EFFECTS OF EMOTIONAL INTELLIGENCE ON EMPLOYEE ENGAGEMENT AND WORK PERFORMANCE WITH REFERENCE TO COLLEGE FACULTIES IN CHENNAI AND CHENGALPATTU DISTRICTS

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ABSTRACT

Emotional Intelligence is the capability of understanding emotions of oneself and also the emotions of other individuals. One must express and control emotions appropriately when one feels it goes wrong. On the other hand, Employee Engagement refers to the individual's involvement in working effectively in the workplace. Employee Engagement gets affected when the employee's emotions control them. When such Emotions are effectively managed, the employees automatically get involved in their work, leading to effective organizational performance. This paper concentrates on studying the effects of EI on Employee Involvement and work performance, To know the various factors affecting employee engagement and also to measure how employees are engaged in their work. This helps to know whether there is a relationship between Emotional Intelligence, Employee Engagement, and Work Performance. The study is focused on the Faculties of various colleges in the Chennai and chengalpattu districts. The data is collected using a structured questionnaire. Both Primary and Secondary information is used for the current study. Some statistical tools like Descriptive Statistics, Factor Analysis, Chi-Square Test, ANOVA and SEM analysis were used to get the results.

Keywords: Emotional Intelligence, Employee Engagement, Work Performance, College Faculties.

SDGs RELATED TO RESEARCH

United Nations, an intergovernmental organization, has also started focusing on the health and welfare of the employees in the Organizations. They have developed SDG through which they have planned to achieve goals.

Sustainable Development Goals serve as a blueprint to attain a better and more sustainable future for the people. It includes 17 goals with interlinked objectives. Some of them related to this research paper include**; Well-being and Good health, economic growth and decent work, and innovation of industries and infrastructure.** The SDGs focus on improving healthy training and development and retaining a healthy workforce, especially in developing countries. They also plan to improve economic productivity by updating technologies and adding labor-intensive sectors. It also includes decent creation of jobs, entrepreneurship, and innovation to encourage the MSMEs. (sdgs)[1]

INTRODUCTION

Emotional Intelligence is where one can identify their own emotions, understand their emotions, and manage their emotions and the emotions of others (Peter Salovey and John Mayer 1990) [2]. Every individual has their own emotion. One can show different emotions at different times. These emotions can be positive and negative, depending on the situation. One has to control their emotions when it goes negative and can retain them if it is positive and can improve more. Emotionally Intelligent persons are said to be enthusiastic in their work and try to understand the emotions of others with whom they work.

Employee Engagement refers to the involvement and enthusiasm of the employees in their work. (Kahn 1990)[3] Employee engagement is "the using of organization members' to their work roles; in engagement, people employ and express themselves physically, mentally, and emotionally during role performances." Individuals are said to be more engaged when they are free from the forces which affect their work, mainly their emotions. Emotions play a significant role in the employee's engagement towards their job. Too much of negative emotions affect such engagement towards their job.

This study is carried out to determine the various effects of EI on Employee engagement and work performance of college faculties. The study also focused on the factors influencing Employee Engagement and how they can be measured. A model is framed based on the concepts and reviews, and the model is tested to get the results. The study was focused on the faculties of various colleges in the Chennai and Chengalpattu districts. The researcher collected the data from the faculties without any partitions.

STATEMENT OF THE PROBLEM

Each individual has emotions that may be good or bad, depending upon the situation. When Negative emotions are expressed too much, the work is automatically disturbed for the individual and co-workers. Managing such emotions are good for oneself as well as others. When individuals don't control Emotions at a certain level, it gets severe and affects their mental health, affecting work performance.

Workplace emotions may differ from personal life emotions. Both may have positives and negatives. Some may have control over emotions, and some may not have such control. If the emotions are not under control, different impacts may arise. This will affect the employee's work engagement level and the employees who they surround. Therefore it is a need to study the various effects of Emotional Intelligence on Employee Engagement and how it affects work performance.

OBJECTIVES OF THE STUDY

The research objectives include the following:

1. To find out the various effects of EI on Employee engagement and work performance
2. To know the various factors influencing Employee Engagement and how it is measured
3. To find the relationship between Emotional Intelligence, Employee Engagement, and work performance

HYPOTHESES OF THE STUDY

- There is no Association between Age and Variables of Emotional Intelligence

- There is no significant relationship between Factors affecting Employee Engagement and Income
- The EI Model does not have a Perfect Fit

LIMITATIONS OF THE STUDY

- The study is restricted only to the faculties of colleges. Top management and school teachers were not a part of this study.
- The researcher has focused on three study variables; Emotional Intelligence, Employee Engagement, and Work performance. Other variables can also be considered for future research
- The outcomes may differ from sector to sector because of the External and Internal Environmental forces, which cause the employees to manage their Emotions.

REVIEW OF LITERATURE

1. **Gupta (2016) [4]** has analyzed Emotional Intelligence and Work-life balance, where the researcher found that employees who manage their emotions can perform well. The researcher concluded that certain behaviors interfere with work and personal life. This could sometimes affect their performance and their ability to do work.

2. **Dr. Pratima Sarangi and Dr. Bhagirathi Nayak (2016) [5]** have studied Employee Engagement in a Manufacturing company. This was done by examining the factors contributing to productivity and overall impact on the organization. The researcher used Questionnaire as the source to collect data from the employees. The researcher has used the 10 C's of Employee Engagement defined by Gambler (2007) to measure Employee Engagement. Their study revealed that every employee has different opinions about employee engagement. Using the 10 C's, the employee has agreed to 6 parameters that are useful for effective Employee Engagement.

3. **Schrita Osborne Mohamad and S. Hammoud (2017) [6]** examined the Effectiveness of Employee Engagement in the workplace. They have found the strategies that some business leaders use to engage employees. They conducted a semi-structured Interview. There were numerous challenges in the employee's work, and the leaders also wanted to have trust among their employees. Leaders play an influential role in motivating employees for their Commitment to the job. It is also found that a positive work environment and work culture promotes work performance.

4. **Vashisht R and Singh K. Sharma (2018) [7]** studied the EI with Conflict and Stress using Meta-Analysis. The researcher used the past 15 years' data on the given relationship of factors. The research results indicate that EI and Conflict show a positive relation, and stress shows a negative one.

5. **Ravi Kant (2019) [8]** has conducted a study on the Emotional Intelligence of University students. The researcher has focused on the student's emotional intelligence level and to find the difference between Emotional Intelligence and other demographic variables. The researcher has seen a significant difference in Emotional Intelligence among Male and

Female students. Each department's student's Emotions vary from other departments. It was concluded that the students were emotionally Intelligence, and few differences were found between them.

6. **M. Kumar (2020) [9]** has studied about Emotional Intelligence of School students. The researcher has developed EI scales. The researcher focused on the level of EI and the difference between EI and other variables like occupation, Income, and between schools. The researcher also used Dr. Reuven Baron's Scale to measure the EI quotient. It was concluded that EI concepts should be included in the Syllabus of Schools for emotional development. This helps the students expand their brands and increase their decision-making choices.

7. **Suganthi Supramaniam and Kuppusamy Singaravelloo (2021) [10]'** in their research, have focused on the Impacts of EI on the performance of the organization concerning public administration. The researcher concludes that there is a positive effect of EI on organizational performance. The researcher also suggested that Emotional Intelligence should be adopted actively to increase the maturity and awareness to face environmental changes.

8. **Radu Marin (2021) [11]** has analyzed and studied how Engaged employees are said to be more competitive and efficient in creating organizational success. The researcher also focused on the problems in determining employee engagement programs and answered the questions the organizations face. The researcher has concluded that people who are in contact with other employees have the power to increase their level of management. And also, due to globalization, several changes may occur related to culture, diversity, and other aspects.

9. **Dr. Melanie Lourens, Dr. R. Indradevi, et al. (2022) [12]** researched EI roles in Employee Engagement. The researchers have studied the effects of Emotional Intelligence which affects managers' emotional maturity and the engagement of employees. They have concluded that EI has improved the performance of the employees and helps them understand emotions and minimize stress through proper control in the workplace, which helps in achieving the organizational goals. They have concluded that EI plays a significant role in Employee Engagement.

10. **Dr. Smita A. Kalokar and Dr. Amit Sahu (2022) [13]** have reviewed various literature related to Employee Engagement. The researchers have studied 23 articles on Employee Engagement and concluded that every organization must have effective employee engagement to succeed. The organization must also provide opportunities for thinking, decision-making, and work with Commitment which serves as motivation to work and get engaged with work. The researchers have concluded that effective employee engagement is a lifelong process that requires vast Improvement.

RESEARCH METHODOLOGY

It is the way in which the researcher has carried out the research. It includes the methods adopted for sampling, size, sources of data, etc.

Sources of Data

The data sources the researcher used for the study are primary and Secondary data.

Primary Data

The primary data is collected using a structured questionnaire. The Questionnaire includes four parts divided into Demographic Variables, Emotional Intelligence, Employee Engagement, and Work Performance. 5 scale type questions were used to collect and analyze the data.

Secondary Data

The secondary data is collected using various websites, books, Research Articles, Thesis, and other online sources.

Sampling Method

The researcher has used Convenience Sampling for data collection since the population of the Sampling area is Unknown.

Sampling Area and Target Population

The research area and the target population used for collecting the data are various faculties from colleges in Chennai and Chengalpattu districts.

Sample Size

The sample size of the respondents used for collecting the data is 357

Period of Study

The researcher wanted to collect data from the teachers of various colleges in different parts of the Chennai and Chengalpattu districts. Therefore, the period of study is 2 months.

Mode of Questionnaire used for Data collection

The researcher used Physical Questionnaire distributed to the faculties and Google forms circulated through WhatsApp, Gmail, and Instagram.

Statistical Tools used

Some statistical tools like SPSS, AMOS, and Excel were used to compute the data.

Statistical Techniques used

Statistical Techniques like Reliability Analysis, Simple Percentage Analysis, ANOVA, Chi-Square, Factor Analysis, and SEM were used to Analyse the data.

ANALYSIS AND INTERPRETATION

RELIABILITY ANALYSIS

Table 1 shows the Reliability statistics of the Questionnaire

Reliability Statistics	
Cronbach's Alpha	N of Items
.921	51

Source: Computed Data

INTERPRETATION

From the above Reliability Statistics, it is found that Cronbach's Alpha value is 0.921, which is highly reliable for data collection. Therefore, the Reliability of the Questionnaire is Excellent and Proved.

SIMPLE PERCENTAGE ANALYSIS

Table 2 shows the Frequency and Percentage Analysis of Demographic Variables

S.no	Factors	Options	Frequency	Percentage
1	Age	26 – 30	121	34
2	Gender	Female	180	50
3	Qualification	Doctorate	114	32
4	Designation	Assistant Professor	113	32
5	Marital Status	Unmarried	283	79
6	Annual Income	Above Rs. 5,00,000	107	30
7	Work Experience	1 Year to 10 Years	124	35
8	Working Hours	Less than or Equal to 8 Hours	237	66

Source: Computed Data

FACTOR ANALYSIS

Table 3 shows the KMO and Barlett's Test of Factors of Emotional Intelligence

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.834
Bartlett's Test of Sphericity	Approx. Chi-Square	1939.012
	df	66
	Sig.	.000

Source: Computed Data

INFERENCE

The above table shows the Kaiser-Meyer-Olkin and Bartlett's Test of Sphericity. KMO test is used to measure the sampling adequacy. The KMO test value is 0.834, which is more than 0.5; hence it can be considered that the sampling is adequate and acceptable for data reduction.

Bartlett's Test of Sphericity is done to decide whether the factor analysis results are helpful for consideration and whether the analysis can be continued. Bartlett's Test of Sphericity shows a significant value of 0.000 which signifies a higher level of relationship between the variables, which allows the researcher to proceed with Factor Analysis.

Table 4 shows the Communalities Factors Influencing Teamwork in the Workplace

Communalities		
Variables	Initial	Extraction
EI_1	1.000	.656
EI_2	1.000	.478
EI_3	1.000	.842
EI_4	1.000	.824
EI_5	1.000	.768

EI_6	1.000	.787
EI_7	1.000	.713
EI_8	1.000	.619
EI_9	1.000	.832
EI_{10}	1.000	.587
EI_{11}	1.000	.712
EI_{12}	1.000	.756
Extraction Method: Principal Component Analysis.		

Source: Computed Data

INFERENCE

All the variables in the Communality table are initially expected to have 100% variance. Each variable has a value of 1.00, which means 100% variance. The extracted values range from 0.478 to 0.842, showing that the minimum variance share of the variable after extraction is 47% and the maximum variance share of the item is 84%.

Table 5 shows the Rotated Component Matrix of Emotional Intelligence

Rotated Component Matrix[a]					
Factors	**Factor Name**	**Variables**	**Factor Loadings**	**Variance**	**Eigen Values**
Factor 1	Self – Awareness	EI_1	.865	25.059	3.007
		EI_2	.774		
		EI_3	.760		
		EI_4	.726		
Factor 2	Self – Expression	EI_5	.827	20.223	2.427
		EI_6	.657		
		EI_7	.647		
		EI_8	.597		
Factor 3	Self – Care	EI_9	.870	14.857	1.783
		EI_{10}	.699		
Factor 4	Self – Motivation	EI_{11}	.839	9.459	1.135
		EI_{12}	.691		
Extraction Method: Principal Component Analysis.					
Rotation Method: Varimax with Kaiser Normalization.					

Source: Computed Data

INFERENCE

The Eigenvalue for Factor 1 is 3.007, with 25.059% of the variance. These factors are named "**Self – Awareness,**" Factor 2 is 2.427 with 20.223% of the variance, and these factors are

Termed **"Self - Expression,"** Factor 3 is 1.783 with 14.857% of the variance, and these factors are called **"Self-Care,"** Factor 4 is 1.135 with 9.459% of the variance, and these factors are called **"Self – Motivation."**

CHI-SQUARE TEST

H0: There is no Association between Age and Variables of Emotional Intelligence

Table 6 shows the Chi-Square Tests of Emotional Intelligence with Age

Chi-Square Tests				
Factors	**Pearson Chi-Square**	**Value**	**df**	**Asymp. Sig. (2-sided)**
Age * EI_1	Pearson Chi-Square	88.322^a	12	.000
Age * EI_2	Pearson Chi-Square	62.490^a	12	.000
Age * EI_3	Pearson Chi-Square	69.114^a	16	.000
Age * EI_4	Pearson Chi-Square	136.657^a	16	.000
Age * EI_5	Pearson Chi-Square	118.322^a	16	.000
Age * EI_6	Pearson Chi-Square	131.190^a	16	.000
Age * EI_7	Pearson Chi-Square	136.424^a	16	.000
Age * EI_8	Pearson Chi-Square	117.389^a	12	.000
Age * EI_9	Pearson Chi-Square	123.774^a	16	.000
Age * EI_{10}	Pearson Chi-Square	128.396^a	16	.000
Age * EI_{11}	Pearson Chi-Square	81.126^a	12	.000
Age * EI_{12}	Pearson Chi-Square	83.854^a	16	.000
Age * EI_{13}	Pearson Chi-Square	115.761^a	16	.000
Age * EI_{14}	Pearson Chi-Square	143.241^a	16	.000
Age * EI_{15}	Pearson Chi-Square	66.522^a	16	.000

Source: Computed Data

INFERENCE

The Chi-square table above shows the results of the Chi-Square test of Age and Variables of Emotional Intelligence. The Significant value of the Chi-square at the 5% level should be less than 0.05. From the analysis results, it can be inferred that all the values of Variables with Age are less than 0.05, that is, 0.000. This shows an association between Age and the Variables of Emotional Intelligence. Hence, the Null hypothesis, there is no association between Age and the variables of Emotional Intelligence, is rejected.

ONE WAY ANOVA

H0: There is no significant relationship between Factors affecting Employee Engagement and Income

Table 7 shows the One Way ANOVA of Factors affecting Employee Engagement and Income

ANOVA

|		Sum of Squares	df	Mean Square	F	Sig.
Attitude	Between Groups	55.085	4	13.771	37.031	.000
	Within Groups	130.903	352	.372		
	Total	185.989	356			
Job Satisfaction	Between Groups	11.009	4	2.752	5.171	.000
	Within Groups	187.361	352	.532		
	Total	198.370	356			
Culture	Between Groups	38.423	4	9.606	21.975	.000
	Within Groups	153.868	352	.437		
	Total	192.291	356			
Health	Between Groups	32.030	4	8.007	7.432	.000
	Within Groups	379.253	352	1.077		
	Total	411.283	356			
Technology	Between Groups	30.102	4	7.526	6.185	.000
	Within Groups	428.323	352	1.217		
	Total	458.426	356			
Career Development	Between Groups	16.148	4	4.037	7.622	.000
	Within Groups	186.430	352	.530		
	Total	202.577	356			
Recognition	Between Groups	65.040	4	16.260	25.370	.000
	Within Groups	225.604	352	.641		
	Total	290.644	356			
Pay Structure	Between Groups	26.088	4	6.522	16.263	.000
	Within Groups	141.161	352	.401		
	Total	167.249	356			
Transparency	Between Groups	60.299	4	15.075	11.740	.000
	Within Groups	451.993	352	1.284		
	Total	512.291	356			
Relationship	Between Groups	32.276	4	8.069	6.140	.000
	Within Groups	462.603	352	1.314		
	Total	494.880	356			

Source: Computed Data

INFERENCE

From the table above, it is found that Factors affecting Employee Engagement are significant with Income Since the p-values of all the variables are 0.000, which is less than 0.05. Hence, The Null Hypothesis (H0), there is no significant relationship between Factors affecting Employee Engagement with respect to Income, is rejected. This shows that there is a relationship.

STRUCTURAL EQUATION MODEL

H0: The EI Model does not have a Perfect Fit

Figure 1 shows the SEM for Emotional Intelligence
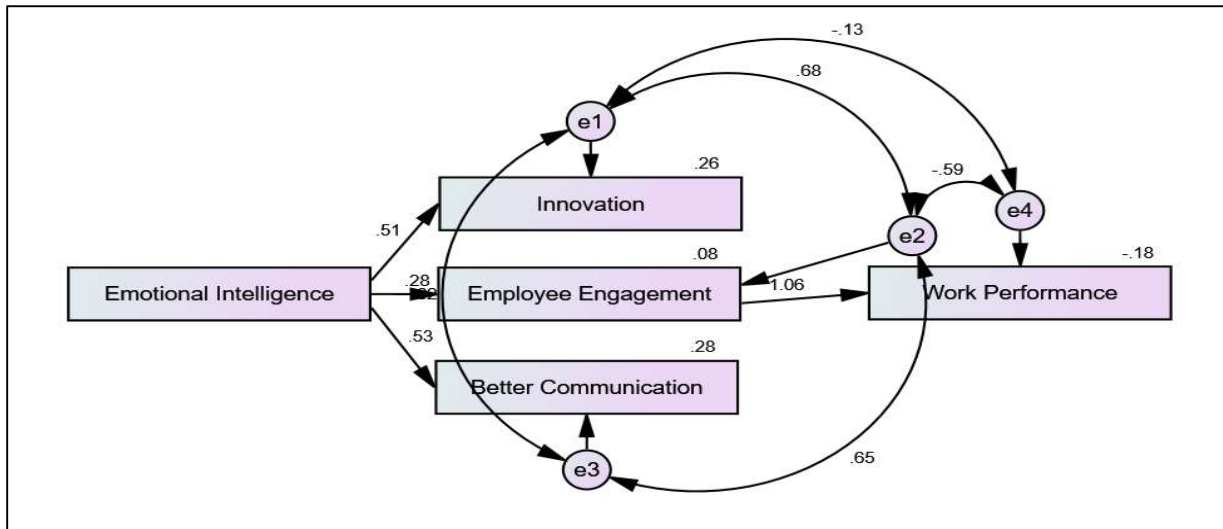
Structural Equation Model of Emotional Intelligence, Employee Engagement, and Work Performance

INFERENCE

The above figure shows that the model is constructed using SEM analysis, which reveals that all the values are associated with the regression result (Emotional Intelligence). To develop a perfect model, modification indices have been used. By adopting modification indices, the variables relate to the covariance to deliver accurate results in SEM analysis. The above model has satisfied the recommended values and is shown below:

Table 8 shows the model fit Indices

Fit Statistics	Obtained	Recommended
Chi-Square	0.123	>0.05
CMIN/DF	2.563	≤3
NFI	0.995	>0.90
RFI	0.918	>0.90
CFI	0.995	≥0.90
PCFI	0.086	>0.90
TLI	0.932	>0.90
RMSEA	0.044	<0.05

Source: Computed Data

INFERENCES ON MODEL FIT

The above table reveals the model fit Indices of Emotional Intelligence and its relevant factors. It is clear from the table that all the measures are within the recommended limits. The Chi-square value of the model is 0.123, which is more than 0.05. (NFI) is found to be 0.995, which is

more than 0.9, and is said to be suitable for the model. Based on the (RFI) of 0.918 and the (CFI) of 0.995 are up to the recommended level of above 0.9. (PCFI) is found to be 0.086, more than 0.9, and (TLI) of 0.932, more than 0.9, and (RMSEA) values also satisfy the recommended value to validate the model. Hence the researcher has concluded that the null hypothesis stated above is rejected. Therefore, the constructed model is said to be Fit and is accepted.

FINDINGS AND DISCUSSION

The reliability analysis of the Questionnaire proved to be excellent to proceed with further analysis. 0.921 is the value of Cronbach's Alpha, which is said to be more than 0.9; hence, the researcher proceeded with data collection. The simple percentage analysis and Frequency analysis of the demographic variables results show the highest percentage of the variables, which includes: Age of the respondents between 26 – 30, falls for 34% of the respondents with a frequency of 121, 50% of the respondents are Gender are Female with the frequency of 180, 32% of the respondents are Qualified as Doctorate with Frequency of 114, 32% of the respondents are designated as Assistant Professor with a frequency of 113, 79% of the respondents are Unmarried with a frequency of 283, 30% of the respondents belong to the Income category of Above Rs. 5,00,000 with a frequency of 107, 35% of the respondents belong to the Work Experience category of 1 Year to 10 Years with a frequency of 124, 66% of the respondents are working for about less than or equal to 8 hours with a high frequency of 237.

The factor analysis results show KMO Bartlett's Test of Sphericity value of 0.834, and the significant value is 0.000, which is used to check the adequacy of samples. This show that the researcher can proceed with Factor analysis. The communality table reveals the extracted values, which range from 0.478 to 0.842, showing that the minimum variance share of the variable after extraction is 47% and the maximum variance share of the item is 84%. Then the Emotional Intelligence variables are divided into four factors, namely, Factor 1, "Self – Awareness," Factor 2 is Termed "Self - Expression," Factor 3 is called "Self-Care," Factor 4 is called "Self – Motivation."

The Chi-square analysis shows the results of the Chi-Square test of Age and Variables of Emotional Intelligence. The Significant value of the Chi-square at the 5% level should be less than 0.05, and the results significant at the 5% level. This shows an association between Age and the Variables of Emotional Intelligence. Therefore, the Null hypothesis there is no association between Age and the variables of Emotional Intelligence is rejected.

The results of ANOVA show that the Factors affecting Employee Engagement are significant, with Income at a 5% level. Hence, it is concluded that the hypothesis there is no significant relationship between Factors affecting Employee Engagement with respect to Income is rejected, and this shows that there is a relationship.

The SEM model of Emotional Intelligence with Employee Engagement and Work Performance is said to be fit, and the measures are up to the recommended limits. The Chi-square value of the model is 0.123, which is more than 0.05. (NFI) is found to be 0.995, which is more than 0.9, and is said to be suitable for the model. Based on the (RFI) of 0.918 and the (CFI) of 0.995 are up to the recommended level of above 0.9. (PCFI) is found to be 0.086, more than 0.9,

and (TLI) of 0.932, more than 0.9, and (RMSEA) values also satisfy the recommended value to validate the model. Hence, the researcher has concluded that the null hypothesis is rejected and constructed. The model is analysed to be Fit and is accepted.

CONCLUSION

This study reveals that Emotional Intelligence and Employee Engagement build to achieve better work performance for the employees in the organization. When the Emotions of the individuals are appropriately managed, it will be helpful for them to concentrate on their work, leading to better work performance. The management and the individuals must develop their skills to manage their emotions by providing various training, awareness program, soft skills program, etc. This will bring a psychological change among the individuals and be helpful for the organization. The employees are said to be engaged in their work when they are hassle-free. Most employees may not react much to the situations that trigger their emotions, but crossing certain levels may lead to a burst out of feelings, affecting their Engaging story and work performance.

United Nations Sustainable development goals can be updated concerning the Emotional Intelligence aspect in the case of organizations and individuals; they have focused on several aspects of health, poverty, equality, etc. They can also consider this Concept of Emotional Intelligence, which can be included in several goals like Health and Well-being, Economic Growth and productive employment, Infrastructure, and Innovation. All these goals are directly or indirectly related to the employees' emotions in the organization. If they consider these concepts, they can transform the world before 2030.

RECOMMENDATIONS

After various analyses and research conducted, the researcher has proposed the following recommendations for the Organizations and WHO to achieve Sustainable Development Goals effectively:

- The employees in the workplace can be provided with various soft skills training like Time management, Leadership, Teamwork, Negotiation, Presentation skills, Emotional Intelligence, and Critical thinking. All these training aspects may develop the personality of the individuals who are working in various organizations
- Most organizations ignore recognizing the employees who do their job to the extent that it improves their productivity. They get the work done by the employees and start giving other work. This can be one of the reasons for the employee to leave the organization
- Frequent measurements of the performance of employees should be done to know whether the employees are working for their Improvement or they are trying to impose the work on others. If the performance is measured, the organization can correct or give training to the employees to improve what they lack.

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