

The Role of Emotional Intelligence in Fostering Employee Engagement and Resilience

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Abstract

Organisational success and employee well-being are significantly obstructed by employee engagement and resilience. It is well-known that emotional intelligence (EI) is a strong indicator of workplace engagement and resilience. But little is known about how EI really works to build engagement and resilience. Exploring the methods and consequences for organisational management and employee development, this research article seeks to study the function of emotional intelligence in inspiring employee engagement and resilience. To assess the current state of knowledge on emotional intelligence, employee engagement, and resilience, a thorough literature analysis was performed. In order to locate important ideas, theoretical frameworks, and empirical results connected to the study subject, relevant studies were examined in scholarly publications, books, and reports. Based on the findings of research, emotional intelligence is one of the most significant factors in boosting employee engagement and resilience. Workforces with high EI are improved to identify and control their emotions, which in turn increases engagement-building influences including work satisfaction, dedication, and motivation. Another benefit of EI is that it helps people deal with stressful situations better, which in turn makes them more resilient and adaptable when their organisations go through changes or crises.

Keywords -Emotional Intelligence, Employee Engagement, Resilience, Organizational Success, Well-being, Workplace

Introduction

To prosper in today's fast-paced, extremely expensive office and keep employees happy and healthy, more and more companies are realising the necessity of building employee engagement and resilience. Resilience refers to the ability to quickly recover from setbacks, navigate through challenges, and adapt to new circumstances, while employee engagement reflects the extent to which employees are emotionally invested, interested, and motivated in their work and organization. Organisational achievement, efficiency, and employee contentment are importantly pretentious by both engagement and resilience.

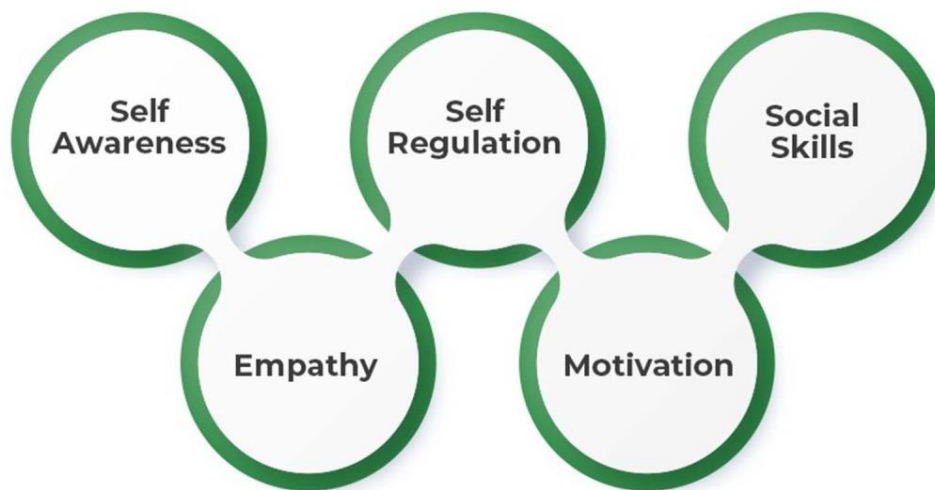
Emotional intelligence (EI) is an important component that has been shown to be a strong predictor of employee engagement and resilience. The capacity to be emotionally intelligent includes not just being aware of, processing, as well as supervisory one's individual emotions, but also being able to read and react to the emotions of others everywhere you. People who are emotionally intelligent are more capable of handling difficult situations, forming strong connections, and navigating the intricacies of the job.

Research has acknowledged a connection between emotional intelligence, employee engagement, and resilience; nevertheless, the precise processes by which emotional intelligence affects these outcomes remain poorly understood. In addition, to cultivate a healthy work environment and improve organisational performance, it is essential to investigate the consequences of emotional intelligence for management of the organisation and staff development.

Thus, the determination of this article is to examine how emotional intelligence might help build resilience and engagement in workplace. This research intentions to focus light on the ways in which emotional intelligence affects resilience and engagement at work by reviewing relevant literature and analysing empirical data. In addition, it hopes to provide light on how emotional intelligence might improve leadership training, organisational management, and workers' overall health and happiness.

This study aims to add to the current research on emotional intelligence, employee engagement, and resilience by delving into these topics. It also hopes to provide practical consequences for organisations that want to foster a resilient and supportive workforce. In the end, organisations may boost employee happiness, performance, and organisational success by implementing targeted interventions and strategies based on a knowledge of emotional intelligence's role in building engagement and resilience.

EMOTIONAL INTELLIGENCE



Review of literature

Alferaih (2021). Recent years have seen a lot of discussion around emotional intelligence (EI) as a possible foundational attribute of effective leadership. Being able to controller one's own and other people's emotions is a part of emotional intelligence (EI), a set of abilities. "It has been speculated that effective emotional management in leadership could impact one's ability to deal with individual needs, inspire staff, and impact workplace morale." Both the capacity and understanding of emotional intelligence (EI) are crucial to effective leadership in the modern day.

According to Singh, Mohsin, and Shukla (2013), EI and EE are the two most important aspects of a successful business. If workers are self-aware and know how to control their emotions, they will be more invested in their work. Employees that score high on the emotional intelligence (EI) scale are incredibly committed to their jobs because they are able to keep their emotions in check, which makes them less likely to get into arguments, build stronger relationships with co-workers, maintain a positive attitude, and adjust their goals to align with the organization's.

Paul et al., 2021 Results show that, up to a degree, EI does affect how invested an employee is in their job. Achieving EE may be as simple as making the workplace a place where people feel valued and appreciated, which in turn boosts morale

and efficiency. The companies that were analysed have above-average EI and EE. The correlation between EI and EE was statistically significant and relatively excellent. It follows that the ability to recognise and control one's emotions is typically taken for granted as a predictor of increased employee engagement.

Ojo published a work in 2017. The world's greatest pressing financial problem right now is low EE in the workplace. Staff productivity might fall as a result of this issue. It is crucial for businesses and workers alike to have a firm grasp of the idea of employee job engagement and its implications. Employees' personal and professional success is a reflection of the monetary and non-monetary contributions they provide to the company. Stressing EE is critical to boosting employee performance, according to a plethora of research.

Emotional intelligence (EI) encompasses the ability to recognize and manage both one's own and others' emotional states and moods. It integrates emotional and informational processing abilities, leading to a set of characteristics such as self-regulation, empathy, and building strong interpersonal connections. Unlike traditional measures of intelligence, EI emphasizes understanding and responding to emotions, which has been highlighted by Vratskikh et al. (2016).

Shenaq (2018) emphasized the significant impact of a manager's emotional intelligence on the perception of company culture by employees. A manager's EI directly influences approximately 70% of this perception, indicating its critical role in shaping the workplace environment. Research indicates that an emotionally intelligent manager fosters positive morale among employees, leading to higher levels of engagement and performance. Additionally, managers who understand their employees' individual motivations are better positioned to cultivate a motivated workforce.

Numerous studies suggest a correlation between a manager's emotional intelligence and the emotional intelligence of their staff. Furthermore, an emotionally intelligent manager is adept at motivating their team, thus attracting and retaining talent more effectively. Research also suggests a positive correlation between leaders' emotional intelligence and their leadership effectiveness, highlighting the importance of emotional intelligence in organizational success. Recent meta-analytical studies have examined the link between employee engagement, satisfaction, and organizational performance indicators such as customer satisfaction, revenue, productivity, turnover rates, and workplace accidents. These studies underscore the significance of employee engagement and satisfaction in driving organizational success, with leadership quality and relationships between employees and their leaders playing pivotal roles.

Ali Ismail and colleagues, 2022 Found that Both the academic and lay business communities have recently shown a great deal of interest in the concepts of emotional intelligence and work engagement. Because of this, a lot of research has focused on how each concept relates to leadership efficacy and organisational results. Academics have disagreed on several points, including how to define emotional intelligence, whether it is a separate kind of intelligence, and if it is just another way to measure personality characteristics. Moreover, academics and business consultants are believed to be in disagreement about the construction and definition of job engagement, even if there is less study on this topic compared to emotional intelligence. Criticism has been directed against its inability to distinguish itself from similar ideas such as work satisfaction and flow.

The authors Sarangi and Vats (2015) tells that the concept of work engagement has been the target of criticism, in contrast to more traditional notions such as job satisfaction, organisational commitment, flow, and involvement in the workplace. While all of these concepts are similar to work engagement, one might argue that the latter offers advantages that surpass all of the former by offering a new perspective on employees' commitment to their work. There is mounting evidence from studies on emotional intelligence and work engagement suggesting these concepts are related to better leadership, organisational effectiveness, and employee engagement.

Objectives of the study

- To examine the association among emotional intelligence and employee engagement in workplace.
- To investigate the impact of emotional intelligence on employee resilience and their ability to cope with workplace challenges and adversity.

- To identify the mechanisms through which emotional intelligence influences employee engagement and resilience, including emotion recognition, regulation, and empathy.

Research methodology

Exploring the importance of emotional intelligence in supporting employee engagement and resilience fully, this study adopted a descriptive research methodology and quantitative methodologies. Using a stratified random selection approach, a cross-section of organisations' industries and departments was chosen for the purpose of conducting the survey. Statistical power calculations were used to estimate the sample size, which was then used to confirm that the results could be applied to a large enough population. Information gathered quantitatively from participants' emotional intelligence, involvement in the workplace, and resilience as measured by verified questionnaires and other standardised tools. The logistics of the organisation and the participants' choices will determine whether the surveys are given online or in person. Emotional intelligence, involvement in the workplace, and resilience were the subjects of descriptive statistics, correlation studies, and regression analyses.

Data analysis and interpretation



Enhancing Employee Engagement Through Emotional Intelligence

S N	Statements	Meanvalue	t value	Sig.
1	Leaders with high levels of emotional intelligence (EI) are able to put themselves in their team members' shoes and empathise with their experiences and perspectives.	3.69	2.958	0.001
2	EI boosts workers' contextual performance	3.76	2.261	0.002
3	Emotional intelligence (EI) is a tool for recognising and making sense of feelings in daily interactions with superiors, peers, and customers.	3.94	4.917	0.001
4	Emotional intelligence (EI) cultivates productive and meaningful professional relationships.	3.71	2.822	0.005
5	Leaders must possess EI traits such as the ability to assess, express, and regulate their emotions; be aware of their own emotions; and control their own emotions.	3.82	3.157	0.002
6	EI also aids employees in being self-conscious, self-motivated, and emotionally limited.	3.73	1.822	0.006
7	Emotional intelligence (EI) employees show tremendous commitment to their jobs by managing their emotions, building strong relationships, and	3.76	2.267	0.002

	adapting their goals to align with the organization's objectives.			
8	Having emotional intelligence (EI) allows a person to better understand and manage their emotions, which in turn helps them communicate more effectively, empathise with others, handle conflict more effectively, and reduce stress.	3.83	3.292	0.002

The study's findings shed light on the role of emotional intelligence (EI) in promoting employee engagement. Using the mean values, t-values, and significance levels (Sig.), the following is an analysis of the main findings:

Consciousness and Compassion: The claim that emotionally intelligent leaders can put themselves in their team members' shoes garnered an average score of 3.69 and a t-value of 2.958 ($p = 0.001$). This shows that workers value leaders with empathy, which is good news for EI's ability to bring people together in teams.

Improved Efficiency: With a mean score of 3.76 and a statistically significant t-value of 2.261 ($p = 0.002$), employees believe that EI improves workers' contextual performance. It seems that people who possess a greater level of emotional intelligence are more likely to excel in their job responsibilities, which in turn boosts the overall performance of the organisation.

Understanding and Perception: With a mean score of 3.94 and a t-value of 4.917 ($p = 0.001$), emotional intelligence is seen as a tool for identifying and understanding emotions in everyday encounters. This highlights the significance of EI in promoting understanding and communication in the workplace.

Establishing Networks with Other Professionals: With a mean score of 3.71 and a statistically significant t-value of 2.822 ($p = 0.005$), EI is seen as positively influencing the development of fruitful professional relationships. Those who score higher on the emotional intelligence test seem to have an easier time establishing and keeping a rapport with co-workers and other stakeholders.

Aptitudes for Leadership: A mean score of 3.82 and a statistically significant t-value of 3.157 ($p = 0.002$) suggest that leaders are anticipated to exhibit EI attributes including self-awareness, self-regulation, and empathy. This underscores the importance of emotional intelligence (EI) in effective leadership and its influence on employee engagement.

Motivating and Self-Aware Workers: With a mean score of 3.73 and a t-value of 1.822 ($p = 0.006$), EI helps workers be self-aware, self-motivated, and emotionally robust. Despite a somewhat higher significance level, the trend indicates that EI aids workers in efficiently managing themselves.

Dedication and Flexibility: A mean score of 3.76 and a statistically significant t-value of 2.267 ($p = 0.002$) suggest that employees with high EI demonstrate a high level of dedication to their work by effectively controlling their emotions and establishing good connections. Organisational goal alignment, employee dedication, and emotional intelligence are all interconnected, as this highlights.

Minimising Stress via Efficient Communication: The ability to recognise and control one's emotions is the foundation of emotional intelligence, which has a mean score of 3.83 and a statistically significant t-value of 3.292 ($p = 0.002$). All the more reason to use EI strategies in the workplace for their many advantages.

Overall, the results indicate that emotional intelligence is essential for increasing employee engagement since it allows for better performance, better communication, more empathy, and the promotion of pleasant connections among co-workers. To improve employee engagement and organisational success, organisations may use these findings to create EI training programmes, foster an EI culture, and back leadership development efforts.

Conclusion

In summary, the study underscores the crucial role of emotional intelligence (EI) in fostering employee participation. The findings illuminate several key insights:

Employees highly value leaders with high emotional intelligence due to their ability to empathize and connect with their employees' experiences and perspectives. Teams benefit from increased trust, communication, and cooperation as a result of this compassionate bond. Improved Outcomes: Employees who score higher on the emotional intelligence scale are more likely to be successful in their jobs and make valuable contributions to their companies' bottom lines. Emotional Intelligence (EI) is a powerful tool for identifying and understanding the emotions at work, which in turn improves communication and understanding with co-workers and other stakeholders. Relationship Building and Teamwork: Workers that score higher on the EI scale are more likely to be able to bring their professional networks together in a positive and fruitful way, which benefits the company as a whole. Leadership Attributes: EI attributes like self-awareness, self-regulation, and empathy are hallmarks of effective leadership. These qualities are crucial for boosting morale, increasing participation, and accomplishing goals. Motivated and Self-Aware Workers: Emotional intelligence (EI) helps workers become more self-aware, which in turn increases their motivation and resilience in the face of adversity. Emotional intelligence (EI) is a personality trait that helps people stay committed to their positions and the organisation. People with high EI are also great at managing their relationships, adapting to new situations, and making sure their goals are in line with the organization's. Conflict resolution, better communication, and less stress in the workplace are all outcomes of emotional intelligence (EI), which helps people become more self-aware and in control of their emotions.

Ultimately, the results show that emotional intelligence has many positive effects on employee engagement and business outcomes. Organisations may boost morale, output, and success by making EI development efforts a top priority; this will lead to a more empathetic, collaborative, and resilient workforce. To maintain a competitive edge in today's rapidly evolving business landscape, organizations can enhance their efficiency and competitiveness by integrating emotional intelligence (EI) training programs into leadership development and employee well-being initiatives.

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