

# Examining the Impact of Emotional Intelligence on Employee Well-Being and Employee Engagement in the Digital Era

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## ABSTRACT

**Introduction:** Employee Well-Being (EWB) and Employee Engagement (EE) are crucial for a healthy workplace, but concern about Well-Being (WB) and EE are still prevalent. Emotional intelligence (EI) can help regulate and recognize emotions, and this study examines its impact on EWB and EE in the Digital Era (DE), considering socio-demographic factors.

**Methods:** This study used a self-administered survey to gather the data and combined a quantitative method with a descriptive cross-sectional research design. The study made use of a variety of tools, including the employee engagement scale (EES), which was used to assess EE, the emotional intelligence scale (EIS), which was used to measure EI, and the functional well-being score from the World Health Organization (WHO), which was used to measure EWB. All the tools used in the study have been validated and are reliable, as determined by Cronbach's alpha and other statistical analyses

**Results:** The findings demonstrated that emotional intelligence (EI) significantly impacts employee well-being (EWB) and employee engagement (EE). H1 was accepted through Pearson correlation ( $P > 0.005$ ,  $R = 0.065$ ,  $R^2 = 0.004$ , and adjusted  $R^2 = 0.001$ ), while H2 was supported by regression analysis ( $P > 0.005$ ,  $R = 0.717$ ,  $R^2 = 0.514$ , and adjusted  $R^2 = 0.512$ ). These findings highlight that EI is a predictor of EWB and EE, as well as a factor associated with years of work experience.

**Conclusion:** The findings suggest that EI plays a crucial role in determining EWB and EE. The study also highlighted the association between EI and years of work experience. These results imply that developing and enhancing EI competencies could positively impact EWB and EE, thereby improving job satisfaction and organizational outcomes. However, the study's limitations include a small sample size and a cross-sectional design, which limits the generalizability of the findings. Further research could explore the causal relationship between EI, EWB, and EE and identify potential interventions to enhance EI in the workplace.

**Keywords:** Digital Era, Emotional Intelligence, Employee Engagement, Employee Well-Being

## ARTICLE INFORMATION

**Source of Support:** No external support

**Received:** 12 Jan 2023

**Accepted:** 19 April 2023

**Conflict of Interest:** None

**Published Online:** 20 April 2023

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## INTRODUCTION

With the rise of the digital mindset with the rise of the digital mindset<sup>1</sup> digital transformation at work,<sup>2</sup> and the

ongoing COVID-19 pandemic,<sup>3</sup> several concerns, changes, and catastrophes have emerged, resulting in instability.<sup>3</sup> The pandemic has led to issues with self-

regulation, such as heightened anxiety, worry, depression, and insomnia among the population, as well as its associated morbidity and mortality challenges for the organization.<sup>4</sup> Despite this challenge, the expansion of digital technologies has significantly impacted how we communicate, work, and live. However, digitalization also poses both advantages and challenges that can result in unpleasant emotions like anxiety.<sup>5</sup> In this context, developing skills like emotional intelligence (EI) is a key tool in unlocking a high level of employee engagement,<sup>6</sup> and well-being.<sup>7</sup> Therefore, the current study aims to explore the impact of emotional intelligence on employee well-being and employee engagement in the context of the digital era.

A crucial component of both personal and professional development is emotional intelligence.<sup>8,9</sup> It is described as the capacity to comprehend and control one's own emotions, as well as those of others,<sup>8-10</sup> the workplace, has changed significantly as a result of technological advancement,<sup>1,2</sup> and the digital age has presented new opportunities and problems for organizations and their staff members. In this context, it's critical to investigate how EI impacts employee engagement and well-being in the digital age.

EWB and EE are crucial at work.<sup>11</sup> However Gallup, (2022) revealed that; global unhappiness is caused by poor communication, loneliness, anger, and work issues.<sup>12</sup> Wellbeing refers to the physical, mental, and emotional health of employees.<sup>13</sup> While engagement refers to the degree of involvement and commitment employees have towards their work.<sup>14</sup> Studies have shown that employees with a high level of EI are more likely to have between well-being a higher engagement level.<sup>7, 11, 15</sup>

The digital era presents challenges for employees, including information overload and blurred work-life boundaries, but also opportunities like remote work.<sup>16</sup> It is important to explore how emotional intelligence impacts EWB and EE in this context. A study can help organizations better understand their employees and develop strategies to promote EI. This can lead to a more engaged workforce and greater success in the Digital Era. Nepal shows increasing interest in the factors and outcomes of, EI, EWB, and EE,<sup>10, 11, 17</sup> but research is limited, signaling the need for more study. Hence, researchers selected this topic.

## **MATERIALS & METHODS**

The study used the self-administration survey method to gather data from respondents, a descriptive cross-sectional research design based on a quantitative approach, and The Cochran formula used to calculate the sample size, which in this sample were 275 participants. The groups were picked based on convenience. Digital platforms such as, WhatsApp, Viber, LinkedIn Messenger only were used to collect survey. The survey was created with an emphasis on anonymity and privacy, making sure that individual responses are handled in compliance with Yeti (Ref.,20/079 and assessed as a whole. The use of anonymous or collective data was fully consented upon by the researchers. The link between independent and dependent variables was investigated using descriptive analysis, regression analysis, a one-way ANOVA test, and a t-test.

### **Study Tools**

We measured EI using the Emotional Intelligence Scale (EIS). The categories of the model proposed that EI consists of an appraisal of emotion in the self and others, expression of emotion, regulation of emotions in the self and others, and utilization of emotion in solving problems proposed by Salovey and Mayer's (1990) original model of emotional intelligence<sup>18</sup>. A five-point and 32 items scale with the options "strongly agree" through "strongly disagree" is used to rate the responses. Higher scores reflect greater EI, which is measured as a global EI score. The EI scale, which is extensively used in research and is thought of as a three-factor assessment of emotional intelligence, was utilized by the researchers. Various studies have revealed that the scale has strong reliability and reasonable evidence of validity. The Assessing EI Scale has an internal consistency of .90 as determined by Cronbach's alpha.<sup>9, 19, 20</sup>

The EE Scale (EES) was given to employees in a selected educational organization, with a total sample size of 275 employees. The EES, created by Astari et al. in 2022, is a tool that combines 12 items of EE with three components: cognitive engagement, emotional engagement, and behavioral engagement.<sup>21</sup> by calculating Cronbach's alpha, reliability analysis was assessed, and confirmatory factor analysis was used for validation (CFA). The findings showed that there was good Cronbach's alpha reliability for EE (.914). The model fit ( $p = .201$ ) and other variables used to assess the model's accuracy, such as RMSE, GFI, CFI, TLI, and

NFI, all achieved the fit criteria, according to the CFA's validity. According to the study's findings, a few Nepalese organizations can assess EE using the 12 items from the modified EE scale.

The World Health Organization five-Well-Being Questionnaire score most closely represents the manager's recent two-week feeling. The five items samples are: (I feel cheerful and in good spirits, I feel calm and relaxed, I feel active and vigorous, I wake up feeling fresh and rested, and my daily life is filled with things that interest me). These are the five items. A six points and 5 items scale with the options "All the time" through "at no time" is used to rate the responses. The raw score is a number between 0 and 25, with 0 being the worst possible quality of life and 25 being the best possible quality of life. The examining well-being internal consistency Cronbach Alpha of 0.81.<sup>22, 23</sup>

*H1: Impact of EI on EWB in selected organizations in the DE.*

*H2: Impact of EI on EE in the selected organization in the DE.*

*H3: There is a significant difference in EI amongst different levels of experience in selected organizations.*

*H4: There is a significant difference between males and females in terms of EI.*

## RESULTS

The primary goal of the study is to determine how managers' EI affects their employees' well-being and employee engagement. The questionnaires were given to the respondents, who were requested to score it on a scale of "strongly disagree" to "strongly agree." To come to the conclusion and place the respondents in the appropriate position, the skewed mathematics average is applied.

Researchers used descriptive data analysis to determine socio-demographic factors, and the results showed that; there were 276 participants overall, with men making up 70.7% of the population. In terms of years of experience, 33% have 11–20 years of work experience. In terms of staff age, 30.8% were between the ages of 40 and 50. (Table 1)

The results of the testing of the hypotheses are reported. H1: The well-being of employees is significantly impacted by emotional intelligence. The results indicate that EI was present (Table 2), and the Pearson correlations study's depiction of the procedure's results

showed that they were  $>0.005$ ;  $R = .065$ ;  $R \text{ square} = 0.004$ , and adjusted square = 0.001. Therefore, H1 has been stated that accepted. (Table 2)

**Table 1:** Socio-demographic variables among employee

Socio-demographic variables	Frequency (n)	Percentage (%)
<b>Gender</b>		
Male	195	70.7
Female	81	29.3
<b>Age in Years</b>		
20- 30	32	11.6
30-40	58	21
40-50	85	30.8
50- 60	71	25.7
Above 60	30	10.9
<b>Years of Experiences</b>		
0-5	26	9.4
6-10	36	13
11-20	91	33
21-30	68	24.6
31-40	55	19.9

The results revealed that EI and EE among employees had a significant relationship, and the summary of the regression analysis model showed that;  $p < 0.05$ ;  $R = 0.717$ ;  $R\text{-Square} = 0.514$ ;  $\text{Adjusted Square} = 0.512$ ; Positive relationships do exist; however, this study's findings demonstrate that EI has an impact on employee engagement. H2 is therefore approved. (Table 3)

The significant value for Table 4's ANOVA is 0.000. There is a considerable variation in EI between different levels of working experience in selected organizations in H3 since the value is smaller than 0.05. There is a substantial difference between groups, as evaluated by one way approach. ANOVA ( $F_{2, 271} = 3.362$ ,  $p = 0.000$ ). (Table 4)

H4: Male and female differ significantly in terms of EI Table 5: The independent sample T-test revealed that Levene's test was used to analyze the independent paired t-test for equal variance. The outcome showed that equal variance was assumed at  $df = 274$  and that  $F = 0.716$ ,  $P = \text{sig (2tailed)} = 0.832$ . The hypothesis was rejected because this result showed that the value was higher than 0.05, in this research. (Table 5)

**Table 2:** Effect of EI on EWB among Employee

R	R Square	Adjusted Square	R	Std. Error of the Estimate	R Square Change	F Change
.065 <sup>a</sup>	0.004	0.001		0.89094	0.004	1.152

Dependent Variable: Mean WB; Predictors: (Constant), MEAN\_EI

**Table3:** Impact of EI on EE among Employee

R	R Square	Adjusted Square	R	Std. Error of the Estimate	R Square Change	F Change
.717 <sup>a</sup>	0.514	0.512		0.19826	0.514	289.717

Dependent Variable: Mean\_EE; Predictors: (Constant), MEAN\_EI

**Table 4:** Analysis of Variance (ANOVA); experience variable.

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	0.752	4	0.188	3.362	0.01
Within Groups	15.15	271	0.056		
Total	15.902	275			

**Table 5:** Male and Female Independent Sample T-Tests

MENA_EI	Levene's Test for Equality of Variances			t-test for Equality of	
Equal variances assumed	F	Sig.	t	df	Sig. (2-tailed)
Equal variances not assumed	0.716	.398	-0.212	274	0.832
			-0.222	165.88	0.825

## DISUCSSION

The present study purposes to explore the impact of EI on EWB and EE in the DE. The outcomes displayed a significant relationship b/t all three variables (EI, EWB, and EE), presentation that EI is a main factor in forecasting the liaison b/t EWB and EE. The present study [Table 2] demonstrates that regression analysis was used to inspect the data in order to detect the elements that clarify H1: the relationship b/t EWB and EI, which comprised the assessment of emotions in oneself and others and the use of emotions to solve problems (EWB). Because the selected organizations were all usually equipped with digital domain accessories and the employees used digital tools, the model's summary showed that EI had a significant influence on EWB in the digital era, with  $p > 0.05$ ,  $R = .065a$ ,  $R$  s square = 0.004, adjusted square = 0.001. Suggestively, the regression model demonstrations that EI is a stronger feature in EWB. Employees described greater levels of fulfillment at work when they had well

EI. The previous studies have revealed that EI plays a significant role in WB and that there is a relationship b/t EI and EWB.<sup>7, 24, 25</sup> the organization's concerns are dependent on digitization, efficiency, flexibility, wellness, and cost effectiveness. However, there are a number of areas where managers must deal with issues, including the COVID-19 pandemic, digitization, competitions, and more.

Emotional Intelligence (EI) is one crucial skill, popularized by Goleman, who did numerous investigations<sup>8</sup>. Although there is a detrimental effect of EI on EE, it is a crucial skill to improve employee performance as well as the efficiency and accuracy of work.<sup>8,9,10</sup> The effectiveness of EE has been proven in a number of earlier research<sup>8, 11</sup>, and it was found that employees with high EI considerably boost EE.<sup>11, 17</sup> the current study found a positive correlation between employee engagement and EI [Table.3:  $p = 0.05$ ;  $R = .717$ ;  $R$  squared = 0.514;  $A = 0.512$ ]. However, these

studies' H2: findings suggested that EI demonstrated an impact on EE.

In this study researchers develop H3: to examine the significant difference in EI among employees with various levels of experience. In this regard, the ANOVA test in Table 4 indicated that the means were significantly different, and the significant value of EI was 0.01; about were significantly different; the significant value of EI was 0.01; so, there is less than 0.05. H3: There is a significant difference in EI between levels of years of experience in the selected organization in Nepal, and EE seems to rise as the number of years worked in the current positions increases.<sup>17</sup>

H4: According to the data, there is no statistically significant difference between EI in males and females; therefore the study's main hypothesis is unsupported. According to Table 5, independent t-test, df 273 assuming equal variance, with  $F=0.716$  and  $P\text{-Sig} (2\text{-tailed})=0.832$ . The hypothesis is rejected in this study since the data indicated that it cannot be less than 0.000.

Measuring the status of EE is thus a milestone in the journey of achieving aspired the level of EE. The research found that the EE of Nepalese civil servants largely stands at an 'average' level yet it.<sup>17</sup> According to research, EE is engaged in work settings with supportive leaders, participatory decision-making, clear and practical laws and norms, and communication<sup>11,8,17</sup> EE is also positively influenced by human resources practices, including remuneration, evaluation, and career development. However, personal attributes such as locus of control, work ethics, and learning attitude,<sup>17</sup> however, learning attitude in Nepal revealed that; not everyone felt this to the same extent around the globe.

**Strengths:** The current study boasts numerous strengths that make it a valuable input in the fields of organizational mindset and management. Firstly, the research study is extremely applicable in today's workplace, given the importance of EI, EWB, and EE in the workplace. However, organizations face unique challenges and opportunities. This is a challenge that is still relevant in the digital age. Further, the findings of the study could have practical implications for organizations seeking to improve EWB and EE.

Also, companies can benefit from the present research since it can shed light on how to develop these

attributes in the workplace and how EI affects EWB and EE. These could be valuable for industries, especially health care, where emotional intelligence is highly valued and used as hiring criteria for key positions such as managers, decision-makers, and traitors. By discovering these factors, organizations can gain a better understanding of how to promote a positive and productive work environment in the digital era. In addition, researchers suggested improving the learning culture in Nepal. In this regard, a study by Gallup Global Emotions(2022) revealed that learning differed among countries, with the Philippines having the highest percentage (78%) and Nepal having the lowest percentage (27%).

### Limitations

This study's found, that it is considers the effects of EI, EWB, and EE. The influence of EI may differ depending on the industry, size, and culture of the business; hence the findings may not be applicable to all types of enterprises. Emotional intelligence is a subjective concept that can be difficult to quantify in an objective way, much like intelligence. Although it may be challenging to reach a firm conclusion, the research title shows a causal association between emotional intelligence and both EWB and EE.

### CONCLUSION

In conclusion, the findings revealed that EI significantly impacts EWB and EE. H1 was accepted, while, H2 was also strongly supported, as well as a demographic factor associated with years of work experience. These findings demonstrate the importance of EI in the workplace and advice organizations to give this skill top priority in order to support strong EWB and EE. The research shows that despite the eye-catching features of EI at work, it has not attracted much attention in Nepal. As a result, organizations in Nepal and elsewhere may need to think about the importance of emotional intelligence (EI) in fostering a supportive and encouraging work environment and invest in plans to help employees acquire this quality.

**Acknowledgment:** Thanks to the YHSA (IRC), and the survey respondents for their valuable time, support, and willingness to participate in the survey.

### Abbreviations

DE: Digital Era

EI: Emotional Intelligence



EWB: Employee Well-Being  
EE: Employee Engagement  
ILO: International Labor Organization

WHO- World Health organization  
WB: Well-Being  
b/t:Between

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