

Chapter 11

Models of Emotional Intelligence and Its Impact on Employee Engagement and Productivity

Monica Negi

Dr. Y.S.P. University of Horticulture and Forestry, India

Kapil Kathuria

Dr. Y.S.P. University of Horticulture and Forestry, India

Nidhi Sharma

Dr. Y.S.P. University of Horticulture and Forestry, India

Shabnam Pangtu

Dr. Y.S.P. University of Horticulture and Forestry, India

ABSTRACT

The chapter will comprise show how EI and employment engagement go hand in hand. Moreover, it's important to understand the impact of emotional intelligence on employee engagement. When employees possess strong emotional intelligence skills, they are better equipped to navigate interpersonal dynamics, manage their emotions effectively, and contribute positively to the workplace. The authors have made an effort to explain how emotional productivity is influenced by emotional intelligence.

1. INTRODUCTION

Emotional Intelligence is an important part of the competence of an employee/manager. It can be learned and applied to meet goals and targets to create happy and healthier working culture. Adamska and Minarova (2014) defined competence as employees' ability (consisting of three components of general

DOI: 10.4018/979-8-3693-0418-1.ch011

Models of Emotional Intelligence and Its Impact on Employee Engagement

ability with technical sense, scientific and practical knowledge and individual and social maturity) with competence i.e., duty, power and responsibility).

Another author Goleman (2000) defines emotional intelligence as the ability to manage and control the emotions. He felt that level of emotional intelligence cannot be determined by genetics but these qualities have to be learned and can only increase in long term.

Emotional intelligence has increasingly become a topic of interest in research on employee engagement. Previous research has demonstrated that both intellectual intelligence and emotional intelligence can impact an individual's ability to achieve success, with the level of competence being measured by awareness and management of emotional and related cognitive intelligence. Furthermore, studies have shown that employees with higher levels of emotional intelligence, psychological capital, and proactivity are more likely to exhibit better job performance. Moreover, research has indicated that emotional intelligence can directly affect employee job satisfaction. Gulyani and Sharma in 2018, conducted a study that concluded that emotional intelligence positively correlates with employee job performance, as well as organizational citizenship behavior which is defined as discretionary behavior that contributes to organizational effectiveness but is not part of an employee's formal job requirements (Zapata, 2015).

Bansibihari and Surwade (2006), research supports this finding, indicating that employees who display higher levels of emotional intelligence are generally more responsible toward the organization and tend to have higher levels of job satisfaction, which leads to greater engagement and lower turnover intentions. In addition, the interaction between emotional intelligence and role ambiguity has been found to play an important role in explaining employee engagement. It has been suggested that emotional intelligence can be developed through training programs, such as mindfulness training, and it is possible to improve employee engagement by developing employees.

The chapter will comprise of importance to understand how the two EI and employment engagement go hand in hand. Moreover, it's important to understand the impact of Emotional intelligence on employee engagement. According to a study by Boyatzis (2000), there is a positive and significant correlation between employees' performance levels and the five characteristics of emotional intelligence (EI), including self-awareness, self-regulation, motivation, empathy, and social skills. A study by Yarmohammadi Monfared et al. (2010) found that meeting teachers' basic needs and providing them with amenities could increase their job satisfaction. The study discovered a connection between improved emotional intelligence and emotional intelligence training. A study by Shooshtarian et al. (2013) found a positive and substantial correlation between emotional intelligence and job performance and job satisfaction. Additionally, it promotes self-management, social awareness, self-awareness, and job adaptation. Furthermore, the findings of a study by Golparvar et al. (2010) revealed a strong and favorable link between the emotional intelligence components and both self-evaluation and job performance. Additionally confirming the link between emotional intelligence and job success was a 2018 study by Divandari et al.

There are two scientific approaches to emotional intelligence. Further they are characterized as ability and mixed models (Mayer, Caruso & Salovey, 2000). The ability model shows views emotional intelligence as a standard and then argues to construct traditional criteria for intelligence (Altbach, 1970).

Mixed models are called mix because of the ability to conception with personality traits and competencies such as optimism, self-esteem and emotional self-efficacy (Cherniss, 2010).

Mayer and Salovey Model of Emotional Intelligence (1977) described by Green in 2018 defines as four discrete mental abilities. (i) perception of emotion, (ii) use of emotion to facilitate thought, (iii) understanding of emotions, (iv) management of emotions. These were written in hierarchical order to understand the psychological process that tackles place (Mayer and Salovey, 1977; Mayer et al., 2008

16 more pages are available in the full version of this document, which may be purchased using the "Add to Cart" button on the publisher's webpage:
www.igi-global.com/chapter/models-of-emotional-intelligence-and-its-impact-on-employee-engagement-and-productivity/332635

Related Content

Application of Fuzzy Expert System in Medical Treatment

Kajal Ghosal, Partha Haldar and Goutam Sutradhar (2015). *Fuzzy Expert Systems for Disease Diagnosis* (pp. 200-246).

www.irma-international.org/chapter/application-of-fuzzy-expert-system-in-medical-treatment/124448

Workflow Management Based on Mobile Agent Technology

Marina Flores-Badillo and Ernesto López-Mellado (2009). *Encyclopedia of Artificial Intelligence* (pp. 1615-1623).

www.irma-international.org/chapter/workflow-management-based-mobile-agent/10454

A Review of the Pre- and Post-COVID-19 Effects on the Tourism and Entertainment Industries: Innovative Methods and Predicted Challenges

Saumendra Das, N. V. J. Rao, Dwipanita Mishra and Rohit Bansal (2024). *Utilizing Smart Technology and AI in Hybrid Tourism and Hospitality* (pp. 98-117).

www.irma-international.org/chapter/a-review-of-the-pre--and-post-covid-19-effects-on-the-tourism-and-entertainment-industries/341538

Intelligent Software Agents Analysis in E-Commerce II

Xin Luo and Somashekar Akkaladevi (2009). *Encyclopedia of Artificial Intelligence* (pp. 945-949).

www.irma-international.org/chapter/intelligent-software-agents-analysis-commerce/10356

Intelligent Information Retrieval Using Fuzzy Association Rule Classifier

Sankaradass Veeramalai and Arputharaj Kannan (2011). *International Journal of Intelligent Information Technologies* (pp. 14-27).

www.irma-international.org/article/intelligent-information-retrieval-using-fuzzy/58053