

Global Management Journal for Academic & Corporate Studies (GMJACS)
Fall 2024, Vol.14,No.2, PP. 38-57
(Electronic) Copyright 2024 –Global Management Journal for Academic & Corporate Studies
Published by Bahria Business School, Bahria University Karachi Campus

Impact of Emotional Intelligence on Work Engagement and Job Performance at Workplace

Faiza Saleem^{1*}

Abstract

The purpose of the study is to enhance the job performance through work engagement by assessing the impact of emotional intelligence. The method of the study was quantitative by using primary data. The questionnaire was employed using Google form based to private sector employees of Karachi, Pakistan. Data is analyzed using SPSS software. The sample size opted for this research was 258, by using multiple linear regression analysis, the correlations between the variables in this study were examined. The findings of the study show that emotional intelligence has a significant impact on work engagement and job performance. This research also indicates the employees having a high level of emotional intelligence signifies that they have good control of their emotions and they have ability to work in any situation. They always willing to help their co-workers.

Keywords Emotional Intelligence, Job Performance, Work Engagement.

^{1*} Archived Global Ltd

1 INTRODUCTION

Emotional Intelligence begins from the workplace where individuals understand others' emotions and feelings, it determines the outstanding job performance and work engagement. Emotional Intelligence enhances the employees to develop their career and promoting positive relationship at workplace. Competencies in self-awareness, self-control, motivation, empathy, and social competence are the focus of emotional intelligence training. Generally, we discuss two intelligence which is Emotional Intelligence (EI) and Intellectual Intelligence (IQ). In past organization just focused on IQ but now a day's emotional intelligence has similar importance as IQ. In this research, I focused on emotional intelligence, in which individuals measured themselves on the basis of performance. Now a days organizations focus on employee intelligence at workplace to improve efficiency, work engagement and job productivity. There is a correlation between EQ and job satisfaction, productivity, and success in the workplace. Emotional Intelligence also increases employee creativity and job performance through motivation, creating strong relationship among people, high emotional intelligence has positive impact on employees. Organization depends on human resource in term of strong connection among employees (subordinate) and employer (Supervisors, managers). In organization every individual has his/her own talent, skill set, competencies and behavior. Today's world continuously changing in

technology, different skill sets of individuals to help their team and organization to achieve targets and improve job performance.

In this research, I have addressed especially Karachi (Pakistan), at which level organization understands importance of emotional intelligence in job performance and work engagement at workplace. Job performance is a mechanism to measure individual's performance, how much individual contributes to organization's efficiency and productivity to achieve common goals. Job performance indicates employee's job description (task) and other variables like relationship within organization, absenteeism etc. In past several studies show the relationship of emotional intelligence and job performance, those individuals have high emotional intelligence their level of performance is much higher than those individuals who have low emotional intelligence (Joseph et al., 2022). High emotional intelligence employees have the ability to regulating their own emotions and they have a high-level confidence to control things and take a proactive action according to situation it leads to high job performance. High level of emotional intelligence emphasizes on positive mental and physical state of employee, it can help to improve job performance (Salovey & Mayer, 2021).

Work engagement based on the individual's capacity to involve in work with positive mind state. In psychological term, emotional intelligence has a positive impact on work engagement, and it also increase well-being of employees (Goleman, 2021). Not only this improve individual's work performance, but also it is helpful in making decision involving emotions like business negotiations, conflict management, and organization changes

According to different approaches, it has combined two approaches: work and engagement that represent the commitment, job satisfaction, dedication, involvement, and loyalty towards organization (Miao et al., 2021). If employee has a high level of work engagement that's mean they are too much dedicated to their work. In this research, I use the cognitive-motivational-relational (CMR) theory of emotion to discuss the connection between emotional intelligence and dedication at work. Self-motivation, self-regulation, and self-awareness are all key components of CMR theory, which is grounded on the areas of cognition, rationality, and motivation.

Work engagement has direct relation to job performance, which is characterized by determination and spreading. High level of work engagement improved the job performance, in the same area of work requirement of an individual, they get positive emotion and motivation from workplace however, when working requirement is increased then individual work engagement is also exceed so, the employees unable to improve job performance, at the end they face stress, anxiety and absorb negative emotion and energy from the organization and try to escape from their responsibilities (Bakker & De Vries, 2022). Sometimes employees have the capacity to do work, but they don't use their resources, show unawareness and unprofessional behavior to work requirement, as a result it impacts negatively in their job performance.

Emotional intelligence contributes to job performance and work engagement in organization. In Karachi, Pakistan organization put a lot of pressure on employee to get more productivity as the result employee unable to perform job, also loss the work engagement. Today's in workaholic environment, employees

face a lot of stress in personal and professional life, anxiety, negative emotion, and lack of interest in job, which make them switch job. With the trait of emotional intelligence, employees perceive self-regulation, self-motivation and self-awareness and enjoy positive emotions. On the other hands, employees use their existing positive trait to improve work engagement and job performance (Jackson 2014). This study presents the level of emotional intelligence among the employees in an organization and in which level they impact on the job performance and work engagement in Pakistan, Karachi.

Low level of work engagement and job performance is normally the aftereffect of absence of emotional intelligence. In today's work environment, emotional intelligence plays a great role in improving organization's productivity and efficiency. According to different past research, organizations have focused to increase EI, WE and JP by providing on the job training, workshops, and education, to examine the level of EI of individuals for a particular position. By taking additional factors into account, including work-life balance, mindfulness, refresher training, and career progressivism, higher authorities can explore various policies and measures to improve employee job happiness (K. M. Anwarul Islam 2021). Numerous organizations experienced substantial personnel turnover, absenteeism, and a lack of job engagement because of increased performance expectations, rapid performance pace, and constant quality pressure. The obstacles in that workplace could be lessened by choosing and developing people with higher EI to fill these jobs or by enhancing the EI of current workers, especially leaders (Bartlett 2015).

In Pakistan, Karachi's private organizations worked on EI, WE and JP, to empower the employees and involve in organization change employee for more productivity. In this research, tried to identify the relationship between EI, WE and JP in any level of workplace that add valuable information to improve their employee's performance. Mostly organizations lack at the placement of EI training skills, that's why employees are unable to improve work engagement and JP. Subsequently, when the organizations provide EI training program that helps employees to improve self-regulation, self-motivation and socialization. So, it will raise organizations efficiency and effectiveness. In the light of aforementioned arguments, this research aims to determine the relationship between emotional intelligence on work engagement at workplace. In addition, this research also aims to identify the employee emotions and attitude towards the job performance and work engagement. This study is important for supervisors and managers in evaluating the performance of their employee and applying new strategies to increase their efficacy. The result of this study will help researchers and subject specialists to study and evaluate methods in designing the new techniques which provide emotional support to employees. This research will also provide analysis of different emotional intelligence methods used by organizations in Pakistan and help them in evaluating and improving their performance.

2 LITERATURE REVIEW

2.1 Emotional Intelligence

According to different researchers and studies, emotional intelligence is defined in many perspectives and identify issues that connect with EI. EI is defined the ability to find the personal feeling and emotion and connect with others, to use that information for different actions (Uslu, 2019.). (Setiawan &

Indradewa, 2022.) Defined EI, as a trait of an individuals that help to adjust in any organizational by using their emotion. In EI ability focus on what are the importance of information in emotion function and how the people interact with situations, help them to make better decision. Moreover, it helps to use emotions information's in particular situation. Emotion affects individuals according to their actions, common function of emotions is adaptive and destructive (Flotman, Cillier, 2015). (Jackson, 2014) on explained two principles of EI, Trait EI and Ability EI. According to him, EI trait is used for self-efficacy and ability EI used to measure individual's actual emotion, both linked with performance test to used cognitive ability in operationalized situation (Jackson, 2014). In additional Emotional intelligence has a component an individual having itself, self-awareness, self-actualization, social work, motivation (Sambu, 2019). He referred "Working with Emotional Intelligence" book in the research that focused in importance of EI at workplace because it play with heart more than with mind. EI is major requirement in any job to interact or deal with peoples (Gunu & Oladepo, 2014).

Since 1990, researchers have focused a significant amount of their attention on the concept of emotional intelligence (EI) because of its significance as an important mental talent that enables us to reason about and even manage our emotions for the benefit of our thinking. People's perspectives have shifted as a result of their increased knowledge regarding the relationship between intelligence and emotion. The premise that someone who has control over their emotions also has control over their own behavior and the behavior of others forms the basis of emotional intelligence. When someone has control over their emotions, they also have control over their own behavior and the behavior of others. This results in better outcomes for those individuals, as well as more positive interactions with other people (Zhu et al., 2015). Individuals with higher levels of emotional intelligence have stronger social ties, particularly in occupations that involve interpersonal engagement (Jackson, 2014). This correlation between EI and human social effectiveness shows that EI has a positive influence on human social effectiveness.

Evidence from a wide variety of academic fields demonstrates that EQ has a broad range of consequences. Mental well-being (Extremera et al., 2018); physical well-being (George et al., 2021); risky or antisocial behavior; and interpersonal relationships (Fitness). Physical well- being (De Clercq et al., 2014). It has been established that EI has a considerable impact on a lot of the parameters that contribute to an organization's performance. Some of the topics that have been researched in the context of the workplace include leadership, organizational citizenship behavior, managerial effectiveness, work effectiveness, job commitment, and job satisfaction (Liu & Cho, 2018). The fact that this concept has been the subject of research for the past two decades demonstrates how intricate it is. According to various pieces of research that have revealed multiple variables to be implicated in the association between EI and favorable work-related outcomes, it has been found that EI may either operate as a mediator or be mediated by other variables in the process of predicting such results. Emotional intelligence (EI) is currently being taken into consideration during the hiring process in every industry by personnel in the roles of recruiter, instructor, manager, and human resources professional (Wang et al., 2022).

2.2 Work Engagement

A state of mind characterized by enthusiasm, dedication, and total immersion in one's work is called "work engagement" (Jackson, 2014). Those that are enthusiastic and invested in their work are more likely to give it their all for the organization. Engaged employees, as defined by (Bakker et. al 2018) are those who bring a lot of enthusiasm, commitment, and focus to their jobs. Companies in the private and governmental sectors alike value employee involvement because it predicts success in areas such as product development, customer service, and corporate social responsibility (Bakker et. al 2018). According to previous studies, researcher believed that highly motivated employees performed out standard as comparatively less engaged employees because outperformer have positive emotions, physically and mentally healthier and create their own job resources (Jackson, 2014). Work engagement is constructed to use how much employees invested in their job. By using the big five personality traits such as openness, extraversion, agreeableness, conscientiousness, and low neuroticism as an example of work engagement concepts that predict by personal and job resources and emotion state of occupational health (George et al., 2021). Work engagement construct across different time and situation like daily, weekly or episodic work engagement that analyzed as a fluctuating phenomenon since it is isomorphic. Daily level of work engagement referred by vigor, devotion, and absorption it can change depending on daily needs, available resources, and proactive actions (Bakker et. al 2018).

2.3 Job Performance

Job performance refers to individual performing their work in a standard period in an organization of the discrete behavioral periods. In addition, job measures each employee's performance in term of quality and quantity of an individual. It demonstrates that an employee performance governed by their motivation, as well as their willingness and capacity to complete the task (Sambu, 2019). Job performance is a criterion to measures an individual outcome and success in organization. According to Campbell and colleagues, performance based on individual behavior what they do, because outcome based on individual performance (Shooshtarian et al., 2012.). Numerous consequences of job performance have been measured based on organizational objectives such as enhancing productivity, efficiency, developing employee capacity for higher levels of authority, and achievement (Shahhosseini et al., 2012). Despite in organizational level it helps to evaluate individual mental capacity as a stronger predictors of job performance, employee's personality survey for selecting potential employees. Moreover, researcher believed that motivated employee is diligent, responsible, organized to work and have a tendency to improve performance. Employee who has often anxiety, low self-esteem and easily stressed-out have low emotional stability traits which can make it difficult to concentrate on work duties resulting in subpar performance (Jackson, 2014). Job performance is important for employees as it directly and indirectly affects organizational goals. Job performance is commonly anticipated as significance of employees' behavior during a specific time period. It's a concept of an individual's strength towards job performance and how much they involve in their job and committed towards organization. High level of employee engagement emphasis on their physical efforts and the goals pertinent to their jobs, but they also rationally and emotionally connected to the company (Sittar, 2011).

2.4 Theoretical Background

In past studies, shown that individual personality traits – self-awareness, self-confidence, self-motivation, linked with work engagement, researcher identify the relationship in personality traits and linked it with emotions. In recent studies shown an unexpected result of employee emotionally intelligence that they experience positive emotions that are highly associated with work engagement. Researcher used (Hobfoll 1989) COR theory to support relationship between engagement performance and it used to examine the dynamics of work engagement across time. COR theory hypothesis describes organizational and health context, the tragic incident and daily basis stressor. Additional COR theory is based on the individuals concerned, to prevent investment resources and more resources are less vulnerable to job stressor than less resources. Individual successfully control their surrounding environments by using personal resources such as Peer relationship (social), physical environment and psychological environment aspect. According to research, workers who have a high level of personal resources are more likely to exert effort to achieve goals that are in line with their expectations, a high level of involvement that fosters the growth of work engagement. The relationship between work engagement and job and personal resources is not one-dimensional as previously thought, but rather reciprocal, according to new longitudinal studies (Jackson, 2014). The importance of EI in the literature review is problematic because the limitation of EI dynamism has focused on how an employees improve their EI at workplace. Recent studies have shown how an individual manages his/her own emotions at organizational level. Moreover, EI affect work engagement that helpful to establish employee organizational policies (George et al., 2021). According to CMR theory of emotions, relationship of EI and work engagement predict employee's behavior at work environment and describe the aspect of emotion such as cognitive, rational, and motivational. The theory represents the individual motivation in work engagement that affect the organizational environment and consequent emotion. In any organization EI plays an important role to achieve organizational efficiency and effectiveness in term of resolving conflict, business expansion and organizational change like technological etc. as well to maintain positive environment in organization (George et al., 2021).

By establishing the relationship between EI and job performance, it links with big five personality trait and factors of EI. Researchers demonstrate the positive relation of trait EI in two factors alpha and beta, in alpha it consists of agreeableness, neuroticism and conscientiousness and beta consist of extraversion and openness, it represents the process of individual growth and socialization. Further, individual personality traits of emotion are self- motivation, self-esteem and self-regulation that entails intra-personal skills. The research show an individuals have high alpha trait, they have ability to experiences less negative emotions. Additionally, individual who have table emotions and feel optimistic and happy, to gather social support not in completion of task that are required of them on the job but also to engage in discretionary behaviors that are thought to support the efficient operation of an organization (Jackson, 2014). Earlier studies have comprehended the role that EI plays role in influencing performance at work. The quantitative associations between the indices and other factors that jointly contribute to economic, professional, and productive activities have been the subject of several studies. According to several studies, EI is important than other skills such as technical and cognitive, conflict management, self- awareness, these skills are the essential traits of successful leader in any domain. EI theory states that leaders who display these skills have a significant impact on their

organizations (Alonazi, 2020). Creativity and innovativeness enhance employee's job performance by developing the result of EI, organization internal communication and the ability to explain employee workplace performance. Change attempts, managerial effectiveness, training, and organizational performance are its main responsibilities. HRD (Human Resource Development) plays an important role to improve the job performance by choosing the right person for the right job because emotion intelligence assist individual to choose their career in right manner and enables them to flourish in the business by enhancing the scope of their job performance. In previous studies shown positive relation between Emotional Intelligence and job performance, as a result employees who have high level of EI regarded as a "top performer" because it affects all element of an employee professional life (Shahhosseini et al., 2012).

In addition to influencing employee turnover and productivity, (Sarangi and Vats 2015) discovered that HR practices also influence a company's profitability. According to (Barreiro and Treglown 2020), major measures of organizational performance are perceived market performance and productivity performance. Additionally, (Thor 2012) identified three additional organizational performance outcomes: the management's evaluation of the employees' performance, the employees' innovativeness, and the employers' contentment with the employees. Although a number of studies found a significant connection between emotional intelligence (EQ) and professional achievement, other investigations were unable to back up these promising findings. It has been proven by (Alotaibi et al. 2020) that emotional intelligence is a factor that can be used to predict the performance of students on a single task. Emotional intelligence has been shown to be associated to achievements in the classroom, in sales, in the work of a group of account officers, and in the eyes of a manager (Naz et al., 2019). (Sanchez-Gomez et al. 2021) found that emotional intelligence rather than intellectual aptitude was a more significant factor in determining high levels of achievement. (Ravichandran et al. 2011) investigated the effects of emotional intelligence training on levels of stress, mental health, and performance. The effectiveness of EI training in improving stress management and mental wellness, but not productivity, has been demonstrated. However, a qualitative study conducted on the subject found that EI training can, in fact, increase productivity. They are of the opinion that certain psychological elements do not significantly affect the metrics of productivity.

According to the findings of (D'Amico et al. 2020), emotional reactions to work-related stress have a negative impact on productivity on the job. Emotional self-regulation and emotional control emerged as the most important predictors of performance in a study that was conducted in 2003 by Gardner and Stough. The study investigated the relationship between the workplace, emotional intelligence (EI), job satisfaction, and organizational commitment. (Karamustafa and Kunday 2018) discovered a correlation between emotional perception and efficiency in the workplace; however, they were unable to locate any evidence suggesting that emotional management, emotional comprehension, or emotional complexity are in any way connected to accomplishments in the workplace.

In a study conducted by (Yao et al., 2022), the researchers chose four groups from a total of two different financial institutions to take part in an emotional intelligence training programme. Following the completion of the programme, both their level of production and their quality of life were evaluated, and

it was found that both had improved. The end outcome was a 29% decrease in levels of stress and a 25% rise in levels of production. (Nadeem et al. 2019) hypothesis that rational thinking comes before adaptive emotions and vice versa. They turned to rational-emotive behavioral therapy in order to demonstrate the positive effects that labor has on one's well-being. Employees that have a high EI are more aware of their own emotions,

which makes it easier for them to deal with stressful and annoying situations when they arise. Employees who are able to acknowledge their professional demands and are in control of meeting those needs report higher levels of job satisfaction. These workers have greater social and emotional capability than their peers. Because of this, executives have a more positive perception of their own performance.

(Gunu & Oladepo, 2014.) Examined how emotional intelligence (EI) affects two groups in terms of job performance and productivity and found that there was a significant difference between the two groups. In neither of the studies, the researchers were able to find evidence of a correlation between the two factors that could be considered statistically significant.

Researchers have identified a large number of factors that can either improve or hinder the performance of an individual while they are working. It is necessary to consider everything, including one's personal problems and living condition, the nature of the company, the obligations and responsibilities of one's employment, the management style, and the financial situation (Shooshtarian et al., 2012.). Additional aspects that should be taken into consideration include job engagement, organizational justice, self-efficacy, and characteristics that are pertinent to the workplace (Sittar, 2011). The mental and emotional health of a person might also influence their JP levels, which can cause them to shift (Setiawan & Indradewa, 2022.). According to a different point of view, the relationship between a worker's JP, possibilities for advancement, and salary is intricately connected. For employees to advance in their careers and get pay hikes, their performance on the job must be at a very high level. It's possible that a high pay will discourage people from giving their very best, but it also has the potential to motivate them to do so. According to (Ravichandran et al. 2011) findings from a meta-analysis of the association between EI and JP, there are significant impacts of EI on JP, with the ability to predict an average of 14% of the change in JP.

Numerous studies (Thor 2012) have found that a high JS level is associated with disengagement, intent to leave, employee turnover, and a lack of commitment to the firm. Other negative outcomes have also been linked to this high level of JS. Considerable controversy surrounds the nature of the connection that exists between JS and JP (Sarangi & Vats, 2015). In the late 1970s, researchers first began debating the relationship between satisfied employees and high levels of output from those employees (Liu & Cho, 2018). Studies conducted in academic settings have uncovered evidence that JS has a major impact on the amount of work accomplished by an individual (Jackson, 2014). For instance, studies that show that happy emotions increase performance suggest that there are components that function as mediators or moderators between JS and JP (Zhu et al., 2015).

Table 1 Summary of Literature Review

Construct	Definition	Source
Emotional Intelligence	The ability to find the personal feeling and emotion and connect with others, to use that information for different actions.	(Uslu, 2019.)
Job Performance	The term "intra-group corporation" is used to describe the practice of sharing knowledge and information within a team, seeking out and incorporating the expertise of others, actively pursuing the introduction of novel concepts, actively engaging in personnel development, and employing appropriate methods.	(Shooshtarian et al., 2012.)
Work Engagement	The good, satisfying, and absorbed mental state that one experiences while engaged in one's task.	(Jackson, 2014)

2.5 Hypotheses

H1: There is a significant impact of emotional intelligence on employee job performance.

H2: There is a significant impact of emotional intelligence on employee work engagement.

2.6 Conceptual Framework

The conceptual framework for the study shows that relationship between dependent and independent variable. Independent variable of this study is an emotional intelligence that impact on work engagement and job performance as dependent variable (Figure 1).

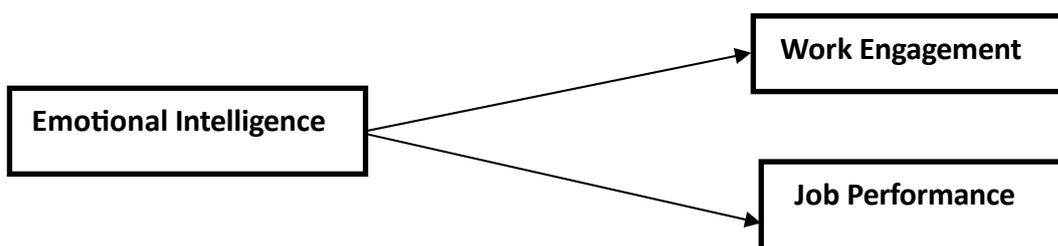


Figure 1 Conceptual Framework

3 RESEARCH METHODOLOGY

Methodology, or the "systematic approach to research," is a term used to describe the steps taken to conduct a study. A researcher's methodology is how he or she defines the issue at hand, gathers relevant data, analyses it, and presents his or her findings. It's worth noting that a research design serves

as the study's backbone and gives in-depth explanations of the methodology, population, and samples used.

3.1 Research Approach & Type

Quantitative methods were used in this study. The term "quantitative research" is used to describe the systematic study of phenomena through the use of measurable, numerical, or computational techniques. In quantitative research, information on current and potential customers is gathered through the use of online surveys, online questionnaires, and other similar tools; the collected data is then presented in numerical form. Careful analysis of these figures allows one to foresee the outcome of a product or program and make adjustments accordingly.

3.2 Research Design

The influence of emotional intelligence on workplace engagement and performance in private organizations in Karachi will be analyzed using a descriptive research approach in this study. In this study, a questionnaire was created to gather information utilizing literature, and the questionnaire was made, demographic data was likewise gathered.

3.3 Research Population

The conveniences sampling was utilized to gather the data from manager, operational director, floor supervisor and with other administrative staff of the private sector organization in Karachi for this study. The sample size for the study is 258 respondents. A survey questionnaire was dispersed among the respondent to accumulate the data through Google froth connection and email.

3.4 Sample Size & Sampling Technique

A sample is defined as "a selection of the materials used to draw conclusions" (Massoudi & Hamdi, 2017). Students enrolled in the company's health and safety training programs in Karachi, Pakistan, constitute the study's population. Collecting and analyzing information from every possible private entity is an incredibly daunting task. There aren't enough resources, money, or businesses to do a study on the entire population. Also, using fewer examples results in a higher precision, and more effort may be spent leading and arranging the data collection procedures. There are two types of tests that can be conducted in this way: probability (or representative) sampling, and non-probability sampling, which is what the researcher is expected to choose between. Probability sampling allows for all members of the population to be selected, but non-probability sampling only selects a subset of the population members. Due to the quantitative nature of the study and its emphasis on factors that are either already known to or easily accessible to the researchers, the researchers opted for a convenience sample rather than a random one.

3.5 Research Instrument

In this study, three variables are used that's Emotional intelligence, Work Engagement and Job Performance to collect data. Emotional Intelligence has 20 items, Work Engagement has 8 items while Job Performance has 12 items for measuring data by using scale of 1-5 "Strongly disagree, disagree,

Neutral, Agree and Strongly Agree". (Jackson, 2014) provided the inspiration for the questionnaire. A data table summary of the research instrument is given below.

Table 2 Summary of Research Instrument

Variable	Authors / Source	No. of items	Scale
Emotional Intelligence	(Jackson, 2014)	20	1-5
Work Engagement	(Jackson, 2014)	8	1-5
Job Performance	(Jackson, 2014)	12	1-5

3.6 Data Collection

In this study, primary data collection has been used to collect data. Data was gathered by utilizing various social media platforms and distributing a Google form-based questionnaire to respondents via WhatsApp, email, and LinkedIn, which is a simple and quick method of collecting data and jotting down the respondent's response. Before collecting data, the purpose of the study was explained in a simple manner, and respondents' confidentiality was assured, allowing them to provide honest feedback about their work environment.

3.7 Data Analyses Method

Data analysis is one of the important fundamental and significant components of research. The questionnaire for this study has been coded for each variable. For this study, the software used to evaluate the data analyses was SPSS (Statistical Package for the Social Science) that help to illustrate various statistical values. Multiple regression, data reliability checks, and descriptive data analysis are also used in this study.

4 RESULTS

A reliability analysis is used to evaluate the floated questionnaire's dependability. There were 40 questions in the survey, and the scale of responses used to collect them is 1-5: "Strongly disagree, disagree, neutral, agree, and strongly agree." The reliability of the questionnaire is determined by Cronbach's alpha. A result greater than 0.6 would be considered satisfactory (Cortina, J.M. 1993). A data table summary of the reliability analyses is given below.

Table 3 Reliability Analysis

Construct / Variable	Cronbach's alpha	No. of Items
Emotional Intelligence	0.724	20
Work Engagement	0.840	8

Job Performance	0.849	12
-----------------	-------	----

As per above table, Reliability of Emotional Intelligence is 0.724 along with the 20 measure items, Work engagement is 0.840 reliability including 8 measuring items, while the reliability of Job Performance is 0.849 including their 12 measuring items. Accepted value of Cronbach's alpha are 0.6 or 0.7 that indicate the reliability if the value is greater than 0.8 it's mean the reliability level are good (Hulin Et al., 2001) so, reliability of all variable are greater than 0.6.

In this study, the model determines the relationship between dependent and independent variable by using regression analysis test. It determines how independent variable effect on a dependent variable. Emotional intelligence is the independent variable of the study and its ratio will rise by 0.167 while dependent variable also rise that's mean if the beta value is more than 1% so, the variable also be rise.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.612 ^a	.375	.367	.46127

Predictors: (Constant), Work_Engagement, Emotional_Intelligence and Job Performance

Table 4 Anova

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	19.903	2	9.951	46.772	.000 ^b
	Residual	33.192	156	.213		
	Total	53.095	158			

Dependent Variable: Job_Performance

Predictors: (Constant), Work_Engagement, Emotional_Intelligence

Table 5 Coefficients**Coefficients^a**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	1.743	.289		6.030	.000		
Emotional_Intelligence	.167	.082	.141	2.041	.043	.840	1.191
Work_Engagement	.454	.058	.542	7.846	.000	.840	1.191

Dependent Variable: Job_Performance

In the above table, t and sig value indicate either the hypothesis will be accepted or rejected. Multicollinearity exists when VIF > 10; it does not exist when VIF < 10 (Hair et al., 2010).

According to the table above, all independent variables' VIFs are less than 10, which indicates that there is no collinearity between the variables. The positive impact of emotional intelligence on work engagement and job performance. Employees who showed greater levels of engagement at work were more likely to exhibit effective emotion control, sociability, self-discipline, and mental and physical wellness. According to the findings, if employees are satisfied with their work environment, they perform better and are more involved in the workplace, allowing them to perform above expectations.

This study shows that the positive relationship between Emotional Intelligence and job performance with the regression value which is less than 0.05. The coefficient of determination is 0.375 that represent emotional intelligence as an independent variable, so it's concluded that hypothesis has been accepted and there is a significant relationship between employee job performance and emotional intelligence because employee has good control in their emotions and they have the ability to complete their task on time, good relations with their coworkers.

The relationship between Emotional Intelligence and Work Engagement are positive with the regression value which is less than 0.05 as shown in the results. The coefficient of determination is 0.375 that represent emotional intelligence as an independent variable, so the conclusion is that hypothesis has

been accepted and there is a significant relationship between emotional intelligence and Work engagement because employees has satisfied and dedicated towards their work moreover, its help to increase their employee's well-being.

5 DISCUSSION

The goal of the study is to demonstrate that how emotional intelligence impact on employee job performance and work engagement. Emotional intelligence has a significant impact on employee job performance that shows that employees have ability to express their emotion and motivate towards work. They are willing to do extra work and to help their coworkers in daily task. According to the results, emotional intelligence partially affected individual's social skills, self-control and wellbeing that help to improve individual's job performance and work behavior. Those employees who have high EI, they have more confident about their work, and have different skill set to achieve their target. More ever the positive link between EI and JP shows that the individual who has high level of EI are more successful than those who have low level of EI that's mean the individual has high level of EI they have an ability to solve problem, creative thinking and interacting with another co-worker (W et al., 2017).

It represents that emotional intelligence highly influence employee job performance according to past researchers, majority of the employee has same work practice and meet same persons in everyday as comparatively those employees who work in outdoor environment and meet different person everyday routine. The level of emotional intelligence depends on the individual job duties and the way employee control themselves in workplace. It's also lead with work life balance because if the individual has healthy lifestyle so, they emotional stable and perform above expectation of the management (Manivannan A.S.R 2019). Emotional intelligence has a positive impact on employee work engagement. According to the results of the study, employee who effectively manage their emotions are enthusiastic toward their job. The high level of work engagement leads to the individual cognitively, relational and motivational emotions. Work engagement experiences are facilitated by an individual's ability to interpret their emotions and use self-management in dealing with both their own and others' emotions. Achieving positive work engagement, organizations need to experience different emotions in work such as reduce conflict management, critical thinking, business negotiation etc.

According to past research, social work tasks (such as engagement, collaboration, cooperation, decision-making, and stress management) increase as a result of the capacity for emotional intelligence (EI) that can be acquired over time and used to control one's behavior and that of others in the face of difficult situations and experiences (George et al., 2021).

6 RECOMMENDATION

According to the result, the organization need to focus on employee's emotional intelligence that help to increase employee efficiency. Moreover, employees have stable emotions they perform well and engage themselves in organization activities. Also, suggested that in Pakistan, organization needs to start the working on emotional intelligence because it helps to increase organization productivity as well as maintain employees work life balance.

For improving employee performance, it is important for any organization to involve their staff in the different organizational activities such as decision making, critical thinking and problem solving that help to improve individual emotions.

It is important for any organization to provide Emotional intelligence training time by time as it highly influences employee's performance and work outcome. Additionally, organization can enhance their employee's performance by providing trainings, social support and mentoring their subordinate and co-workers.

7 FUTURE RESEARCH

This research gives a great opportunity to those who want to work on this topic in future. In this research, we considered a selected variable that affects employee emotions, there are many other variables that influence employees' emotions. The future researcher has a great opportunity to work on this topic by expanding the domain by using more variables like job satisfaction, employee commitment, Motivation, work stress, work life balance etc.

Future researchers may use measuring objectives in measuring emotional intelligence, job performance and work engagement for example performance evaluation, financial data etc. (Jackson, 2014). Moreover, future researchers need to conduct research on emotional intelligence because in Pakistan there is limited work on emotional intelligence, and they covered few organizational domains and some parts of the country that why the result of study vary. Different researchers used different techniques of data sampling and analyzing.

As a result, it is advised that future research use a longitudinal research strategy to empirically test the research model of this study as doing so may be more effective in demonstrating causal relationships between work engagement, EI, and job performance.

8 CONCLUSION

The research shows the significant impact of emotional intelligence on work engagement and job performance, the mechanism of the study represents that emotional intelligence influence employee's performance and work engagement in all aspect of organization management. Moreover, organizations need to provide emotion related training and workshops to their employees because they help to increase employee's job performance. It also helps to enhance individual intelligence and empower them; in the result they show interest in organization activities and share creative ideas that improve the organization productivity and employee performance. Along with other operational characteristics of emotional intelligence, they have a solid grasp of their emotions, ability to express themselves, they know how to express work related feelings with their coworkers, and do not let their emotions dictate them when making decisions at work.

REFERENCES

Akhter, Ayeasha, Md. Mobarak Karim, and K. M. Anwarul Islam. "The Impact of Emotional Intelligence, Employee Empowerment and Cultural Intelligence on Commercial Bank Employees' Job Satisfaction."

Banks and Bank Systems 16, no. 4 (October 21, 2021): 11–21. [https://doi.org/10.21511/bbs.16\(4\).2021.02](https://doi.org/10.21511/bbs.16(4).2021.02).

Alonazi, W. B. (2020). The Impact of Emotional Intelligence on Job Performance During COVID-19 Crisis: A Cross-Sectional Analysis. *Psychology Research and Behavior Management, Volume 13*, 749–757. <https://doi.org/10.2147/PRBM.S263656>

Alotaibi, S. M., Amin, M., & Winterton, J. (2020). Does emotional intelligence and empowering leadership affect psychological empowerment and work engagement?. *Leadership & Organization Development Journal*. <https://www.emerald.com/insight/content/doi/10.1108/LODJ-07-2020-0313/full/html>

Arizona, Kansas City, Milwaukee, International, (October 2020), why emotional intelligence is important in the workplace, <https://www.ottawa.edu/online-and-evening/blog/october-2020/the-importance-of-emotional-intelligence-in-the-workplace>

Bakker, A. B., & De Vries, J. D. (2022). Job demands-resources theory and self-regulation: New explanations and underlying mechanisms. *European Journal of Work and Organizational Psychology*, 31(2), 168-181.

Barreiro, C. A., & Treglown, L. (2020). What makes an engaged employee? A facet-level approach to trait emotional intelligence as a predictor of employee engagement. *Personality and Individual Differences*, 159, 109892. <https://www.sciencedirect.com/science/article/pii/S0191886920300817>

D'Amico, A., Geraci, A., & Tarantino, C. (2020). The relationship between perceived emotional intelligence, work engagement, job satisfaction, and burnout in Italian school teachers: An exploratory study. *Psihologijske teme*, 29(1), 63-84. <https://hrcak.srce.hr/clanak/344860>

De Clercq, D., Bouckenoghe, D., Raja, U., & Matsyborska, G. (2014). Unpacking the goal congruence–organizational deviance relationship: The roles of work engagement and emotional intelligence. *Journal of Business Ethics*, 124(4), 695-711. <https://link.springer.com/article/10.1007/s10551-013-1902-0>

Extremera, N., Mérida-López, S., Sánchez-Álvarez, N., & Quintana-Orts, C. (2018). How does emotional intelligence make one feel better at work? The mediational role of work engagement. *International journal of environmental research and public health*, 15(9), 1909. <https://www.mdpi.com/1660-4601/15/9/1909>

George, O. J., Okon, S. E., & Akaighe, G. (2021). Emotional intelligence and work engagement: A serial mediation model. *Journal of Organizational Effectiveness: People and Performance*, 9(2), 193–211. <https://doi.org/10.1108/JOEPP-02-2021->

Goleman, D. (2021). *Emotional intelligence: Why it can matter more than IQ*. Bantam.

Gunu, U., & Oladepo, R. O. (2014.). *Impact of Emotional Intelligence on Employees' Performance and Organizational Commitment: A Case Study of Dangote Flour Mills Workers*. <https://www.ajol.info/index.php/umrj/article/view/134563>

Jackson, L. (2014). *The Work Engagement and Job Performance Relationship: Exploring the Mediating Effect of Trait Emotional Intelligence* [Master of Science, San Jose State University]. <https://doi.org/10.31979/etd.3kz9-sguw>

Jamie Birt (2019). The Importance of intelligence in the workplace, https://www.indeed.com/career-advice/career-development/emotional-intelligence-importance?utm_campaign=earnedsocial%3Acareerguide%3Asharedirectshare%3AU

Joseph, D. L., Jin, J., Newman, D. A., & O'Boyle, E. H. (2022). Why does emotional intelligence predict job performance? Insights from the meta-analytic evidence. *Journal of Applied Psychology*, 107(1), 1-18

Karamustafa, E. Y., & Kunday, O. (2018). The relationship between emotional intelligence and employee engagement with the moderating role of gender. *International Journal of Economics, Business and Management Research*, 2(2), 586-603. https://www.academia.edu/download/58516688/IJEBMR_02_190.pdf

Liu, J., & Cho, S. (2018). Interaction effect of display rules and emotional intelligence on hotel managers' and non-managers' work engagement. *International Journal of Contemporary Hospitality Management*. <https://www.emerald.com/insight/content/doi/10.1108/IJCHM-02-2017-0063/full/html>

Miao, C., Humphrey, R. H., & Qian, S. (2021). A meta-analysis of emotional intelligence and work attitudes. *Journal of Occupational and Organizational Psychology*, 94(1), 170-200.

Moon, Tae Won; Hur, Won-Moo (2011), *Social Behavior And Personality: An International Journal*, Volume 39, Number 8, 2011, pp. 1087-1096(10), <https://doi.org/10.2224/sbp.2011.39.8.1087>

Nadeem, K., Akram, W., Ali, H. F., Iftikhar, Y., & Shamshad, W. (2019). The relationship between work values, affective commitment, emotional intelligence, and employee engagement: A moderated mediation model. *European Online Journal of Natural and Social Sciences*, 8(3), pp-469. <https://papers.ssrn.com/sol3/Delivery.cfm?abstractid=3434470>

Naz, S., Li, C., Khan, H. S. U. D., & Rafiq, M. (2019). The impact of emotional intelligence on employee performance and employee engagement: mediating role of job satisfaction. *Middle East Journal of Management*, 6(5), 574-596. <https://www.inderscienceonline.com/doi/abs/10.1504/MEJM.2019.101921>

Ravichandran, K., Arasu, R., & Kumar, S. A. (2011). The impact of emotional intelligence on employee work engagement behavior: An empirical study. *International Journal of Business and Management*, 6(11), 157.

S&utm_content=The%20Importance%20of%20Emotional%20Intelligence%20in%20the%20Workplace&utm_medium=social&utm_source=directshare

Salovey, P., & Mayer, J. D. (2021). Emotional intelligence revisited: Advancing insights into the ability to manage emotions. *Annual Review of Psychology*, 72(1), 589-614.

Sambu, J. K. (2019). The Impact of Emotional Intelligence on Job Performance: A Case of an International School in Nairobi, Kenya. *International Journal of Innovative Research and Development*, 8(5). <https://doi.org/10.24940/ijird/2019/v8/i5/MAY19059>

Sanchez-Gomez, M., Sadovyy, M., & Bresó, E. (2021). Health-Care Professionals Amid the COVID-19 Pandemic: How Emotional Intelligence May Enhance Work Performance Traversing the Mediating Role of Work Engagement. *Journal of Clinical Medicine*, 10(18), 4077. <https://www.mdpi.com/2077-0383/10/18/4077>

Sarang, S., & Vats, A. (2015). Role of emotional intelligence on employee engagement: A study among Indian professionals. *International Journal of Business and Management*, 10(6), 224. <https://pdfs.semanticscholar.org/f620/e16443d0959b9a3db5e100113c9b87114166.pdf/1000>

Setiawan, S., & Indradewa, R. (2022). *The Effect of Work Stress and Emotional Intelligence With Motivational Mediation Variables on Employee Performance in the Transportation Industry in Jakarta*. [https://www.researchgate.net/profile/Rhian-](https://www.researchgate.net/profile/Rhian-Indradewa/publication/359515518_The_Effect_of_Work_Stress_and_Emotional_Intelligence_With_Motivational_Mediation_Variables_on_Employee_Performance_in_the_Transportation_Industry_in_Jakarta/links/624243508068956f3c55ec3f/The-Effect-of-Work-Stress-and-Emotional-Intelligence-With-Motivational-Mediation-Variables-on-Employee-Performance-in-the-Transportation-Industry-in-Jakarta.pdf?_sg%5B0%5D=started_experiment_milestone&origin=journalDetail)

[Indradewa/publication/359515518_The_Effect_of_Work_Stress_and_Emotional_Intelligence_With_Motivational_Mediation_Variables_on_Employee_Performance_in_the_Transportation_Industry_in_Jakarta/links/624243508068956f3c55ec3f/The-Effect-of-Work-Stress-and-Emotional-Intelligence-With-Motivational-Mediation-Variables-on-Employee-Performance-in-the-Transportation-Industry-in-Jakarta.pdf?_sg%5B0%5D=started_experiment_milestone&origin=journalDetail](https://www.researchgate.net/profile/Rhian-Indradewa/publication/359515518_The_Effect_of_Work_Stress_and_Emotional_Intelligence_With_Motivational_Mediation_Variables_on_Employee_Performance_in_the_Transportation_Industry_in_Jakarta/links/624243508068956f3c55ec3f/The-Effect-of-Work-Stress-and-Emotional-Intelligence-With-Motivational-Mediation-Variables-on-Employee-Performance-in-the-Transportation-Industry-in-Jakarta.pdf?_sg%5B0%5D=started_experiment_milestone&origin=journalDetail)

Shahhosseini, M., Silong, A. D., & Ismail, I. A. (2012). *The Role of Emotional Intelligence on Job Performance*. 3(21). https://www.researchgate.net/profile/Mohammad-Shahhosseini-3/publication/328676144_The_Role_of_Emotional_Intelligence_on_Job_Performance/links/5bdb54f2a6fdcc3a8db696f8/The-Role-of-Emotional-Intelligence-on-Job-Performance.pdf

Shooshtarian, Z., Ameli, F., & Lari, M. A. (2012). *The Effect of Labor's Emotional Intelligence on Their Job Satisfaction, Job Performance and Commitment*. https://ijms.ut.ac.ir/article_30123_3079.html?lang=en

Sittar, K. (2011). *Relationship of Work Engagements and Job Performance of University Teachers*. <https://eric.ed.gov/?id=EJ1258031>

Thor, S. (2012). *Organizational excellence: A study of the relationship between emotional intelligence and work engagement in process improvement experts* (Doctoral dissertation, George Fox University). <https://search.proquest.com/openview/dbd08b0996c68221ebe51c39d9a0c458/1?pq-origsite=gscholar&cbl=18750>

Uslu, O. (2019.). *THE IMPACT OF EMOTIONAL INTELLIGENCE ON EMPLOYEES' ATTITUDES*. <https://www.researchgate.net/profile/Osman->

Uslu/publication/331399331_The_Impact_of_Emotional_Intelligence_on_Employees'_Attitudes/links/5c77a90d92851c695046e240/The-Impact-of-Emotional-Intelligence-on-Employees-Attitudes.pdf

W, A., H, G., M, H., & A, S. (2017). The Effect of Emotional Intelligence on Employee's Job Performance: The Moderating Role of Perceived Organizational Support. *Journal of Accounting & Marketing*, 06(03). <https://doi.org/10.4172/2168-9601.1000243>

Wang, J., Wang, Y., Zhu, N., & Qiu, J. (2022). Special education teachers' emotional intelligence and its relationships with social support, work engagement and job performance: a job demands-resources theory's perspective. *International Journal of Developmental Disabilities*, 1-10. <https://www.tandfonline.com/doi/abs/10.1080/20473869.2022.2149893>

What is emotional intelligence and why is it important in the workplace?, Published on January 14th, 2022 by Future Learn, https://www.futurelearn.com/info/blog/emotional-intelligence-at-work#Importance_of_emotional_intelligence_in_the_workplace

Yao, J., Qiu, X., Yang, L., Han, X., & Li, Y. (2022). The Relationship Between Work Engagement and Job Performance: Psychological Capital as a Moderating Factor. *Frontiers in Psychology*, 13, 729131. <https://doi.org/10.3389/fpsyg.2022.729131>

Zhu, Y., Liu, C., Guo, B., Zhao, L., & Lou, F. (2015). The impact of emotional intelligence on work engagement of registered nurses: The mediating role of organisational justice. *Journal of clinical nursing*, 24(15-16), 2115-2124 <https://onlinelibrary.wiley.com/doi/abs/10.1111/jocn.12807>