in life is that they are required to be emotionally present in their jobs and the amount of emotional intelligence an employee possesses, results in the overall engagement they show towards their work.

In research conducted on the influence of emotional intelligence on job satisfaction Extremera et al., (2018) found that emotional intelligence was directly related to job satisfaction. Not only that but emotional intelligence was positively related to the level of engagement they showed towards their jobs. It is important to take into consideration factors such as how the employees perceive their job and factors that influence their perception. It was found that emotional intelligence interventions aimed at better work engagement and maintaining a positive mood during working hours are helpful from a personal point of view as it is an asset to an employee and helpful

from an organizational point of view as it increases job satisfaction and creates better results due to increased engagement.

In another study made on the influence of emotional intelligence on turnover intentions, Akhtar et al., (2017) determined that four factors influenced the turnover intentions of an employee. The first was perceived organizational support, which had a positive effect on emotional intelligence and employee engagement relationships. Secondly, perceived organizational support again had a positive effect on emotional intelligence and employee well-being. Thirdly, employee engagement affected the relationship shared between emotional intelligence and turnover intentions. And finally, employee well being affected the relationship shared between emotional intelligence and turnover intentions.

In another study by Boyatzis (2018), the key discussion is based on the behaviour level of emotional intelligence and its measurement, findings were made that behavioural emotional intelligence was the most important form of emotional intelligence that had a major effect on different types of emotional intelligence in different aspects of life. Emotional intelligence measured at the behavioural level should be treated differently from the other kinds of emotional intelligence since the emotional intelligence related to behavioural emotional intelligence, determines the amount of emotional intelligence a person would possess in other aspects of life. The study suggests that human interaction has become far more complex than it ever was due to the constant social and emotional changes felt by people and measuring emotional intelligence by separating and studying different aspects of it reveals a lot about the kind of performance a person would be able to give in their personal and professional life.

In a study conducted on the role of job satisfaction, Sudibjo and Sutarji (2020) interpreted the key criteria of employee wellbeing and emotional intelligence in terms of increasing employee engagement; it was found that all of these factors had a positive effect on employee engagement. Increased job satisfaction motivated employees to work harder for the job and provide better quality work. When employee well-being was taken under consideration by companies and organizations the employees working under them felt cared for, and on the other hand, It increased their overall physical and emotional well-being that resulted in better job engagement.

In another study conducted to understand the cognitive process of emotional regulation, the feeling of burnout and work engagement, it was found that the use of automatic cognitive regulation strategies harmed employees and resulted in burnout, whereas collaborative cognitive regulation strategies had a positive effect on employees and increased overall employee engagement. Findings were made that the mindset of an employee had a major effect on the amount of engagement and burnout felt by the employee. As opined by Castellano et al., (2019) if the emotional intelligence of an employee was high, they could positively interpret any negative fact and experience positive effects with fewer amounts of burnout and increased engagement. On the other hand, if the emotional intelligence of an employee was low, they would focus on the negative effects that resulted in the

overall outcome to be negative with increased amounts of burnout felt by the employee and resulted in decreased employee engagement. Employees with high emotional intelligence could perceive things in a different light. On the other hand employees with low emotional intelligence had thinking which was very rigid, which resulted in negative effects felt by them.

In a study conducted on the responsibilities that every citizen in the 21st century had after the first and second world war, findings were made that, for a person to contribute to the concept of global citizenship required them to have positive relations with peers, subordinates, seniors and the entire surrounding environment as the relation they had with people and the mindset they possessed had a direct impact on the surrounding environment. Seinfeld and Kapoor (2019) stated that keeping this in mind, high emotional intelligence can be associated with an increased sense of responsibility and awareness of the things around a person. When an employee possesses high emotional intelligence, they are bound to have positive impacts on the organization due to better decision-making skills and increased work efficiency.

In another study conducted by Wello et al., (2017) main discussion is on the portraits and practices under the context of intercultural communication in higher education, findings were made that, when intercultural communication is given importance at higher Education, it increases the emotional intelligence of a person. It increases a person's ability to perceive things from a different point of view. When employees possess the ability to perceive things from a different point of view it encourages them to not focus on the negative effects, but look for different ways to interpret it in a positive light that increases the overall engagement of an employee.

3.0 Conclusion and Recommendations

From the study, it has been understood that EI has an unprecedented significance in the modern world. It is the basis of a global village that aims at strengthening connections between people. An engaged employee can always perform well compared to that of an unengaged employee. In this regard, it is necessary that employees are empowered towards their job roles. Thus, in this current study, a strong discussion has been presented illustrating to what extent the formation of a global village requires the criteria of EI. Although past studies have shown the importance of EI in promoting organizational culture and performance, there is a significant gap in determining the nexus between work engagement and EI in the context of Global village. To attain the main aim of the study, the current research has aimed at finding the connection between EE and EI in the work culture of the IT sector. Thus, it is recommended for organizational leaders to promote work engagement and embrace EI in the workplace. Weekly training needs to be conducted to increase employee awareness regarding the importance of EI.

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