An Analytical Study to Explore the Relationship Between Employee Wellbeing and Employee Engagement Moderated by Emotional Intelligence in Engineering Sector, Chennai City Corporation

Harish. M[1], R. Dhanya[2]*, A. Poornima[3] and Aravind Ravi[4]

[1]*Assistant Professor, Faculty of Management, Department of Business Administration, SRMIST Ramapuram Chennai, Tamil Nadu*

[2]*Assistant Professor, Department of Management, Guru Nanak College (Autonomous), Guru Nanak Salai, Velachery, Chennai, Tamil Nadu*

[3]*Assistant Professor, Faculty of Management, Department of Business Administration, SRMIST Ramapuram Chennai, Tamil Nadu*

[4]*Senior Engineer, Lucid Motors, California. U S A*

*Corresponding Author E-mail id: ravi.dhanya09@gmail.com

Abstract

Employee wellbeing is a panoramic term that encompasses most of the criteria that leads to professional growth of the employees. It includes the state of mind of employees towards their task and organization as well. Employee wellbeing is not only related to the health of an employee but also related to the holistic development of employee. Employee wellbeing has become an integrated component of employee engagement, which tries to reduce absenteeism and besides increase the employees' productivity. The term wellbeing clearly indicates that the organization moves towards the way to reduce the stress level of its employees. This defines that any organization that upholds employee wellbeing can have better prospects in the competitive market. When employee wellbeing speaks about the condition of employee[s], employee engagement speaks about the bond between employee and the employer. Employee engagement depicts the level of satisfaction and connect an employee displays towards the place of work. It is apparent that creating a positive atmosphere would induce employees to unleash their potential and reach the optimum level of productivity. On the other phase, emotional intelligence reflects the knack of handling tasks by employees. It displays the dexterity of an individual to understand and manage the given task with the support of the organization wherever required. It exhibits the skill and capacity of employees in accomplishing their individual goals or target. In a nutshell the three different dimensions mentioned employee wellbeing, employee engagement and emotional intelligence affirms that all the three pronounces in common, the level of satisfaction, loyalty, emotional connections, work life balance, financial wellness and like. (1) Background of the study: The core intention of this research analysis is to ratify that there is a well-built bond between employee wellbeing and employee engagement both of which are influence by emotional intelligence. Employees belonging to private sector from engineering industry were interviewed for collecting and processing data to attain the purpose of this research article. (2) Methods: A questionnaire with Likert five-point scale was designed to proceed with the survey. SPSS (Statistical Package for Social Science) version 20.0 was used to arrive at a conclusion. The statistical tools include the basics like mean, standard deviation to understand the satisfaction level. Paired Samples Test, Generalized Linear Models, Univariate Analysis of Variance, Correlations, Nonparametric Tests, Two Step Cluster were implemented to find out the rationale of the study and to analyze the extent of closeness between the variables. By taking

advantage of the above tools accuracy in the interpretation and conclusion was achieved. (3) Result: This research paper was formulated to materialize the bond between employee wellbeing and employee engagement in liaison with emotional intelligence. This was robustly evinced through statistical calculations and interpretations. (4) Conclusion: Emotional intelligence in the workplace ensures that the employees stay in tune with the targets to be achieved to fulfill the set goals and responsibilities. It helps employees to reach the level of maturity, wherein, they discharge their commitment with due diligence. There are studies to manifest the fact that employees who are emotionally connected with the organization tend to be more active and involved with their task. Such employees maintain the balance between work and life with ease. Employee engagement and employee wellbeing are mutually interconnected areas which brings the best to the organization by motivating the employees reconcile with organization's mission and goals. Employee engagement steer the employees' agility towards work and employee wellbeing includes nurturing relationship with the colleagues and superiors, emotional stability, physical wellness along with health and mental fitness. This portrays the fact that employee wellbeing and employee engagement lie in tact with each other which are influenced by emotional intelligence.

Keywords: professional growth, employee engagement, absenteeism, productivity, optimum, goals, emotional connections, work life balance, financial wellness

Introduction

Employee engagement has its own importance in recent years due to cut throat competition in the market. It provides strategies that collaborates individual and organizational goals and values. It spot light employee commitment in congruence with employer-employee relationship. The organization play a vital role in creating a positive workplace that induces employees to better productivity by boosting their job satisfaction and balance of work and personal space. This in addition pilots to innovation and creativity. Of late, the organizations expects employee to have interest and initiative at work looking forward for a better productivity along with employees personal growth. In this case, engagement level may be found less, as the employees may start to feel that their management is not considerate towards them. Engagement level will be at peak only if the employees feel contented. This paved way for the dimension of employee wellbeing. It is also evident that there are organizations that finds it difficult to afford employee wellbeing can experience dwindle in employee engagement.

Emotional intelligence is the art of managing one's own feelings in the workplace thereby balancing the vehemence of the others. It is often perceived those strong sensations dominate any individual at times when decisions are to be taken. In order to take rational decision emotions are to be managed. It could also be said that emotional intelligence in short is the tendency to govern one's own inter and intra personal skills. In the initial inception of business or corporate intelligent quotient [IQ] had an upper hand in the area of recruitment and selection. The most important criteria that was

laid down for recruiting the new candidates was clearing the questions or portion that contained intelligent quotient. Later on, with the growth and establishment of various such business and organization in the market every organization has started to ensure that their potential employees stay back with them. The competitive nature of the market created the fear of attrition in the minds of the employer, where there was a drift from intelligent quotient to emotional quotient. Emotional intelligence helps the management to identify teams and collaborate the effort of the employees towards sustainability. This on the other hand led to employee engagement.

Materials and Methods

Questionnaire was used to gather the information from the respondents for the exploratory research. To justify the credibility of the questionnaire pilot survey was undertaken with ten respondents. Convenience sampling was used to collect the data from the rest 140 employees from engineering sector in Chennai city. SPSS 20.0 and Microsoft Excel 2013 were used to interpret the data collected and to obtain the conclusions.

Analysis and Interpretation

Table 1

Demographic Factor

Factor		Frequency	Percent	Mean	Std. deviation
Gender	Male	76	50.7	1.49	0.502
	Female	74	49.3		
Age	Less than 25 yrs	26	17.3	2.56	1.065
	26-35yrs	46	30.7		
	36-45 yrs	54	36.0		
	45-50yrs	16	10.7		
	above 50 yrs	8	5.3		
Education	Certification	9	6.0	3.16	0.883
	Diploma	21	14.0		
	UG	57	38.0		
	PG	63	42.0		
Designation	Junior executive	32	21.4	2.15	0.857
	Executive	73	48.7		
	Supervisor	34	22.7		
	Manager	11	7.3		

Income	Up to Rs 15000	41	27.4	2.09	0.900
	Rs.15000- Rs. 30000	64	42.7		
	Rs. 30000-Rs. 40000	34	22.7		
	Above Rs. 40000	11	7.3		
Experience	0-5 years	30	20.0	1.96	0.664
	6-10 years	102	68.0		
	11-15 years	12	8.0		
	More than 16 years	6	4.0		

- Primary source

It can be seen from the above demographic table that most of the respondents are male and female constituting 74. When it comes to age most of them belong to the age bracket 36-45 years counting 54 out of 150 respondents. Most of the respondents are educated who holds post-graduation. In case of designation almost 73 respondents belong to executive level and then the count spreads to supervisor and junior executives. Almost 64 respondents fall in the income category of Rs.15000- Rs. 30000 and experience level 6-10 years dominates with the count of 102 respondents.

Table 2

Paired Samples Test

		Paired Differences					t	df	Sig. (2-tailed)
		Mean	Std. Deviation	Std. Error Mean	95% Confidence Interval of the Difference				
					Lower	Upper			
Pair 1	Mental health - Emotional Intelligence	.100	1.413	.115	-.128	.328	.867	149	.387
Pair 2	Intellectual wellness - Emotional Intelligence	-.453	1.464	.120	-.689	-.217	-3.794	149	.607
Pair 3	Financial wellness - Emotional Intelligence	.007	1.190	.097	-.185	.199	.069	149	.945
Pair 4	Physical wellness - Emotional Intelligence	-.113	1.308	.107	-.324	.098	-1.061	149	.290

The table above those shows the results of paired sample test depicts that there is a correlation between the factors mentioned. This test was undertaken to analyze if there is a relationship between dimensions of employee wellness and emotional intelligence. Table values of

the criteria are more than the *p* value. This indicates that the null hypotheses which state that there exists no correlation between the variables of employee wellness and emotional intelligence can be rejected. Hence it is proved that there is a strong bond between employee wellbeing and emotional intelligence.

Model 1: Generalized Linear Models

Model 1.1: Model Information

Dependent Variable	Employee Engagement
Probability Distribution	Normal
Link Function	Identity
Scale Weight Variable	Employee wellness

Model 1.2: Categorical Variable

			N	Percent
Factor	Emotional Intelligence	SD	2	1.3%
		D	3	2.0%
		N	28	18.7%
		A	88	58.7%
		SA	29	19.3%
		Total	150	100.0%

Model 1.3: Goodness of Fit

Goodness of Fit[a]			
Measurement	Value	df	Value/df
Deviance	592.263	149	3.975
Scaled Deviance	150.000	149	
Pearson Chi-Square	592.263	149	3.975
Scaled Pearson Chi-Square	150.000	149	
Log Likelihood[b]	-214.081		
Akaike's Information Criterion (AIC)	432.162		
Finite Sample Corrected AIC (AICC)	432.244		
Bayesian Information Criterion (BIC)	438.184		
Consistent AIC (CAIC)	440.184		
Dependent Variable: Employee Engagement Model: (Intercept)			
a. Information criteria are in small-is-better form.			
b. The full log likelihood function is displayed and used in computing information criteria.			

Model 1.4: Omnibus Test[a]

Likelihood Ratio Chi-Square	df	Sig.
.000	.	.
Dependent Variable: Employee Engagement Model: (Intercept)		
a. Compares the fitted model against the intercept-only model.		

Model 1.5: Tests of Model Effects

Source	Type III		
	Wald Chi-Square	df	Sig.
(Intercept)	1934.126	1	.000
Dependent Variable: Employee Engagement Model: (Intercept)			

The linear model above was drawn to identify if employee engagement and employee wellbeing are parallel to each other. Employee engagement was considered as the dependent variable and employee wellness is used as the variable to weigh the former. From the factor variable mentioned in model 1a it is evident that 58.7% of the respondents agree that their organization supports employee wellbeing in turn boosting their engagement level. The Goodness of Fit test revels that there is no deviation between the aforesaid variables supported by Omnibus and Model Effect Tests, where the significant value arrived is less than the *p* value, it could be asserted that there is link between employee wellness and employee engagement.

To validate the output of the above table the following analysis was taken forward. The dependent variable is taken as employee engagement and the moderating variable is emotional intelligence. The factor count between the subjects assures that 79 respondents agree that their organization takes care of employee wellness. The test between the subjects in table 3.1 shows a significant value which is less than the *p* value. In case of employee intelligence, the value derived is 0.009 and .002 for employee wellness. This denotes that employee engagement is dependent of employee wellness which is influenced by emotional intelligence.

Table 3
Univariate Analysis of Variance

Between-Subjects Factors			
		Value Label	N
Employee wellness	1	SD	2
	2	D	3
	3	N	28
	4	A	79
	5	SA	38

Table 3.1

Tests of Between-Subjects Effects

Dependent Variable: Employee Engagement					
Source	Type III Sum of Squares	df	Mean Square	F	Sig.
Corrected Model	22.021[a]	5	4.404	5.154	.000
Intercept	28.861	1	28.861	33.774	.000
Emotional Intelligence	6.013	1	6.013	7.037	.009
Employee wellness	15.838	4	3.959	4.633	.002
Error	123.052	144	.855		
Total	2039.000	150			
Corrected Total	145.073	149			
a. R Squared = .152 (Adjusted R Squared = .122)					

Table 4

Correlations

Factors		Employee Engagement	Emotional Intelligence	Employee Wellness
Employee Engagement	Pearson Correlation	1	.206[*]	.103
	Sig. (2-tailed)		.01	.212
Emotional Intelligence	Pearson Correlation	.206[*]	1	.636[**]
	Sig. (2-tailed)	.01		.000
Employee Wellness	Pearson Correlation	.103	.636[**]	1
	Sig. (2-tailed)	.212	.000	
*. Correlation is significant at the 0.05 level (2-tailed).				
**. Correlation is significant at the 0.01 level (2-tailed).				

The correlation analysis was taken forward to substantiate the connection between the three dimensions: employee engagement, employee wellness and emotional intelligence. It is deliberate from the above table that correlation is significant in case of 2-tailed test, pronouncing the association between employee engagement and emotional intelligence where the table is 0.01 which is less than the p value [0.05]. This confirms that emotional intelligence acts as a catalyst between employee engagement and employee wellness.

Model 2

Nonparametric Tests

Hypothesis Test Summary

	Null Hypothesis	Test	Sig.	Decision
1	The distribution of LEADERSHIP PRACTICE is the same across categories of Employee wellness.	Independent-Samples Kruskal-Wallis Test	.000	Reject the null hypothesis.
2	The distribution of TRUST LEVEL is the same across categories of Employee wellness.	Independent-Samples Kruskal-Wallis Test	.000	Reject the null hypothesis.
3	The distribution of WORKING CONDITION is the same across categories of Employee wellness.	Independent-Samples Kruskal-Wallis Test	.000	Reject the null hypothesis.
4	The distribution of PROFESSIONAL DVT is the same across categories of Employee wellness.	Independent-Samples Kruskal-Wallis Test	.000	Reject the null hypothesis.
5	The distribution of MOTVATION LEVEL is the same across categories of Employee wellness.	Independent-Samples Kruskal-Wallis Test	.000	Reject the null hypothesis.

Asymptotic significances are displayed. The significance level is .05.

The nonparametric test displays the interrelatedness between the components of emotional intelligence and employee wellness. It is evident from the analysis above that the table value is less than the *p* value which is set as 0.05. At this point the null hypotheses are accepted. The null hypotheses states that there exist relationship between leadership practice, trust level, working conditions, professional development, level of motivation and employee wellness. From the analysis it is comprehensible that the null hypotheses is accepted enunciating that there is a strong bond between employee wellness and emotional intelligence.
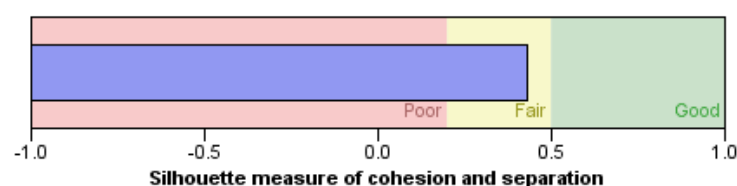
Model 3

Two Step Cluster

Model Summary

Algorithm	TwoStep
Inputs	8
Clusters	3

Cluster Quality

Poor   Fair   Good

-1.0   -0.5   0.0   0.5   1.0

Silhouette measure of cohesion and separation

The three parameters for the study being employee wellness, employee engagement and emotional intelligence were taken as the cluster for the model above. It apprehended that the three dimensions lie on the path close to each other reaching almost the level of 'Good'. It could also be figured out that it has crossed the bare minimum level and has navigated towards 'Fair' level touching upon the maximum heights. It is prudent from the cluster model that the three aforesaid facets stay in par with each other and emotional intelligent triggers employee wellness leading to employee engagement.

Future Recommendation

This study can be undertaken in corporate sector in future as it will help the management understand the requirements of employee leading to higher productivity and retention level. To gain profound knowledge the designation level can also include top level authorities and retired professionals. The statistical part of the study can use probability sampling methods in order to acquire accurate information and conclusion.

Conclusion

Apart from motivation, self-awareness, empathy and like emotional intelligence has reached a point where management has to understand the untold mood or emotions of the employees to make them work and stick to their workplace. Organizations these days have started to analyze the market not only to attain more market share but also to retain its potential employees by keeping them engaged. Though emotional intelligence voices out about self-awareness and understanding the others, the latter dominates particularly when it comes to the employer employee relationship. It can be assumed from the research that most of the respondents are educated which results in expecting a moderate salary and designation level. There were respondents who felt that their engagement level and strategies adopted by the management is appreciative but the professional growth even after contribution towards the organization's growth is a kind of lackluster. This is one of the reasons behind the cluster model not reaching its optimum level. There were respondent-employees who felt that learning and development at the right time would enhance their ability at work which are provided only to a particular class of employee community. It was felt that it has to be extended to those who are yet to gain much experience also so that their skill set is augmented. Thus intellectual wellbeing is given importance which could be observed from table 2 where the value stands at 0.607. Thus it is transparent from the analysis and interpretation that employee wellbeing and employee engagement stay in close connection with each other influenced by emotional intelligence.

References

1) *Alavi, S. Z., Mojtahedzadeh, H., Amin, F., & Savoji, A. P. 2013. Relationship Between Emotional Intelligence and Organizational Commitment in Iran's Ramin Thermal Power Plant. ProcediaSocial and Behavioral Sciences, 84, 815-819.*

2) *Bar-On, R. 2004. The Bar-On Emotional Quotient Inventory (EQ-i): Rationale, description, and summary of psychometric properties. In G. Geher, Measuring emotional intelligence: Common ground and controversy (pp. 111-142). Hauppauge, NY: Nova Science Publisher.*

3) *Deshwal, S. 2015. Impact of Emotional Intelligence on Employee Engagement. International Journal of Multidisciplinary Research and Development, 2(3), 255-256.*

4) *Dhanya, R. Employee Engagement: A Smart Way to Employee Retention with reference to Corporate Sector, Chennai City Corporation, International Journal of Business Management & Research (A Peer-Reviewed Bi-Annual Journal) ISSN: 2249-2143.*

5) *Dhanya, R. A Study on Drivers of Employee Engagement and Employee Retention in Healthcare Sector, Tiruchirappali Corporation" – Journal of the Gujarat Research Society, Group D, CARE listed journal ISSN: 0374-8588, JGRS Journal, Vol. 21, Issue 7, November 2019*

6) *Dhanya, R. An Analytical Study On The Influence Of Talent Management On Employee Engagement And Employee Retention" ABDC indexed Journal of Informatics Education and Research, ISSN: 1526-4726 Vol. 4 No. 3 (2024)*

7) *Fidell, Barbara G; Tabachnick, Linda S. 2007. Using multivariate statistics (5 ed.). Boston: Pearson.*

8) *George, J. M. 2000. Emotions and Leadership: The role of emotional intelligence. Human Relations, 53(8).*

9) *Heindel, K. 2009. The relationship between the emotional intelligence of leaders and critical employee engagement factors. Alliant International University, San Francisco Bay.*

10) *Kahn, W. 1990. Psychological conditions of personal engagement and disengagement at work. Academy of Management Journal, 33, 692-724.*

11) *Meere, M. 2005. The high cost of disengaged employees (Employee Engagement Industry Briefing). Hawthorne, Victoria: Swinburne University of Technology.*

12) *Ngirande, H., & Timothy, H. T. 2014. The relationship between leader emotional intelligence and employee job satisfaction. Mediterranean Journal of Social Sciences, 5(6), 35.*