

EMOTIONAL INTELLIGENCE AND EMPLOYEE ENGAGEMENT: A REVIEW OF MEDIATORS AND MODERATORS AND FUTURE RESEARCH AGENDA

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ABSTRACT

Emotional intelligence is considered instrumental in personal and professional success. Research suggests that EI positively impacts job satisfaction, well-being, and overall performance. This study provides insight into how individuals ranking high on EI are likely to possess high engagement levels. In the competitive business scenario, employees face several challenges due to long working hours, stress, exhaustion, burnout, and a high customer-employee interface to name a few. These conditions adversely impact the engagement levels of employees. In such a scenario, an emotionally intelligent employee will be able to display positive emotions which can propel employee engagement. In this paper, the author attempts to identify potential mediators and moderators between EI and EE that potentially condition this relationship.

Keywords: Emotional Intelligence, Employee Engagement, Conceptual

INTRODUCTION

EI has received proliferating attention from management researchers and consultants of late (Bozionelos & Singh, 2017). According to Goleman (1998), EI is an inborn trait that tends to develop with the passage of time, and basis continuous feedback from peers, supervisors, etc it can be improved or worked upon. Many studies have suggested that employees who possess high EI levels tend to perform well and handle difficult situations better than their counterparts who possess low EI levels (Tamta & Rao, 2017). EI is considered an ability where a person knows how to tackle emotional demands effectively (Wong & Law, 2002). In the context of the workplace, the situations that arise at the workplace allow employees to express their emotions as per the situation which results in increased job performance. EI is capable of providing a deeper meaning to certain work-related outcomes (Jordan et.al., 2002). As per seminal research by Salovey et.al., (2002), individuals who possess high EI levels know how to regulate and express their emotions. They are considered healthy

psychologically, mentally, and physically in comparison to individuals possessing low EI. High emotional intelligence levels have a positive relation to job outcomes e.g., low-stress levels & psychological distress (Austin et.al.,2005) high job satisfaction (Exremera et.al.,2018), and low turnover intention.

Research suggests that individuals who rank high on the EI level tend to stay more engaged than employees with low EI levels (George et.al.,2021; Barreiro & Treglown, 2020). According to Barreiro and Treglown (2020), there are certain EI dimensions that can augment engagement levels in workplace settings. These traits are emotion management and self-motivation which are likely to propel engagement levels. Bakker and Demerouti (2008) suggest that a concoction of vigor, dedication, and absorption among employees can foster their engagement levels. Lopez et.al., (2019) explains that individuals who possess better EI tend to adapt themselves to situations in a better manner than their counterparts possessing low EI levels which helps in ameliorating engagement levels. In the realm of a competitive business environment, engagement is a widely researched construct that plays an incredibly important role in augmenting service performance that can enhance overall organizational growth (Bakker and Demereouti,2008; Shuck and Wollard, 2010; Kim et.al.,2012). Highly engaged individuals exhibit high engagement which entails high dedication and enthusiasm toward their roles. Other than that, individuals high on engagement are at content with their job and are able to induce positive guest interface (Harter et.al.,2002), excellent service performance (Bakker and Demerouti,2008), and low turnover intention.

The confluence of emotionally intelligent and highly engaged individuals has a positive impact on job attitudes i.e., increased job satisfaction and lower turnover rates that are germane to organizational success and growth. EI and EE are important constructs in positive organizational psychology that play a key role in enhancing organizational performance. Research suggests that individuals who have a better awareness of their own emotions understand, manage & regulate them well and are able to replicate the same for others (Wong and Law,2002). Such individuals can work more effectively and efficiently in attaining organizational goals. It is observed that such employees build cohesive relations with their counterparts and have an optimistic approach toward achieving organizational goals (Ravichandran et al., 2011). The administration in organizations should pay attention to

providing training and development programs on developing EI skills and capabilities and applying these in the workplace as they are critical to achieving organizational goals. These training programs can be helpful in negating the effect of negative emotions that employees experience during handling concerns and specific tasks. Research suggests that employees who rank high on EI levels are able to tactfully handle difficult situations and maintain cordial relations with all the stakeholders. They are generally more dexterous and professional in handling daunting tasks which can tremendously exacerbate their engagement levels (Akhtar et.al.,2015).

EMOTIONAL INTELLIGENCE

EI as a construct has evolved over the years and is considered a widely researched phenomenon. Emotional intelligence has invited huge attention from all respects e.g., academia, and industry (Goleman, 1998; Mayer et.al, 2008; Ashkansay and Daus; 2005, Matthews et.al., 2002). The augmented interest in emotional intelligence stems from its predictive and construct validity (Ashkansay and Daus; 2005). Research on this construct has augmented over a period of time (Bozionelos & Singh, 2017). EI entails a problem-solving ability that can allow a person to deal with extraneous pressure with ease thereby enhancing job performance (Choi et al., 2019; Mayer et.al.,1999). EI is a well-researched topic in academics, hospitals, hospitality, development, and various other settings. Emotional intelligence has been compartmentalized into three different categories. The first considers emotional intelligence as a combination of interpersonal abilities w.r.t display of emotions. It is similar to the approach suggested by (Mayer and Salovey,1997). The second approach refers to coping mechanisms and adaptability. This approach is similar to the one suggested by (Bar-On,2000). The last approach relies on behavioral disposition which is a confluence of cognitive and affective abilities. Such abilities can play a key role in predicting individual and group performance (Offermann et.al., 2004; Boyatziz,2009). EI comprises a wide range of abilities that facilitates managing and regulating emotions in a workplace setting. Research suggests people possessing reasonable EI skills handle work stress positively by expunging the negative effects of it and they suffer less from general health repercussions. Employees high on EI are able to handle difficult situations tactfully without involving psychological distress (Austin et.al.,2005).

EI interventions can facilitate better two-way interactions among employees & customers thereby fostering positive service performance. An individual possessing high EI can handle the negative repercussions of emotional labor. They are likely to meet the role requirements effortlessly. Research suggests that high EI levels among employees will result in low occupational stress and overall health issues arising due to work stress. Such employees are also reported to be more successful in their careers than their colleagues with low EI levels.

EMPLOYEE ENGAGEMENT

Employee engagement refers to a state where a person expends efforts in the emotional, cognitive, and behavioral forms to attain organizational goals (Shuck and Wollard, 2010). Kahn (1990) originally propounded this term, he defines employee engagement as a concept that is compartmentalized into three categories namely safety, meaningfulness, and availability. Meaningfulness implies feeling valued at work or a feeling that the efforts expended are worth and acknowledged at the workplace. It means that what an employee is delivering is significant and valued by the organization (Kahn,1990). Safety is a phenomenon where an individual remains themselves regardless of the thought of being judged, and opinions followed by repercussions of status, career, and self-image. (Kahn,1990) proposed that in order to remain engaged at work an individual needs to be their authentic selves and trust the work environs.

Some other seminal scholars shed light on this construct. Employee engagement means a positive, fulfilling, job-oriented mindset that comprises vigor, dedication, and absorption. Vigor means a display of high enthusiasm levels in fulfilling job-related responsibilities. Dedication refers to a deeper association with the role backed by high motivation level. Absorption refers to a state where the employee is completely engrossed in their role and strives to deliver the best (Schaufeli et.al.,2002). When a person exhibits positivity, energy, and enthusiasm to fulfill job-related requirements it means that they are highly engaged in their job. The concept of engagement is an antithesis of exhaustion and burnout (Schaufeli et.al.,2006). High engagement among the employees is reflected when they collectively strive with passion and enthusiasm to attain organizational goals (Bin,2016). A highly engaged workforce is an asset to the organization since they contribute wholeheartedly to attaining organizational goals and create a harmonious and cohesive work culture thereby reducing the

chances of turnover intention among the employees. A highly engaged workforce can be seen expending complete efforts to fulfill role-related responsibilities (in-role behaviors) and going out of the way to fulfill requirements that are not part of the job (extra-role behavior). Employee engagement is a key variable in the organization behavior domain which refers to the complete involvement of an individual in a task that can potentially impact job performance (Saks,2011).

METHODOLOGY

The methodology adopted was the review of literature method where the extant literature on the construct or constructs under the study is synthesized (Chermack &Passmore,2005). The selection process comprised several steps.

Going by Torraco's (2005) framework the literature was adopted for hunting and selecting suitable literature. According to (Callahan,2010; Kim et.al., 2012) this process involved:

1. Databases from where the articles were obtained
2. Specifying the timeline when the search was conducted
3. By whom the search was conducted
4. Number of relevant studies found
5. The number of articles that appeared on the database and
6. Number of studies selected and the reason why they were selected

For the purpose of selecting, organizing, and synthesizing the literature many databases were accessed e.g., (Business source ultimate, ProQuest ABI Inform, Psyc articles, Scopus, Elsevier, Emerald, SAGE, and Taylor & Francis) to collect relevant and related studies. The research on this topic was conducted by the researcher in May-July 2022 using the databases. The terminology combination used was EI and EE. Employee engagement has other synonyms namely work engagement, job engagement, and other forms of engagement such as public engagement (Levitats et.al., 2019). To access the maximum number of articles, keyword combinations comprised EI and a) work engagement b) employee engagement c) job engagement. Research papers (peer-reviewed), articles, and dissertations appeared when the term was searched. In order to provide a fresh perspective, the research period selected was 2010-2022. The research studies conducted during this timeline were considered for

synthesizing. To streamline the process, first the abstract was thoroughly reviewed for the research paper collected. Further, while searching the literature, research papers that explored the association between EI and employee engagement conceptually and empirically were taken into consideration, the rest of the articles and duplicates were not considered for the process of synthesizing the literature. After a detailed selection process, only 22 articles were chosen for the process of reviewing and synthesizing.

EMOTIONAL INTELLIGENCE AND EMPLOYEE ENGAGEMENT LITERATURE REVIEW MATRIX

Authors	Purpose	Methodology	Findings
Chikobvu & Harunavamwe (2022)	Examined how EI impacted WE via the mediation of resilience	N=252 nurses working in a hospital in South Africa; Smart PLS	The findings revealed EI and resilience positively impacted work engagement. Resilience positively mediated this relationship
Wang and Shi (2020)	Examined how work-leisure conflict impacted WE via the mediation of negative emotions and moderation of team emotional climate and emotional intelligence	N= 521 employees working in the service, manufacturing sector, and hospital in China; CFA (SPSS) and Multi-level analysis (Mplus)	The work-leisure conflict was negatively related to engagement mediated by negative emotion. EI & team's emotional climate moderated this relationship via the mediation of negative emotions.
Estrada et.al., (2021)	Examined how emotional	N=550 students in different academic	Compassion and engagement

	intelligence impacted students' academic performance via the mediation of compassion towards their peers and dimensions of engagement.	institutions in Spain; Structural equation modeling (SEM) using EQS.	positively mediated the direct relation of EI and academic performance. Although EI didn't impact academic performance directly.
Alferiah (2021)	Explored the direct association of EI, employee performance, and JS where EE was considered as a mediator	N=537 respondents working in Saudia Arabia; PLS-SEM	EI has a positive association with employee performance and employee JS. EE positively mediated this relationship.
O.J George et.al., (2021)	Examined the direct association of psychological capital & work engagement where emotional intelligence acted as a mediator	N=557 employees working in PS corporations in Nigeria; SEM structural equation modeling (AMOS)	The findings stated that Psyc Cap has a positive impact on WE and emotional intelligence fully mediated this relation.
Danquah (2021)	Explored the relation between EI and WE and the moderation of resilience was tested	N=310 respondents working in hospitals; SEM	EI was positively related to WE. Positive moderation of resilience was found in the direct relation between EI and WE.

Barrerio and Treglown (2020)	Explored how the dimensions of Trait emotional intelligence predicted engagement levels	N=306 employees in the UK; SEM and Hierarchical Regression	Among all the EI traits, Happiness, Emotion Regulation and Self-motivation mainly predicted engagement levels.
Gong et.al., (2020)	Explored how trait EI impacted JS. Psyc empowerment and WE mediated this relationship	N=370 women working in hospitals in China; MLE in Mplus7.4.	The findings revealed that going by AE theory, WE partly mediated the relationship between TEI and JS. Psyc empowerment mediation was not found
Amico et.al., (2020)	Examined the association among EI, burnout, WE, and JS	N=238 educators working in a school in Italy; Correlation ad Hierarchical Regression analysis	The results from the study revealed that EI positively impacted WE and JS and had a negative impact on burnout.
Milhem et.al., (2019)	Examined how perceived TL impacted EE where EI mediated this direct association	N=338 staff employed in the IT sector; Structural equation modeling and confirmatory factor analysis	Emotional intelligence positively predicted the association among perceived TL and EE
Nadeem et.al., (2019)	Explored how work values and AC via	N=354 employees working in banks;	Employee engagement

	the mediation of EI and moderation of EE	PLS-SEM	positively moderated the association between work values and AC and EI positively mediated this relationship
Levitats et.al., (2019)	Examined how employees' emotional intelligence can impact public sector engagement via the moderation of managers' emotional intelligence	N=414 civil servants working in Israel; Regression Analysis and SAS PROC MIXED	Positive association exists between civil servants' EI and all 3 aspects of public sector engagement. EI only moderated relation among self-appraised stress and WE.
Lopez et.al., (2019)	Explored how emotional demands impacted WE via the mediation of self-appraised stress and moderation of emotional intelligence	N= 895 (351 primary educators and 344 secondary educators); PROCESS Macro Model 4 and correlation	EI didn't completely moderate the association among emotional demands & work engagement, but it provided a cushion effect between self-appraised stress & WE
Barona et.al., (2019)	Examined the association among engagement and self-efficacy where mediation of dimensions of EI	N=311 respondents working as careers specialists in Spain; SEM (structural equation modeling) and CFA	The findings revealed that engagement and self-efficacy are significantly related to each other. Only

	was tested		one dimension of EI (use of emotions) mediated this relationship
Extremera et.al., (2018)	Explored interaction among EI and JS via the mediation of WE	N=405 professionals working in different sectors; SPSS and Pearson zero-order correlation	EI positively impacted the dimensions of WE and JS
Karamustafa and Kunday (2018)	Examined the role of EI's dimensions on EE with the moderating role of gender.	N=245 respondents employed in the corporate sector in Turkey; Hierarchical Regression analysis.	Only limited dimensions of EI were positively related to engagement. Gender didn't play a significant role as a moderator.
Toyoma and Mauno (2017)	Explored the role of EI on creativity via moderation of social support and WE (model 1) and then studied the impact of social support on creativity via the mediation of work engagement (model 2)	N=489 respondents working in a nursing institute; SEM (AMOS) and PROCESS Macro (Model 6)	The findings stated that EI positively impacted social support, creativity, and work engagement. EI positively impacted creativity via the mediation of WE
Yan et.al., (2016)	Investigated association between	N=356 nurses working in China;	The findings revealed that EI

	EI with JS, work engagement, and core self-evaluation	SEM (structural equation modeling) Mplus 7.0	partially mediated between CSE and JS. Mediation impact of EI on CSE and WE was partial
Aulia (2016)	Examined the association between EI, WE, and OC	N=198 army personnel took part in the survey; Multiple Regression analysis	The findings revealed that EI didn't predict organization commitment levels whereas work engagement was positively related to organization commitment
Maguire et.al., (2016)	Examined if trait emotional intelligence can predict affective and cognitive engagement among a certain set of students.	N=91 respondents studying in university; Multiple regression analysis was performed	Trait EI is positively related to affective engagement, but trait emotional intelligence exhibited an even stronger association with cognitive engagement.
Quang et.al., (2015)	Examined the leaders' EI styles in enhancing the employee engagement	N=400 employees working in senior positions in Vietnam; Regression analysis	EI positively impacted EE. Only one dimension was not positively related as per the results derived. Leaders can manipulate their

			emotions to increase employee engagement.
Ravichandran et.al., (2011)	Examined how emotional intelligence can augment the engagement levels of employees	N=119 employees working in the ICT sector in India; Regression Analysis	The findings revealed that some dimensions of emotional intelligence e.g., work experience impact work engagement. Only a few dominant dimensions of EI can augment WE behavior.

MEDIATORS AND MODERATORS IN EMOTIONAL INTELLIGENCE AND EMPLOYEE ENGAGEMENT RELATIONSHIP

Chikobvu & Harunavamwe (2022) investigated how the relationship between EI and resilience impacts WE. Resilience acted as a mediator in this relationship. Data was collected from 252 nurses working in the municipality hospital. Data were analyzed using PLS-SEM. As per the results, EI and resilience exhibited a positive association with WE. EI can help an individual in being more thoughtful and sensitive to the other person’s demands and thereby alleviating resilience which in turn can foster engagement dimensions. Emotionally intelligent employees display high energy, enthusiasm, and dedication toward their roles and responsibilities. All the paths in the defined framework are positively related. EI and work engagement had the strongest statistical relation.

Wang and Shi (2020) explored the association between work-leisure conflict & WE. The direct relationship was moderated by EI and the team’s emotional climate. This was mediated by negative emotion. Data was collected from 521 respondents working in 50 teams working

in the Chinese service sector using self-administered questionnaires. Data was analyzed using confirmatory factor analysis (CFA) SPSS Mplus. The findings from the study revealed that work-leisure conflict negatively impacted WE via the mediation of negative emotions. Negative emotional climate and EI further conditioned this direct relationship via moderation. The COR theory was utilized to study this relationship. The negative relation between work-leisure conflict and WE can be prevalent because work-leisure conflict can augment negative emotions among employees which can further impact engagement levels negatively.

Estrada et.al., (2021) explored how the dimensions of EI on AP via the mediation of compassion and dimensions of engagement. Data was collected from educational institutions in Spain using standardized scaled pre-tested by previous authors. Analysis was conducted using the structural equation modeling using the EQS software from 550 respondents studying in higher education settings. While most of the proposed hypotheses were accepted. The hypothesis involving a direct relation between dimensions of EI and academic performance was rejected because of a negative t -value (-0.597). The rest of the hypotheses were accepted especially the ones comprising mediation of compassion and engagement because of the acceptable t -value. Emotional intelligence can be an important factor that can impact compassion among students in academic settings.

George et.al., (2021) investigated the association between psychological capital and WE via the mediation of emotional intelligence. Data was collected from 557 respondents employed in the govt sector in Nigeria and analyzed using CFA (SEM) using AMOS V.23. As per the results, EI fully mediated ($\beta=0.156$, $p<0.05$) direct association between Psyc Cap and WE. Additionally, Psyc Cap positively impacted WE. The combination of conservation of resources and affective event theory was used to build a theoretical framework. The results obtained aligned with the results from previous studies further validating that Psyc Cap stating that it positively and significantly impacts WE and emotions pivot because an employee who knows how to understand, manage, and regulate their emotions well will be able to tackle stressful situations at work with perseverance and an optimistic approach.

Barrerio and Treglown (2020) explored how trait EI can augment or decimate the engagement levels among employees drawing upon the JD-R framework. 306 responses were finalized for analysis. The proposed hypothesis was tested using hierarchical regression and

structural equation modeling. Of all the trait emotional intelligence traits, happiness ($\beta=0.25$, $p<.001$) impacted the levels of engagement the most which were followed by more dimensions of trait EI e.g., self-motivation and emotion management ($\beta=0.16$). Among these, only emotion regulation had a negative impact at ($\beta= -0.13$). This was one of the most highly cited papers that suggested emotional intelligence as a construct had a positive relationship with engagement and certain dimensions can help in augmenting engagement levels among employees. The results suggest that happy employees are generally the ones who exhibit the highest engagement levels. The main finding from the study was that individuals who are aware of their emotions can replicate similarly for others which can exacerbate the engagement levels. The detailed research on EI traits enhances the understanding of which is the dominant dimensions that can ameliorate engagement levels among employees.

Gong et.al., (2020) examined how trait EI and JS via the mediation of work engagement and psychological empowerment. Data was collected from 370 respondents working in a medical university in China. SEM was utilized for analysis and test mediation. According to the results reported, WE didn't completely mediate between trait EI and JS & Psych Empowerment didn't mediate this relationship at all as the path was excluded ($\beta= 0.02$). The authors argue that employees with higher trait EI could raise their psychological empowerment thereby increasing their engagement levels. Both these mediating variables are considered key constructs in raising the satisfaction levels of the employees. Since work engagement partially mediated this relation, it entails that employees possessing good EI levels are expected to display high engagement levels which can enhance their overall satisfaction levels.

Levitats et.al., (2019) investigated how employees' EI impacted public sector engagement. They investigated how public sector engagement dimensions comprising work engagement, OCBI, and social responsibility can be enhanced by augmenting the EI levels of civil servants and their direct reports. To test the hypothesis, the authors did a multilevel analysis. Data was collected in multistage, first from 66 civil servants with control conditions. In the next stage, data was collected from 414 managers. Data were analyzed using regression analysis and results were again validated using the SAS PROC MIXED. After comprehensive testing, the findings from the study indicated that EI directly impacted only two dimensions of public

sector engagement. Other than that, analyses also indicated EI's positive association with the three dimensions of public sector engagement. Particularly with respect to work engagement, it is pertinent that the high EI among managers can augment the EI levels of their subordinates which will positively impact WE. The authors refer to the J-DR framework to study the hypothesized relationship. The moderation impact of EI on OCBI was relatively low.

Extremera et.al., (2018) investigated the direct association between EI and JS. This direct relationship between these constructs was mediated by dimensions of work engagement. Self-reported scales were utilized to collect responses from 405 workers working in Spain. Data analysis was conducted using SPSS and Pearson zero-order correlation. As per the findings, EI positively and significantly impacted JS, but due to the intervention of mediators, the status changed. Among all the dimensions of WE as mediators, dedication had the highest significant impact which was followed by vigor. Only, absorption didn't have a positive mediation impact. When the demographic variables were controlled the mediation impact on the direct EI and job satisfaction was full this was further confirmed in the post hoc analysis. Based on the JD-R framework, adopted by the authors, it was confirmed that EI positively impacted JS. The most prominent finding was employees possessing high EI tend to do well in all three facets of engagement.

Yan et.al., (2016) examined the association among dimensions of emotional intelligence w.r.t core self-evaluation via the mediation of JS and the dimension of WE. Self-reported research instruments were used to collect data. In this survey, 365 respondents participated from two cities in China. Descriptive analyses were done using correlation and the structural model was analyzed using SEM. The findings revealed that only some dimensions of emotional intelligence mediated the relation among CSE and JS. The results were consistent with previous literature where EI positively impacted JS. Similarly, only some dimensions of EI mediated the association between CSE and WE. According to the authors, individuals possessing high CSE are likely to have high emotional intelligence that potentially exacerbates their JS and WE levels.

Ravichandran et.al., (2011) explored how the levels of EI can augment the work engagement level. Both constructs were measured by self-administered instruments. A survey was

conducted, and 119 respondents employed in the IT sector took part in it. Descriptive analysis was done using correlation, ANOVA, etc. Inferential analysis was done using regression. The results stated that only some variables of EI had a significant relation with WE and that EI independently is not capable of predicting the engagement levels among employers. Among all the dimensions, work experience is likely to significantly impact the EI levels of the employee. This paper laid the foundation for studying the impact of EI on EE and is considered a widely cited paper studying this construct. According to the authors, when employees are in a positive emotional state, they are likely to express higher engagement levels.

DISCUSSION

In the competitive business world scenario, the role expectations and requirements have become complex requiring a highly engaged workforce. In order to meet expectations and fulfill job-related obligations, employees need to display a positive emotional state. This brings into the picture the need for emotional intelligence (Goleman, 1995; Mayer & Salovey, 1997; Ashkansay and Daus, 2005; Mayer et al., 2008). The positive state of emotions and display of behavior can positively impact job performance and augment the engagement levels of employees. As per some studies, only some variables of emotional intelligence are capable of augmenting employee engagement levels (Ravichandran et al., 2011). It was found that only some dimensions of emotional intelligence can significantly increase engagement levels e.g., positive emotions and work experience. The management has to identify dominant variables of EI that ameliorate employee engagement (Ravichandran et al., 2011). This association between EI and EE was also validated in other studies conducted where the authors suggested that high emotional intelligence can be instrumental in ameliorating the engagement level of employees. It is reported that high EI levels in employees can help them in handling difficult situations and work stress tactfully. Such employees will generally have better adaptability and stress-coping mechanisms (Miao et al., 2017). When employees are aware of their emotions are likely to have a harmonious relationship with their subordinates and supervisors. A positive work environment will have them expend more effort and they will work enthusiastically and with complete dedication toward the attainment of common organizational goals (Extremera et al., 2018). Research

suggests that high EI levels have a positive association with all three dimensions of employee engagement (Pena et. al, 201; Zhu et.al.,2015). Individuals possessing high EI tend to exhibit high vigor, enthusiasm, and dedication toward their work (Pena et.al.,2012). Such employees are fully immersed in their work and display high energy in attaining organizational goals. It is observed that employees with high emotional competency display positive emotional states thereby having high enthusiasm and dedication to remain committed to work (Akhtar et.al.,2015). When employees witness high energy, vigor, motivation, and enthusiasm to achieve business goals it is an indicator of a positive attitude toward the roles and responsibilities assigned (Warr and Inceoglu,2012).

RECOMMENDATIONS FOR FUTURE RESEARCH

In order to provide insights into the existing literature on the two constructs, EI and employee engagement, researchers need to validate the relation between them empirically by introducing novel mediators and moderators. Many studies tabulated above have introduced fresh perspectives by introducing several organizational behavior constructs as mediators and moderators in studying this association. To add to the growing body of literature, various theoretical frameworks and theories can be empirically tested as many studies previously studying the relationship between EI and EE have mostly utilized the SET, COR, and J-DR frameworks. Future research can try to fathom this association from a holistic view which involves studying this association using other frameworks.

Additionally, an advanced empirical investigation will be required to study the relationship between these constructs in different sectors and settings. Different forms of engagement can also be tested e.g., public sector engagement, a bigger picture of engagement comprising work engagement, and OCBI among civil servants were tested in public administration settings (Levitats et.al.,2019). Similarly, future research can test engagement as a construct in the underexplored sectors. A dyadic study offering perspectives from supervisors and subordinates can be conducted on EI and EE to understand how the high EI of the supervisor can exacerbate the engagement levels of subordinates. The relationship between these constructs can also be tested in different cultural contexts.

LIMITATIONS

In this paper, the author has tried to synthesize a literature review on EI and EE during a specified period. To provide more insights into these constructs, the timeline for refining the search can be increased or it can remain unspecified. For broader generalization, the relationship between these constructs should be empirically tested in different cultures. As per the literature review, this relationship has been mostly studied in the banking and hospital sector. To enhance understanding and gain a holistic perspective, unexplored sectors e.g., automobile, pharmaceutical, and other labor-intensive sectors should be taken into consideration while studying the association among these constructs. Research on EI is particularly required in labor-intensive sectors.

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