

Moderating Effect of Employee's Emotional Intelligence on the Relation of Emotionally Intelligent Project Manager and Employee Engagement

Shahbaz Khan

MS (HR), SZABIST Islamabad, Pakistan

Muhammad Awais

PhD Scholar, Iqra University Islamabad Campus, Pakistan
awaisafzal77@hotmail.com

Muhammad Naeem Khan

PhD Scholar, Iqra University Islamabad Campus, Pakistan
naemkh84@gmail.com

Owais Ahmed Khan

MBA (Supply Chain Management), Federation University, Australia
owais_ah@yahoo.com

Abstract

Employee's engagement is one of the very important topics in business world from years. Organizations are focusing on success by engaging its employees and retaining the talent with skills and competencies necessary for growth and sustainability. A multifaceted conception about engagement is influenced by numerous factors like organizational communication and managerial styles. To keep employees engaged manager needs to have certain abilities and skills, one of the ability is that a leader should be emotionally intelligent, who can understand his own emotions and feelings as well as of his workforce. Emotional intelligence consists of adaptive emotional functioning involving inter-related competencies relating to perception, understanding, utilizing and managing emotions in the self and others. Researchers in diverse fields have studied emotional intelligence and found the construct to be associated with a variety of factors such as mental health, relationship satisfaction, and work performance. The present study intends to investigate the moderating impact of employee's emotional intelligence on the relation of managers' emotional intelligence and employee engagement. The results of this research demonstrate that through emotional intelligence a manager can control his employees and he can use them according to the requirement of organizational goals. However, sometimes there are employees who are also emotionally intelligent and they use their own emotional intelligence that enhances their work engagement and causes other positive outcomes. These employees are engaged at work not because of their managers' emotional intelligence or leadership, but due to their own high emotional

intelligence. For this research questionnaire was used to collect the data that was distributed in different construction companies working in Rawalpindi and Islamabad. Those questionnaires were adapted from the other research papers. The total sample size for this research paper is 274 employees and unit of measure is individual, for data collection simple convenience sampling technique was used. The study also offers suggestions for future research on the basis of certain limitations.

Key words: Manager Emotional Intelligence, Employee Emotional Intelligence, Employee Engagement

Introduction

Employee's engagement and emotional intelligence has been among the most popular topics for researchers to work on. Employee's engagement provides substantial advantages to an organization over their competitors and a track which leads towards success. Likewise, an organizations where employees are committed and engaged with their work will always have a competitive edge on others in the industry as employees will be more willing to work and the chances of employee's turnover will be very low. So, every organization regardless of differences in management styles, masses and types are investing too much in order to apply those polices and make them part of their values in order to keep their working force engaged and committed without any second thoughts. A workplace where people are engaged and inspire others to stay committed to their work is more productive.

Business communities and societies now days are observing an extraordinary change taking place in the world-wide marketplace, that every organization is striving to retain and fight for talent. As time is passing by, the organizations are progressing forward into a wide open environment where there are no defined boundaries for a business. This has increased the demand of talent search, talent retention, employee growth and their engagement. By keeping these changes in a view various trends have been identified by the Special Expertise Panels (SHRM) in 2006 trends report. And it has a substantial effect on the engagement of employee.

Today, engagement of employees has developed as a basic driver for business accomplishment and aggressive commercial centers. Not just engagement can possibly fundamentally influence skillful employee's retention, efficiency and reliability; it is likewise a key connection to consumer loyalty, organization notoriety and general partner esteem. The employee engagement is a concept which has gathered attention from both academic and practitioner groups and for the better understanding of this concept a number of methods have developed by those groups. However, several authors have

introduced their own techniques and reinterpretations of employee engagement after conducting well detailed and comprehensive researches in order to explain and better understand this concept. Employee engagement is considered as a complicated phenomenon because there are so many factors associated with this concept which affects the level of employee engagement. Thus, every organization uses different technique to keep their employee motivated and engaged as there is not a single standard technique which can be adopt for every organization. While every organization may characterize employee engagement in its own way, eventually, the way to viable engagement will be established in the adaptability of methodology most fitting for every individual firm.

Based on the work of Goffman (1961), Kahn (1990) was the first one who introduced the term personal engagement and defined it as “the harnessing of organizational members personalities during their different engagement; performing different work roles, they apply and present themselves as mentally, physically, and emotionally sound”. Numerous scholars (Kahn, 1990; Slater, 1966; Smith & Berg, 1987) have proposed the idea that there is a need to explore this phenomena in numerous fields like sociology (Merton, 1957), and psychology (Freud, 1922). The individual looks to forestall absolute seclusion or change by being in a consistent condition of instability towards and far from the gathering (Kahn, 1990). Once the research was completed Kahn came up with 6 different forward and backward fluxes and named that as, “personal disengagement” and “personal engagement”. The employees beliefs about organization like how the organization will be led by the management and who will be the leader of the organization and what will be the working conditions within that organization they are working with totally depends on the mental facets of employee engagement. The other facet in employee engagement is emotional element that is associated with employee's feelings about aforementioned three factors and that depends on the positive or negative attitude of the employees towards the organization, management and its leader(s). Third facet of khan's definition of employee engagement is associated with the physical aspect that relates to the physical drives engaged by an individual with the intention to perform their organizational role(s). An important indication of employee's engagement towards his or her job and towards the organization in which they are work is their emotional commitment. Actually, the degree and nature of execution rely upon heart over psyche (mind). Emotional commitment is the scale of how much an employee enjoys his job, how much inspiration he derives from it and how much ownership he associates with it. This phenomenon of emotional commitment is a key indicator when gauging an employee's engagement and performance at the workplace.

The aim of this study is listed below:

- The purpose of the research is to analyses the impact of manager emotionally intelligent on

employee engagement level.

- To explore the moderating role of employee emotional intelligence on the relationship of manager emotional intelligence and employee engagement.

There are few gaps which have been identified by the researchers for further research work. As this research work is based on the future recommendation of the Benjamin, Palmer, and Gignac (2012). Plenty of research has been conducted on the degree of emotional intelligence, swept under the carpet, as measuring the effect on satisfaction, performance and productivity of the employees. Various previous studies have focused on the emotional intelligence as an emerging and increasingly validated predictor of job performance. But this study uses an emotional intelligence of managers with employee's engagement to measure the correlation of both variables while keeping the employees EI as a moderator. This is a key feature about this research. It may be that people high in EI are committed to work not as a result of their supervisor's EI or managerial style, but because they direct their own emotions adequately and coexist well with colleagues.

This research paper will help out all the organizations to understand that how important is the development of emotional intelligence for a leader to keep their employees motivated, engaged, satisfied and committed with the organization where they are working. Understanding the concept of emotional intelligence is in the favor of both the organization and the leader because it makes easier to manage one's own emotions and to control and understand other's emotions on different situations and manage them accordingly. Without any surprise organizations which want to retain their best, highly skilled, performing employees are investing too much on them to keep them motivated and satisfied so that they remain committed with organization. But on the other hand organizations are also focusing to conduct different training and development programs for their employees in order to get best out of their workforce. So this research paper will focus on the development of emotional intelligence of the leader and the employees which can be beneficial for an organization in many ways.

The research questions of the present study are follow:

- What is the impact of manager emotional intelligence on employee engagement level?
- Does employee emotional intelligence moderates the relationship of manager emotional intelligence on employee engagement level?

Employee Engagement

There are so many scholars who have written about employee engagement extensively in their literature of management sciences and the other famous press releases like in the Washington Post

(2005), in Workforce Magazine (2005) and Harvard Business Review (2005). Additionally as specified by Saks (2007) worker's engagement has turned into an interesting issue among counseling firms and in the well-known business press. On the other hand, workforce engagement is a mind boggling subject with numerous relevant issues from worker satisfaction to initiative trust to worker improvement, to give some example. An advance expression at the term is necessary.

Gallup research group was the inventor of this term "employee engagement" and it attracted scholars and researchers from various fields. Researchers have shown that there is a statistical relationship of Employee engagement with profitability, productivity, customer satisfaction, employee retention and safety (Buckingham, 1999; Gonzalez, Molina & Coffman, 2002). But on the other hand, same relationships with other common organizational idea like job satisfaction have not been found (Fisher, 1992).

Rafferty (2005) and others demonstrated the term employee engagement originates from two basic concepts which gained a distinguished recognition in empirical research on the academic grounds; those subjects are Organizational Citizen Behavior (OCB) and Commitment (Hayday, Perryman, & Robinson, 2004). Additionally employee engagement has overlaps and similarities with aforementioned 2 concepts.

Robinson et al. (2004) conducted their study on employee engagement and were not able to clearly identify the extent to which employee engagement has an impact on commitment and (OCB). However, it is logical to believe that the extent to which an employee is engaged in his job he will be more committed. Rafferty et al. (2005) also differentiated the two earlier concepts of employee engagement - Commitment and organizational citizen behavior (OCB); as this is the two ways mutual course between the organization and the employees.

Bateman, Lucey, and Hines (2005) translated the Gallup Engagement Index as calculating "how every individual worker associate with your organization and how every individual representative unites with your clients". They call an inverse of this sincerely unemployed.

DDI (2005) used this definition "The degree to which individuals esteem, appreciate and have confidence in what they do". DDI additionally expresses that its calculation is same as the workers loyalty and satisfaction.

Authors like Coffman, Fleming, and Harter (2005) defined committed employees as an engaged employees and they used engaged employees as a synonym of committed employees.

Concelman and Wellins, (2004) mentioned employee engagement in their research work as an external force that creates energy within employees to achieve high degree of performance in their

work. "This desired energy" is related to pride and job ownership, organizational commitment, more discretionary struggle (energy and time), excitement and passion, commitment to accomplishment and the end result. They also denoted engagement of employees as a feeling or attitude which they feel toward their organization and work and named it as a combination of loyalty, ownership, commitment and productivity.

Hayday, Perryman, and Robinson (2004) described the term engagement as an attitude which drives employees positively toward the company and organizational values. Employee engagement creates awareness among the employees to understand the business situations, creates a work understanding with co-workers in order to increase work performance so that consequently produce work benefits for the organization. Further they added that an organization must produce and encourage engagement, because it is a two-way affiliation between employee and employer. Although there are numbers of similarities between engagement, organizational citizenship behavior and commitment. But it is an advance form of the employee commitments. When the workforce is having low level of engagement at work that will cause different issues regarding quality of work performance, increase in turnover ratio, high absenteeism, safety issues. Consequently all these issues will damage the productivity of business which will cause the low profitability. (Harter, Schmidt, & Hayes, 2002.)

In 2005 business communicator quoted definitions of three well experienced practitioners of employee engagement. The definitions are mentioned below:

1. Engagement is two different aspects of the same situation, the information expected to accomplish one's occupation successfully and an inspiration to put on that learning.
2. Enhancing the devotion of the workforce in order to achieve a desired business result.
3. Employee engagement considered as a social process because due to this people develop personal connection with strategy and try to bring change in their routine work.

Konrad (2006) conducted a research and stated that employee engagement has 3 interconnected components i-e emotional, cognitive, and behavioral facet. And he further explained these facets like the cognitive facet of worker engagement includes employees' views which they have about their company, its working conditions and its leaders. The other facet in employee engagement is emotional element that is associated with employee's feelings about aforementioned three factors and that depends on the positive or negative attitude of the employees towards the organization, management and its leader(s). The last facet that is behavioral element of the employee engagement considered as a value added feature for an organization because it is based on the extra efforts of engaged employees that they put on their work in the shape of extra hours, using mental capabilities

and dedicate extra energy to the work and to the organization.

Little and Little (2006) research shows that engagement is much associated with a practical concept rather than the "academic" concept. During their research work they came up with a question whether employee engagement is an important idea that needs to be added in management information or it is something which is laid off within existing research work. Little and Little (2006) believed this word is famous by reason of the most working bosses who wish to address the hitches regarding performance and enthusiasm of the employees. Finally, they recommended in their research that a standard approach should be used to already present research work in order to determine how engagement of employees is linked and enhance the existing knowledge of this field. If engagement acts like it has a strong bond with organizational commitment, job satisfaction or job involvement and at the end it gives us same results then managers can enhance the engagement level among their subordinates by these three constructs. In contrast the academics and scholars should accept the employee motivation as feature of the employee engagement which has been avoided by the older researches. It can be used for the betterment of employees and originations if we simply understand the type of its concept and its behavioral intentions, relationship with attitudes and its behaviors.

Emotional Intelligence

Despite the fact that definitions for EI change, it can for the most part be portrayed as an individual's capacity to assess the feelings of oneself as well as other people, to precisely express and direct one's feelings, lastly to utilize this information to direct considerations and activities (Mayer, Salovey, Caruso, & Sitarenios, 2001). Mayer and Salovey (1990) are the 1st one who introduced the emotional intelligence as a concept of social intelligence, which was separate from general intelligence. As indicated by them, EI is the capacity to screen one's own and others' feelings, to separate among them, and utilize the data to guide someone reasoning and activities In a later endeavour, they (Mayer & Salovey, 1997) extended their model and categorized emotional intelligence as the ability of an individual to comprehend accurately, gauge, and express emotion; the ability to grow to and generate opinions when they inspire thought; the ability to grasp emotion and passionate knowledge; and the ability to manage emotions to spread enthusiastic and scholarly improvement. The criticism is always there on the research work of emotional intelligence. Specialists are debating over its displays, estimation devices, and instructional method. However this dubious civil argument has persuaded the scientists to study the development in more points of interest (Brown & Stys, 2004). This debate gives differentiating perspectives about the investigation of passionate knowledge. Some are of the perspective that it is a "myth" (Matthews, 2007). Becker (2005) believes that

enthusiastic insight is general knowledge and has no science in its study, while Brown and Stys, (2004) are of the perspective that investigation of passionate insight is experimental in nature. Emotional Intelligence alludes to the capacity to process enthusiastic data as it relates to the observation, digestion, interpretation, regulation, and administration of feeling (Brackett et al., 2006). It includes an arrangement of mental capacities with which people utilize abnormal state methods in regards to their demeanor to sentiments, clarity of emotions, capacity to segregate among emotions, and disposition controlling techniques (Mayers & Brackett, 2003). It is the capacity to do precise thinking about feelings and the capacity to utilize feelings and enthusiastic information to upgrade thought (Lopes et al., 2005). Enthusiastic insight has been discovered to be related with variables, such as, compassion, verbal knowledge, extraversion, openness to emotions, self-regard, and life fulfillment (Chan, 2004; Bastian et al., 2005; Extremera & Fernandez-Berrocal, 2006). Similarly, keen people are regularly depicted too balanced, warm, veritable, relentless, and hopeful (Ivcevic et al., 2007). The capacity to evaluate, direct, and use feelings has been discovered to be connected with a mixture of better results, including business and scholarly execution (Ashkanasy & Daus, 2005; Boyatzis, 2006).

Enthusiastic insight is about mindfulness of what we feel and it is the most key activity to which permits us to do discretion. Emotional intelligence is the aptitude that both administrators and workers need to make effective association. It is the expertise when you need to impart your touchy data to your partners and when you have to talk. (Indvik & Johnson, 1999). James (2002) defined the emotional intelligence as the methodology through which we comprehend and control our own feelings and comprehend the feelings of the individuals around us. Individuals with the high level of enthusiastic insight generally realize that how much their feelings can be compelling and the degree to which they can influence feelings of others. Passionate insight is most crucial component for the chiefs and it assumes an essential part in the administration.

Goleman (2006) separated the 18 skills of EI into four primary groups that envelop our comprehension of individuals: self-management, relationship management, self-awareness, and social awareness. Emotional Intelligence incorporates four centre segments: self-management, relationship management, self-awareness, and last one is social awareness and dealing with our associations with others. When we create knowledge and a more profound comprehension of what drives others, we get to be more compassionate and all the more sincerely strong and we are better ready to adjust our own style to impact others. Barling, Slater, and Kelloway (2000) stated that EI involves five attributes: comprehending one's feelings; knowing how to oversee them; emotional self-control, capacity to postpone satisfaction; comprehending others' feelings or compassion; and managing connections. Lubit (2004) separated EI into two noteworthy parts: social competence and

personal competence. Individual ability alludes to mindfulness and the capacity to deal with those emotions adequately (self-administration). Individual ability is the mix of self-management and self-awareness (i.e., the capacity to oversee viably the recognized emotions). The parts of mindfulness are attention to feelings and their effect and the consciousness of qualities and shortcomings. The segments of self-administration are passionate restraint, flexibility (i.e., adaptability in adjusting to changing circumstances and snags), respectability, trustworthiness, dependability, drive to develop and attain to, accomplishment introduction, persistent learning, ability to take activities, and confidence. Nasir (2011) said in a research paper that the reviewed model suggested by Goleman (2006) classifies four areas for EI (emotional intelligence) that contain 20 skills. The four main areas are: Self-Awareness, Social Awareness, Self-Management and Relationship Management.

Self-awareness

Flanagan, (2013) described in his research that first of all a leader should be aware of himself completely that what are the important values that make him a manager, he should be aware of how his hidden views and beliefs disturb performance, also aware of his leadership style & relationships style; to identify his emotional causes and responses that he will use to deal with both work difficulties and with emotionally sensitive workers, team and interested party. So we can say that self-awareness is all about to understanding the own moods, feelings, emotions and the ability which drives him (Flanagan, 2013). Neuroscience is a field of the science which also determines the benefits of self-awareness for a leader; it demonstrates that a manager should develop his own emotional awareness and self-regulation first. Deep understanding of self-awareness generate a greater sense of awareness which enables a manager to identify the flaws accurately and with a great confident, a person holding such abilities should consider himself as a distinguished, god gifted and unique person. This is a great tool for someone willing to measure his own sense of emotions. If a person who is clear about his desires and wants will follow it knows what he wants can pursue it enthusiastically. Because there is no one in this world who is perfect by nature but the one who is aware of his weak spots can cater them well. The individual who recognized what moves him to a passionate engagement experience little difficulty staying persuaded.

Self-management

Self-management is one of the core competencies of emotional intelligence, and it refers to “the capacity to oversee stretch and tackle vitality to make a condition of health and sound harmony between body, brain and soul, without overindulging in one range to the detriment of another” (Wolmarans, & Martins, 2001) or “the capacity to direct one own interior feelings and drive”

(Goleman, 1998). In alternate words, it empowers the people to change their feelings by adapting as per situational variables originating from the outside environment. The managers having self-management ability are exhibited by the capacity to react in tough conditions through utilizing wisdom instead of using defensive techniques with the short-tempered party. They are aware of how to avoid panicking in distressing circumstances, how to remain protectiveness to a base level, & how to maintain discernment with others. Those managers are great at tuning in, as well as capable in persuading their subordinates amid the contentions. The managers, who regularly behave in a certain way and practice the self-management often, will feel that their workers and employees are more engaged towards the work and organization.

Managers are then exceptionally set to have a positive impact on their followers and subordinates. Pioneers who effectively deal with their own feelings and deliberately take care of the mental environment of the association are better ready to keep up representatives' inspiration, responsibility and dedication. At the point when a pioneer corresponds with energy, genuineness and passionate rationality, they find themselves able to fundamentally move the enthusiastic set purpose of the gathering and help to speak a percentage of the doubts and nerves that are triggered throughout times of progress or vulnerability.

Social awareness

Social awareness is another competence of the emotional intelligence which means the capability to recognize the feelings of others, relationship management (have a talent to work as a good team member). For a successful manager it is essential to possess the skills of understanding emotions of others, motivation, resolution of conflicts, persuasion and cooperation with others. Social mindfulness includes sympathy and understanding, understanding others' points of view and sentiments, energy about others' qualities and shortcomings, political mindfulness, regard for others, peace promotion aptitudes, communitarian methodology, comical inclination, influence, and the capacity to influence differences. Social ability grows by paying consideration on the feelings and conduct of others, trying to comprehend others' conduct through reflection and exchanges with outsiders, considering different approaches to manage circumstances, and watching the impacts of one's activities. Social ability can be upgraded by watching others, contemplating why individuals carry on and respond in a way they do, and distinguishing conduct that appears to be useful in discriminating circumstances (Lubit, 2004).

Schwartz (2010) identified five main causes which can impact emotions of the employees in a negative way, reducing motivation, commitment level and the moral of those employees as a result. Those factors are as follows;

1. Arrogance and absence of respect;
2. Being treated unethically;
3. Being unacknowledged;
4. Lack of attention from employer (listened or heard); and
5. Impractical deadlines.

Sincerely intelligent managers consequently concentrate mostly on the mental environment of the association and work with their initiative group to construct a culture where representatives feel sheltered and acknowledged and have the capacity to completely partake in taking care of business issues.

Relationship management

Wannamaker (2005) described the final area in Goleman's unique model of emotional intelligence comprised of taking care of relations. Goleman explains that the capacity of taking care of a relationship is to some extent the capacity of overseeing feelings in others (Wannamaker, 2005). Interpersonal relationships alludes to "a natural comprehension of, and profound level of watching over individuals; a genuine sympathy toward their prosperity, development and advancement, and satisfaction and acknowledgment for their triumphs" (Wolmarans & Martins, 2001) or "the capacity to secure and keep up commonly fulfilling relations that are portrayed by closeness and fondness" (Joseph & Newman, 2010). The managers who are good in their interpersonal relationships are more likely to have longer relations with others (employees or subordinates) and maintain a good understanding by showing interest in their well-being and prosperity. Such managers effectively support, acknowledge and work for the accomplishment of the task of their employees. So, we can say that a manager who has strong interpersonal relationships with their subordinates will produce more engaged workforce.

Literature review

Examination has demonstrated that Emotional Intelligence is the basic component that impacts the distinctive routes in which individuals grow in their lives, occupations, and social aptitudes; handle dissatisfaction; control own feelings; and coexist with other individuals. Many researchers have concluded this through their empirical studies that the only difference between an essentially splendid individual and a splendid administrator is because of a man's Emotional Intelligence. At the end emotional intelligence is the one thing that directs the way individuals manage each other and comprehend feelings. Subsequently, EI is viewed as critical for business pioneers in light of the fact

that on the off chance that they are inhumane to the state of mind of their staff or group, it can make disappointment and, thusly, not get the best out of individuals.

According to (Modassir & Singh, 2008) group EI includes each individual's EI as well as the aggregate competency. Moreover, the social abilities needed of individuals inside a sincerely astute group and a centered preparing philosophy can be separated into five ranges: comprehensiveness, flexibility, confidence, compassion, and impact. Mayer, Salovey, and Caruso (2004) anticipated two substitutes of Emotional Intelligence: the capacity model and the mix model. The capacity models place Emotional Intelligence inside the circle of such insight; wherein feeling and thought communicate in important versatile ways. In this way, Emotional Intelligence is seen much like verbal or spatial insight, with the exception of that it works on an enthusiastic substance.

Goleman (2006), views emotional intelligence as “abilities such as being able to motivate one self and persist in the face of frustration; to control impulse and delay gratification; to regulate one's moods and keep distress from swamping the ability to think; to emphasize and to hope (Asadollahfam, Salimi, & Pashazadeh, 2012). Goleman's loose definition of EI included many positive attributes that were not part of intellectual intelligence, and opened gates for many researchers to capitalize the concept of EI (Wiegand, 2007). Goleman's model is considered as a mixed model of emotional intelligence and consists of five skill areas, which are divided into personal and social competences.

It is essential for project managers to have complete and legitimate information about an emotional insight on the grounds that administrator must have an understanding and knowledge of how to manage his workers in a specific circumstance as administrators who are emotionally intelligent successfully manages their representatives when workers are anxious and where supervisors having low level of emotional intelligence may yell at their workers when they need backing from their directors. EI is about tranquility, you need to evaluate the circumstance calmly and then respond as per the circumstance. Emotional intelligence for managers has now become vital as it has a constructive outcome on the administration and the execution, progress and outcomes of the association (Myers, 1997).

In his research on emotional intelligence Spector said that a supervisor can work as a mentor for his workers in regards to generate and enhance the emotional intelligence. The directors with a high level of passionate insight request that his representatives examine their sentiments and delicate data with their partners or they can talk about with director (Fox & Spector, 2000). Further Bagshaw added that emotion assumes essential part on the association at work. Because mood of emotionally intelligent manager has an impact i-e the positive emotions act as a positive change on the employees and

overall working condition of the organization and similarly negative emotions work like a negative change in the associations. Consequently, the low level of emotional intelligence may be the cause of loose temper, fright and aggression. So, positive feelings help positive vitality while negative feelings support negative vitality (Bagshaw, 2000b). In 2003, two scholars Bardzill and Slaski (2003) came with the result that the top management of an organization must perceive the significance of emotionally intelligent conduct and prize it effectively. Encouraging feedback of a sincerely canny environment guarantees the advancement of an administration orientated atmosphere.

Tsaousis and Nikolaou (2005) introduced that EI effectively support to understand and implement the policy change in the organization. More particularly, it is guaranteed that workers with low level of control on feelings respond adversely towards the further alterations since those workers are not very much outfitted to treat adequately with the requests and the emotional results of such an upsetting, candidly lavish method. Conversely, representatives with a capacity to utilize their feelings fittingly (since they are hopeful and regularly take activities) for the most part choose to reframe their view of a recently presented change program and view it as an energizing test. Companies attitude towards change exhibit positive association with the utilization of feelings for critical thinking and control of responses. Leaders who can identify and manage their own emotions and who display self-control and delay gratification, serve as role models for their followers, thereby earning followers' trust and respect. This would be consistent with the essence of idealized influence. In fact, a study (Gardner & Stough, 2002) demonstrated those managers who understand the components of emotional intelligence possess a great ability to observe correctly the degree to how much the expectation of an employee can be increased.

Another study (Kompaso & Sridevi, 2010) described that emotional element and rational factors are included in many causes which directly affect the employees' engagement at work and their work related experiences.

Lanz (2013) suggested in his study that the components of emotional intelligence can develop the ability of agility and flexibility. These abilities can be generated and enhanced with practice and exercise. Once the managers clearly understand which factors generate these abilities in a person and what are the factors which create problems, they can adopt these behavioral patterns and avoid issues. Once these abilities have been developed in a leader then he will be able to respond differently and will use different behavior patterns in a particular situation or actual moment. This approach makes a manager to use most suitable behavior in order to keep their employees and team loyal and engaged (Lanz, 2013).

Training was conducted in New York by Dale Carnegie on the topic of emotional driver of employee engagement and according to this training it was concluded that manager's emotional intelligence can affect the employees' engagement. Further, they included for this thought that it has the quantity of representatives who are completely drawn in is positively connected to the encouraging emotions and good feelings of the manager, for example, roused, cheerful, edify, eagerness, and so on; while the quantity of workers who are completely withdrawn is nearly identified with the negative feelings of the managers, for example, furious, frightful, controlled, exhausted and so on. According to Tung and Khuong (2014), association with administrators assumes the most persuasive part in anticipating duty, which verifiably upheld for utilizing pioneer's emotional intelligence knowledge at work environment. Those experimental proofs proposed the potential utilizations of manager's emotional intelligence in advancing workforce engagement. Few researchers demonstrated in their manual that relationship management is one of the core competencies of emotional intelligence and it was the very significant aspect that has a very strong positive effect on the degree of employees' engagement. Because a manager who has the good understanding and excellent skills of interpersonal relationship can maintain a long lasting relations at working environment, this will enable him to effectively motivate employees emotionally so they may be able build a great sense of loyalty and faith among themselves (Hayward, Amos, & Baxter, 2008). On the basis of empirical studies and its findings Ho, Mai, and Nguyen have given the guidelines to the supervisors to control their feelings in order to advance the level of workforce engagement at working environment. This outcome suggested an in number impact of the passionate wise administration in holding and adding to the workers engagement (Quang, Khuong, & Le, 2015).

Emotional Intelligence specifically when worker encounter a constructive feeling, they are aware of how to keep their emotions long lasting; Employees organize occasions others appreciate; Employees have a knowledge of the non-verbal communication other individuals send are the overwhelming variables which affect the representative work engagement conduct (Ravichandran, Arasu, & Kumar, 2011).

In their research Gignac & Palmer, (2011) clarified that individuals high in emotional intelligence are secure at work not as an after effect of their manager's EI or their administrative style yet since they executive their own particular feelings sufficiently and coincide well with associates. The part of emotional intelligence knowledge in administration is one of the central focuses in the present authority writing. According to (Higgs, 2004), significant leadership knowledge rely on upon the capacities to comprehend and control feelings at working environment; along these lines, the capacity connected with EI knowledge will influence to the capacity to oversee individuals. In addition, since the supervisors' feelings have an impact on the representatives' behaviors. (Bagshaw,

2000a), A study suggested that emotional intelligence is one of the capabilities that distinguish a successful manager from an unsuccessful manager (Dulewicz & Higgs, 2000). Reference (Schutte et al., 1998) recommended that emotional intelligence of the supervisors is powerfully connected with a desired organizational culture, for example, more noteworthy hopefulness, less wretchedness, and less impulsivity in the workplace. At the point when EI is cultivated by the directors, there will be the increment in worker inspiration, participation, execution, work engagement, efficiency, and benefits (Quang et al., 2015). As a result of those reasons, the EI idea can't be isolated from the idea of initiative and hence this idea is worth to take thought in any association.

Gignac, and Palmer, (2012) research work has demonstrated an important connection between an EI of supervisors and engagement levels of their workforce, a hefty portion of the ideas we have advance in the talk of these outcomes need to be inspected in future exploration. Future exploration looking at the effect an EI improvement program for directors has on levels of representative engagement with their staff would be especially valuable in supporting (or marking down) huge numbers of the suppositions we have advance. A critical highlight of this exploration would be to control for individual worker's emotional intelligence (Palmer & Gignac, 2012). On the basis of relevant literature review, the empirical results generated from the study generally supported for the arguments made by (Schutte et al., 1998), and (Ramchunder & Martins, 2014) about the potential application of emotional intelligent leadership in engaging workforce. Although most of the emotional intelligence competencies have favorable impact on a level of workforce engagement (Quang et al., 2015).

Emotional intelligence has been used many times by the different scholars in their researches as a moderator with various different variables but I quoted few references that have used EI as a moderator with employee work engagement in order to back my research framework. Myriam and Sonja (2011) conducted a research and used emotional intelligence as a moderator with employee work engagement. They further suggested that, this exploration grows the present writing on emotional worker in a few ways: First, it examinations a segment of EI as a moderator of the relationship between emotional worker and work engagement. It has been estimated that emotional intelligence may moderate the relationship between emotional workers and business related prosperity, this presumption has gotten however minimal academic consideration (Grandey, 2000). A study was conducted later on with 84 service providers, without a doubt discovered a moderating impact, demonstrating that the negative relationship between surface acting and well-being was weaker for service provider with high emotional competence (Giardini & Frese, 2006).

The manager's capacity to emphatically impact others is a basic expertise for the individuals who

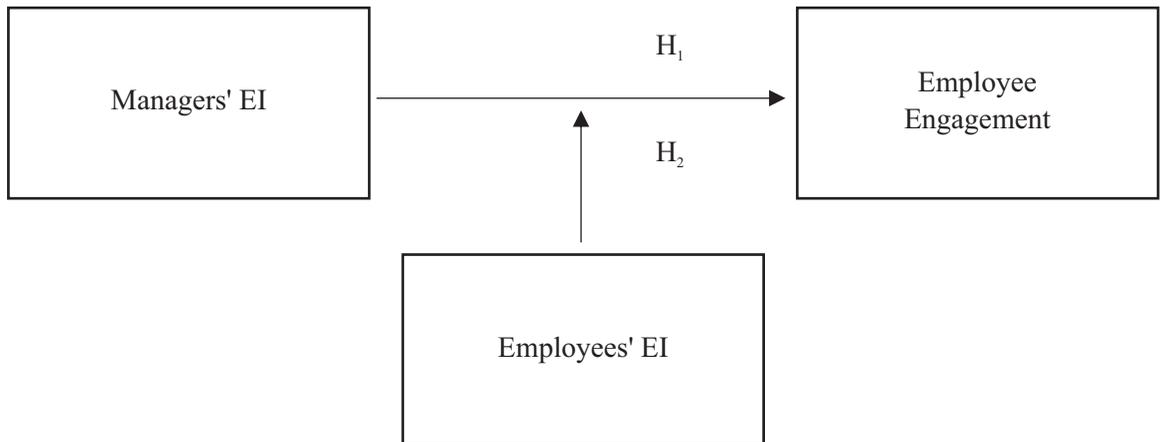
need to hold their organization's best ability, stay focused and unleash the innovative vitality of representatives. Studies demonstrates (Goleman, 1995) those managers who exhibits greater amount of emotional intelligence are best set to deliver an elite culture and convey more greater amounts of budgetary execution. Start leadership development projects that give more importance and priority to an emotional intelligence to prepare managers in the aptitudes that have the greatest effect to driving and engaging workers and conveying primary concern business results. So the EI aptitudes managers need to create to absolutely impact employees' execution, inspiration and engagement in the association.

Because of the changing meanings of worker engagement, the consequences of diverse studies get to be hard to look at. This is on account of every study may take a gander at the subject of representative engagement through an alternate lens, contingent upon the definition they choose. As indicated by Ferguson (2007), with a general meaning of worker engagement lacking, it can't be precisely characterized and along these lines it can't be measured and hence overseen. As per Robinson et al. (2004), while it has been noticed that worker engagement has been characterized from multiple points of view, various those definitions inside of their develop are like more settled con-auxiliary definitions identifying with authoritative responsibility and hierarchical citizenship conduct (OCB). Robinson et al. (2004) characterize engagement as an advanced form of commitment which makes you wonder, "is worker engagement just old wine in another bottle".

Research Framework

On the basis of above literature this research model has been developed. It contains three variables in it. Managers' emotional intelligence (EI) is the independent variable (IV). This is basically a composite variable which consist of four skills of the emotional intelligence those are self-awareness, self-management, relationship management and social awareness. Employee engagement is the dependent variable (DV) of this research which, as already discussed, will be measured through the four scales which are role engagement, team engagement, management engagement and organizational engagement. Final variable for this research is a moderator between the managers' EI and employee engagement and that is employees' emotional intelligence. That is the new contribution to this area of study.

As it has been mentioned before that many researches have been conducted on emotional intelligence and employee engagement and various studies have examined the impact of managers' EI and employees' EI on employee work engagement separately, but no one has ever discussed the impact of employee's emotional intelligence (EI) in their research work as a moderator between these two which is the important feature of this study.



Independent variable (IV): Manager's emotional intelligence Moderator (M): Employee emotional intelligence Dependent variable (DV): Employees Engagement On the bases of above research framework the following two hypotheses can be generated:

H₁: Emotionally intelligent project managers have a significant direct relationship with the level of employee's engagement.

H₂: Employee emotional intelligence has a moderating effect on the relationship of Manager emotional intelligent and employee engagement.

Research Methodology

Questionnaires are used as a data collection tool for this study on emotional intelligence and the employee's engagement. During the usage of questionnaires as an instrument it was made sure that the personal information of respondents remain anonymous. For various other reasons questionnaire is an appropriate methodology in order to conduct this research. The questionnaire used in this research paper was purely adaptive and not a single question was generated by author of this research paper. The questionnaire which was used for the measurement of project manager's emotional intelligence (which is independent variable of this paper) adaptive from the Genos Emotional Intelligence Inventory (Genos EI) which deals with the four main skills of the emotional intelligence such as self-awareness, relationship management, social awareness and self-management. The important point about the questionnaire is that the respondents of these questionnaires are direct report who will give us emotional intelligence rating of their project manager. For this purpose there were total 14 questions in the instrument and these questions were divided into four different emotional intelligence competences. The first two competences included four questions each under their titles and the last two had only three questions. The measurement scale which was used for this

questionnaire was 5 likert scales. So every item was denoted with the five likert scale such as 1 is for strongly disagree, 2 for disagree, 3 for neutral, 4 is for agree and 5 is for strongly agree.

The second portion of this questionnaire is about the emotional intelligence of direct reports (which is moderating variable of this research) to provide self-rating of their own EI. Where the employees have to respond about their own emotional intelligence so for this purpose a questionnaire was adapted from the Genos EI a short form of Self-Rated items and it also includes 14 items in it. The same measurement scale has been used for this portion too that is five likert scale from 1 to 5 starting from strongly disagree to strongly agree. The last and final questionnaire is for employee engagement (which is the dependent variable of this research) and the questionnaire followed for the measurement of employees' engagement ratings was adapt from the Engagement Survey by Genos that is consisted of 12 inventory items. Therefore every item is consisted of eight likert scales starting from 1 which is used for the each item is rated on strongly disagree, 2 for disagree, 3 for neutral, 4 is for agree and 5 is for strongly agree. The Genos Engagement survey was divided into four subscales and employee's engagement will be observed on the bases of these subscales; role engagement; management engagement; team engagement; and organization engagement.

Population and sample selection

Population for this research paper is construction companies working in twin cities, Rawalpindi and Islamabad. There are total of 125 construction companies which running their operations in these two cities of Pakistan. From the total of 125 only 43 construction companies are working in capital Islamabad and rest of the 82 are running their operations in Rawalpindi. For this research paper total of 20 construction companies were selected. Out of these 20 companies 5 were form Islamabad and rest of 15 were form Rawalpindi. The total of 300 questionnaires were distributed out of which 274 questionnaires were received back after proper filling. And we have excluded some of the questionnaires because those were not properly filled and rests of the questionnaires were not returned by the respondents.

Simple convenience sampling technique is used in order to select sample. Questionnaires were then distributed to the employees of selected construction companies. The unit of measure for this research paper is individual because all the data is collected from the employee. The rating about the manager's emotional intelligence is also provided by their employees on the bases of perceived and experience.

Analysis and Interpretation

In this section of the research paper the whole empirical portion of the study is discussed which

includes the variable and items, demographic, Skewness and kurtosis, reliability, correlation, regression and moderation regression. Starting with the variables and their items There are total 40 items used for three variables in the questionnaire for the purpose of data collection and these items are distributed into three portions and each portion containing a variable is divided into different numbers of items. First variable which is an independent variable (Managers' EI) consist of 14 items in it, the data for the managers EI is collected from the employees perceived and experience bases that how they feel and find their manager's emotional intelligence in term of self, social awareness and self, relationship management. Same as the second variable is dependent variable (Employees' Engagement) contains also 12 items in the questionnaire which is the indicator of employee's engagement level. That how much it is affected by the emotional intelligence of the manager. And the final variable is Employees' EI (moderator) have 14 total items which is used to calculate the total variation in the relation of manager's EI and engagement level of employees. The above given table is showing the whole distributions of the variable and it items.

Variables	Cronabach's Alpha	No of items
Managers' EI	0.88	14
Employees' EI	0.81	14
Employees' Engagement	0.83	12

Initially the data was collected from the 40 employees in order to calculate the value of Cronbach's Alpha which is the common method to measure the total reliability of data collection. The initial data was collected from the construction companies of Rawalpindi and conducted a pilot testing on it. From this initial data out of 40 people there are 38 employees who were male and only 2 employees were female. For the measurement of internal consistency reliability I conducted the pilot testing separately on every variables item. The Cronabach's alpha value for the managers' emotional intelligence is 0.88 which means that the data we collected for the MEI form employees is 88% reliable. For the second variable which is (employees emotional intelligence) EEI when I calculated the Cronbach's alpha value for this, it was 0.81 which indicates that the data is 81% internal consistent reliable. And the final variable for this study is employee engagement (EE) I measured the Cronbach's alpha value for this variable which was 0.83, this is the indication of high internal consistency of the data which means that this data is 83% reliable. The overall value of the Cronbach's alpha for the data collection is showing the high internal consistency of reliability of the data. There were total of four demographics used for this study those are gender, age, qualification of the respondents and their total amount of work experience in the field of construction.

Scale 1 is denoted for the work experience between 1 and 3 year, 2 is used for 4 to 6 year, 3 represent

the value of 7 to 9 years, 4 as 10 to 12 years of experience in their profession and finally 5 is for more than 12 years of experience of respondents in their field. Now the mean value of age is 2.52 which is closest to 3 that indicated that the maximum number of average people who respond to the questionnaire is between the age group of 31 to 35 and the mean value of experience given in the table is 2.49 which is also near to the 2 this is showing that the employees who respond to the questionnaire is having experience between 4 to 6 years.

Gender of respondents (N=266)

Gender	Frequency	Percent
Male	247	92.85
Female	19	7.15
Total	266	100.0

The above given table is showing the total sample size and its distribution between the genders and their percentage values for this research work. The table is representing that the total sample size of this research work is 266 (N=266) which is calculated through the online software named as Raosoft sample calculator. This is the simplest way to calculate your sample size for the research studies. As mentioned before the total sample size of this research paper is 266 in which 247 respondent are male and rest of the respondent are females which are 19 in numbers. According to the percentage values the table shows that out of 100% respondents 92.85% are male and rest of 7.15% are female.

Age group of respondents (N=266)

Age group	Frequency	Percent
20-25	26	9.8
26-30	96	36.1
31-35	127	47.7
36-40	13	4.9
41 and above	4	1.5
Total	266	100.0

The above given table is showing the quantities of participant according to their age groups and there values in percentages. There are five age groups in total stating from 20 years and end more than 41 years of age. According to the data collection it can be observed that the higher number of participation was from the age group of 31 to 35 which are 127 totals in numbers and this is the 47.7

% percent of the whole respondents. The second major portion is age group of 26 to 30 which are 96 in number and 36.1% of the total sample rest of the values are very nominal like participant having are between 20 to 25 are 26 and the person between 36 to 4 are 13 and more than 41 are very few in number those are 4.

Qualification level of respondents (N=266)

Qualification	Frequency	Percent
Matric	2	0.8
Intermediate	65	24.4
Bachelor	177	66.5
Master	22	8.3
Total	266	100.0

This table is the representation of a qualification level of the participants. In this table there are four level of education starting from matriculation and ends up with master and above. The highest portion of the participant of the questionnaire is belong with the bachelor level of education which are 177 total in numbers out of 266 and this is 66.5% of the whole of data sample size. The second largest portion belongs to the intermediation level of education which is 65 in number and the total representations of participants are 24.4 in term of percentage. The remaining are masters which are 22 and 8.3% and the lowest education level is matric which have the least number of participants are only 2.

Experience level of respondents (N=266)

Experience	Frequency	Percent
1-3 Years	25	9.4
4-6 Years	117	44.0
7-9 Years	101	38.0
10-12 Years	14	5.3
Greater than 12 Years	9	3.4
Total	266	100.0

Above given table is showing the number of years that a participant is having in their professional life. The largest portion of this research participants having experience between 4 to 6 year which are

117 in total and 44% of the whole sample size and second largest is 101 having experience between 7 to 9 years and it is the 38% of the research sample. And other are very few in number person having greater than 12 years of experience are 9, 14 are those who have between 10 to 12 years of experience and only 25 participant are having least amount of work experience of 1 to 3 professional experience.

Statistics

	MEI	EE	EI
Mean	3.82	3.77	3.97
Std. Deviation	.474	.396	.384
Minimum	1.29	2.58	2.64
Maximum	5.00	5.00	4.93

The above table is showing the mean and standard deviation values of MEI (manager emotional intelligence), EE (employee engagement) and EI (employee emotional intelligence) which are 3.82, 3.77 And 3.97 respectively. The mean values are closer to the 4 that is clear indications of the most of respondents agree with the statements given in the questionnaire. And the values of std. deviation are also (.47, .39 and .38) not very high which means that distribution is in related with the mean. If we compare the mean and std. deviation of all the variables will show that the variation between the data is not very high this is the indication of normally distributed data or the data is related to each other.

Pearson Correlation (N=266)

Variables	EE	MEI	EI
EE	1		
MEI	.711**	1	
EI	.842**	.791**	1

***Correlation is significant at the 0.01 level (2-tailed).*

The above data shows the Pearson correlation values of all the variables. A correlation value shows that relationship of the entire variable with each other that the variables are either strongly correlated or there is a weak correlation between them. Now from the above given values in the table indicates that there is a strong positive relationship between the managers' emotional intelligence and employees' engagement as their value is 0.711 at a significance level of 0.01 (as the values is more than .600 up to 0.99 shows the strong correlation of the variables whereas the value 1 show the perfect

correlation). In other words it can be described that if there is an increase in the value of MEI then the value of EE will also increase by 71.1%. The value of employees' emotional intelligence and employees' engagement is .842 which is also a very strong positive correlation of the variables. An increase in the value of EEI will affect an increase in the value of EE by 84.2%. Further at the end of the table the value of EEI and MEI show the positive strong correlation between the variables. As their value is .791 at significance level of 0.01, it can be said that an increase in the value of EEI will affect an increase in the value of MEI by 84.2%. The values of all the variables are indicating that the independent variable has a strong positive affect on the dependent variable. In order to relate this statement with hypothesis it can be described that an increase in the managers' emotional intelligence will affect the employees' engagement in a positive way.

Regression for Managers' Emotional Intelligence and Employees' Engagement

Model	R ²	R ²	B	t	Sig.
Managers' EI	.50	.50	.59	16.4	.00

- a. Predictors: (Constant), Managers' EI
- b. Dependent Variable: Employees' Engagement

After conducting the regression analysis on the MEI and EE variable the above calculations are showing that the values of R-square, standardized beta, t-value and significance value. The value of R-square shows the total variation in dependent variable due to change in independent variable so it can be described that if there is a change in MEI the EE will be changed by .505 where the significance level of .000. And the beta value is 0.593 which show the unit change in IV will cause unit change in DV. So it can be described as if one unit change occurs in MEI it will affect 0.593 unit change in EE. The value of the t is showing the fitness of the variable the less the value of t the fitness of variable will be high. The significance level shows that hypothesis is accepted because it is .000.

Moderation (Baron and Kenny moderation)

Step	IV	DV	R ²	F-stat	B	Beta	t- value	Sig.
1	IV	DV	.505	269.4	.593	.711	16.4	.000
2	IV	MV	.626	331.2	.641	.791	21.0	.000
3	MV	DV	.808	441.6	.871	.942	27.3	.000
4	IV*MV	DV	.779	395.9	.664	.883	25.7	.000

The above table indicates the moderating effect of the variable which is calculated through Baron and Kenny method. This is basically a four step method in each step we calculate the regression analysis of different variables. Like in first step there is a regression analysis of MEI (IV) and EE (DV) where the value of R-square is 0.505 which indicates that the total variation in employee engagement is .505 due to the change in managers emotional intelligence and their unstandardized beta value is 0.593 shows that one unit change in MEI bring 0.593 units changes in EE. In second step there is calculation of regression analysis of MEI (IV) and EEI (M) where the R-square value is greater than the previous value which is 0.626 that is the indication of variation in moderator due to change in MEI, the unit change in EEI is 0.641 due to one unit change in MFI. And in third step there is a calculation of regression of EEI (M) and EE (DV) which shows that the variation in EE is high that is 0.808 due to change in EEI and their beta values shows the total units changes are 0.871 due to one unit change in EEI. At the end there is a calculation of regression of Interaction term (MEI*EEI) and EE (DV) where R-square value is .779 demonstrate the variation change in EE because a change in interaction term. The result shows that there is a significant relation of the variable and manager's EI is having significant impact on employees' engagement whereas the moderator also has a positive relation with the relationship of MEI and EE. If there is unit change in EEI it will affect EE by 0.871 units which shows a strong relation between two.

Findings and Results

After analyzing the results of this research, it can be concluded that there is a strong positive correlation between all the variables as every variable contains a value higher than 0.7 which is the sign of strongly correlated. The results of regression analysis also support the hypothesis of this research paper. Because there is a significant variation in employees' engagement level due to the change in managers' emotional intelligence as when the R - square was noted initially before adding any moderator it was 0.505 but when the moderator was added between the relation of MEI and EE it can be noticed clearly that there is a prominent increase in the value of R-square which is 0.779. This is a sign of moderation affect. On the basis of all above calculations and tests we can confidently say that there is an impact of manager's emotional intelligence on the employee's work engagement. If a manager possesses a high level of emotional intelligence then his employees will be more engaged towards the work. And if a manager does not possess understanding of emotional intelligence then it will affect employee's engagement level negatively. Because an emotional intelligent project manager can easily understand the feelings and behaviors of their employees and he can manipulate their feelings according to the will and requirements of organizations..

When the employee's emotional intelligence adds with the emotional intelligence of the employees it

helps an organization in a positive way like it increases the engagement level of employees. Some employees have their own emotional intelligence and they are engaged with work and organization by themselves and not because emotional intelligence of their project manager or his leadership style. But when we check the collective effect of both managers and employees' emotional intelligence then results show that it is more effective than the individually.

Limitations and Recommendations

Some limitations can be pointed out for this research paper. One of the key limitation which I want to mention is the selection of small sample size. Almost 125 construction companies are running their operations in twin cities but I chose only 20 on the basis of convenience. So, large amount of potential is still there in the population for the data collection so anyone can apply this study on greater number of sample size. Secondly, in the present study the number of female participants was very little, it is suggested that the future study should design there sample by inculcating equal ratio of male and female participants. This will give more generalizability to the subject under study. I suggest that female representation should be higher than this therefore we can apply it on more generalized portion of the society. Third limitation of this study is that, I used emotional intelligence as a composite variable as it has different competencies and dimensions so for the future research the effects of its dimensions and competencies can be separately observed by the researcher.

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