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# A Study on Impact of Emotional Intelligence on Employee Engagement in Agile Work Environment, SD Pro Solutions Pvt Ltd at Tiruchirappalli

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**ABSTRACT:** In the modern business environment, organizations are continuously adapting to technological advancements, changing customer expectations, and dynamic market competition. To remain competitive and productive, many organizations have adopted agile work environments that emphasize flexibility, teamwork, rapid decision-making, innovation, and continuous improvement. In such environments, employees are expected to collaborate effectively, handle workplace pressure, adapt to changing situations, and maintain positive interpersonal relationships. Therefore, emotional intelligence has become an important factor influencing employee behavior and organizational success. The objective of the study is to analyse impact of emotional intelligence on employee engagement in agile work environment, SD Pro Solutions Pvt Ltd at Tiruchirappalli. This study adopts a descriptive research design. Convenience sampling is adopted in this study. Both primary data and secondary data are applied to the study. The size of the sample to be used in this study is 50 respondents. Simple percentage analysis and chi square analysis have been applied in this study. The findings of the study revealed that Emotional Intelligence plays a significant role in shaping employee behavior and engagement levels within the organization. Employees who possess higher Emotional Intelligence demonstrated better self-awareness, emotional control, empathy, and communication skills. These emotional abilities helped employees manage workplace challenges effectively and maintain positive relationships with their colleagues. The study also confirmed that organizations that encourage Emotional Intelligence development can create a supportive and collaborative work culture.

**KEYWORDS:** emotional intelligence, employee engagement, agile work environment, employee motivation.

## I. INTRODUCTION

In the modern business environment, organizations are continuously adapting to technological advancements, changing customer expectations, and dynamic market competition. To remain competitive and productive, many organizations have adopted agile work environments that emphasize flexibility, teamwork, rapid decision-making, innovation, and continuous improvement. In such environments, employees are expected to collaborate effectively, handle workplace pressure, adapt to changing situations, and maintain positive interpersonal relationships. Therefore, emotional intelligence has become an important factor influencing employee behavior and organizational success.

Emotional intelligence refers to the ability of an individual to understand, manage, and regulate emotions effectively while interacting with others. It includes self-awareness, self-regulation, motivation, empathy, and social skills. Employees with high emotional intelligence are capable of managing stress, resolving conflicts, communicating effectively, and maintaining healthy workplace relationships. These qualities are essential in agile work environments where employees frequently work in teams, respond to rapid organizational changes, and handle multiple responsibilities simultaneously.

Employee engagement is another critical factor that contributes to organizational growth and sustainability. Employee engagement refers to the emotional commitment and involvement of employees toward their work and organization. Engaged employees demonstrate higher levels of motivation, dedication, productivity, and job satisfaction. They actively participate in organizational activities, contribute innovative ideas, and work toward achieving organizational objectives. In agile organizations, employee engagement plays a significant role in maintaining team performance, improving collaboration, and ensuring operational efficiency.

### OBJECTIVES OF THE STUDY

- To examine the level of emotional intelligence among employees in the organization.
- To analyze the factors influencing employee engagement in an agile work environment.
- To identify the relationship between emotional intelligence and employee motivation.
- To study the influence of emotional intelligence on teamwork and collaboration among employees.
- To evaluate the role of emotional intelligence in managing workplace stress and conflicts.

### II. REVIEW OF LITERATURE

Zhang et al. (2024) examined the relationship between enterprise social media usage, work engagement, and employee agility. The study found that higher levels of work engagement significantly enhanced employee agility and adaptability in dynamic work environments. The researchers concluded that engaged employees are more capable of responding to rapid organizational changes, a key characteristic of agile workplaces.

Oteng, Koomson, Acheampong, and Musah (2025) investigated the role of emotional intelligence in the relationship between employee commitment, engagement, abusive supervision, and employee agility. Using data from over 1,000 employees, the study revealed that emotional intelligence positively influences employee engagement and significantly enhances employee agility. The findings indicated that emotionally intelligent employees are better equipped to remain engaged and adaptable in rapidly changing work environments.

Rożnowski, Matłacz, and Mamcarz (2026) studied the interplay between emotional intelligence, technology acceptance, and employee well-being in human–AI collaborative workspaces. The findings showed that employees with higher emotional intelligence reported better well-being, adaptability, and engagement when working alongside advanced technologies. The study emphasized the growing importance of emotional intelligence in digitally agile work environments.

### III. RESEARCH METHODOLOGY

This study adopts a descriptive research design. Convenience sampling is adopted in this study. Both primary data and secondary data are applied to the study. The size of the sample to be used in this study is 50 respondents. Simple percentage analysis and chi square analysis have been applied in this study.

### DATA ANALYSIS AND INTERPRETATION

TABLE 1: OVERALL EMPLOYEE ENGAGEMENT MEAN SCORE

EMPLOYEE ENGAGEMENT FACTOR	MEAN SCORE	INTERPRETATION
Job Commitment	4.10	High
Team Participation	4.15	High
Job Satisfaction	4.05	High
Responsibility	4.08	High
Motivation	4.12	High
Organizational Involvement	4.06	High
Work Enthusiasm	4.14	High

**INTERPRETATION:**

The mean score analysis shows that Employee Engagement levels among employees of SD Pro Solutions are generally high. High engagement levels improve productivity, teamwork, and job satisfaction.

**TABLE 2: MEAN SCORE FOR EMOTIONAL INTELLIGENCE**

EMOTIONAL INTELLIGENCE FACTORS	MEAN SCORE	STANDARD DEVIATION	INTERPRETATION
Self-Awareness	4.12	0.68	High
Emotional Regulation	4.08	0.72	High
Self-Motivation	4.10	0.65	High
Empathy	4.05	0.70	High
Social Skills	4.15	0.66	High
Adaptability	4.10	0.69	High
Conflict Handling	4.07	0.71	High
<b>Overall Mean Score</b>	<b>4.10</b>	—	<b>High</b>

**INTERPRETATION:**

The above table shows the mean scores of Emotional Intelligence factors among employees of SD Pro Solutions. The overall mean score of Emotional Intelligence is 4.10, which indicates a high level of Emotional Intelligence among employees. Among the factors, Social Skills recorded the highest mean score (4.15), indicating strong communication and teamwork among employees. Empathy recorded a mean score of 4.05, which also indicates that employees understand others' emotions effectively. High Emotional Intelligence levels help employees work effectively in agile environments by improving communication, teamwork, and stress management.

**CORRELATION ANALYSIS**

Correlation Analysis is used to measure the relationship between Emotional Intelligence and Employee Engagement among employees working in SD Pro Solutions. It helps to understand whether Emotional Intelligence influences Employee Engagement in an agile work environment. In this study, Pearson Correlation Method was used to identify the strength and direction of the relationship between Emotional Intelligence and Employee Engagement.

**TABLE 3: CORRELATION BETWEEN EMOTIONAL INTELLIGENCE AND EMPLOYEE ENGAGEMENT**

VARIABLES	EMOTIONAL INTELLIGENCE	EMPLOYEE ENGAGEMENT
Emotional Intelligence	1	0.742
Employee Engagement	0.742	1

**INTERPRETATION**

The above table shows the correlation between Emotional Intelligence and Employee Engagement. The correlation value between Emotional Intelligence and Employee Engagement is 0.742. This value indicates a strong positive relationship between Emotional Intelligence and Employee Engagement among employees of SD Pro Solutions. This means that when Emotional Intelligence increases, Employee Engagement also increases. Employees who have better emotional control, empathy, and communication skills tend to be more involved, motivated, and committed to their work.

TABLE 4: CORRELATION BETWEEN EMOTIONAL INTELLIGENCE FACTORS AND EMPLOYEE ENGAGEMENT

EMOTIONAL INTELLIGENCE FACTORS	CORRELATION VALUE (R)	RELATIONSHIP LEVEL
Self-Awareness	0.701	Strong Positive
Emotional Regulation	0.715	Strong Positive
Self-Motivation	0.734	Strong Positive
Empathy	0.689	Moderate Positive
Social Skills	0.756	Strong Positive
Adaptability	0.722	Strong Positive
Conflict Handling	0.705	Strong Positive

**INTERPRETATION:**

Among all factors, Social Skills recorded the highest correlation value (0.756), indicating that communication and interpersonal relationships strongly influence employee engagement. Empathy recorded the lowest value (0.689), but it still shows a moderate positive relationship. This indicates that understanding coworkers' emotions supports teamwork and engagement.

**IV. FINDINGS**

**FINDINGS BASED ON DEMOGRAPHIC ANALYSIS**

**Gender distribution:** The analysis revealed that the majority of respondents were male employees, while a considerable number of female employees also participated in the study. This indicates that the workforce consists of both male and female employees, ensuring balanced representation. The participation of both genders supports diversity in responses and improves the reliability of the research findings.

**Age group distribution:** Most employees belonged to the 26–30 years age group, indicating that the organization has a young workforce. Young employees are generally more adaptable to agile work environments, which require flexibility, collaboration, and quick decision-making. This age group also demonstrates strong technological skills, which are important in agile organizations.

**Educational qualification:** The analysis showed that the majority of employees were postgraduates, indicating that the workforce is highly educated. Higher education levels help employees understand organizational goals, improve communication skills, and enhance problem-solving abilities. This supports effective teamwork and engagement.

**Work experience:** Most employees had 1–3 years of work experience, indicating that the organization includes early-career professionals. Employees with moderate experience are often enthusiastic, motivated, and willing to learn new skills, which supports agile work practices.

**FINDINGS BASED ON EMOTIONAL INTELLIGENCE ANALYSIS**

**Self-awareness:** Most employees showed strong self-awareness, meaning they understand their emotions and reactions in workplace situations. Self-aware employees are able to recognize their strengths and weaknesses, which helps them improve performance and maintain positive relationships with colleagues.

**Emotional regulation:** The majority of employees reported that they remain calm under pressure, even when faced with deadlines and work challenges. This ability to control emotions is essential in agile environments where frequent changes occur.

**Self-motivation:** Employees demonstrated high levels of self-motivation, which helped them complete tasks efficiently and meet project deadlines. Motivated employees are more likely to stay engaged in their work and contribute positively to organizational success.

**Empathy:** The analysis revealed that employees showed strong empathy, enabling them to understand coworkers' emotions and respond appropriately. Empathy improves teamwork and reduces workplace conflicts.

**Social skills:** Employees demonstrated strong social skills, including effective communication and collaboration. These skills helped improve teamwork and supported agile practices such as daily meetings and group discussions.

#### **FINDINGS BASED ON EMPLOYEE ENGAGEMENT ANALYSIS**

**Job commitment:** The majority of employees showed strong commitment toward their work, indicating dedication to organizational goals. Committed employees contribute to improved productivity and organizational success.

**Team participation:** Employees actively participated in team-based activities, which is an important feature of agile work environments. Active participation improves communication and reduces errors.

**Job satisfaction:** A large number of employees reported high job satisfaction, indicating that they feel comfortable and valued in their work environment.

**Responsibility acceptance:** Employees expressed willingness to take responsibility for their assigned tasks. This indicates accountability and professionalism.

**Motivation level:** Employees reported high levels of motivation, which contributed to improved performance and task completion.

**Organizational involvement:** Employees felt involved in organizational activities such as meetings and team discussions. This increased their sense of belonging and engagement.

#### **V. SUGGESTIONS**

- The organization should organize regular Emotional Intelligence (EI) training programs for employees at different levels. These training programs should focus on improving self-awareness, emotional regulation, empathy, motivation, and social skills. Employees should be taught how to recognize their emotions, manage stress, and respond appropriately to challenging situations.
- The organization should conduct frequent team-building activities to strengthen relationships among employees. Activities such as workshops, team discussions, outdoor training programs, and problem-solving exercises can improve trust and cooperation among team members.
- Management should encourage open and transparent communication among employees and supervisors. Employees should feel comfortable sharing their ideas, opinions, and feedback without fear of criticism.
- The organization should implement stress management programs to help employees cope with work pressure. Agile work environments often involve tight deadlines and frequent changes, which can increase stress levels.
- Leaders and managers should practice emotionally intelligent leadership by understanding employees' feelings and responding to their needs. Leaders should communicate effectively, provide support, and motivate employees during difficult situations.
- The organization should introduce recognition and reward programs to appreciate employees who demonstrate strong Emotional Intelligence and high engagement levels.
- The organization should offer continuous learning opportunities such as workshops, training sessions, and professional development programs. These programs help employees improve both technical and interpersonal skills.

#### **VI. CONCLUSION**

The findings of the study revealed that Emotional Intelligence plays a significant role in shaping employee behavior and engagement levels within the organization. Employees who possess higher Emotional Intelligence demonstrated better self-awareness, emotional control, empathy, and communication skills. These emotional abilities helped employees manage workplace challenges effectively and maintain positive relationships with their colleagues. The study also confirmed that organizations that encourage Emotional Intelligence development can create a supportive and collaborative work culture. A positive organizational culture improves employee morale, enhances productivity, and supports organizational growth. Emotional Intelligence also helped employees maintain emotional stability during stressful situations, which improved work performance. Another important conclusion drawn from the study is that agile work environments require strong interpersonal skills and emotional stability. Emotional Intelligence helped

employees communicate effectively, resolve misunderstandings, and maintain strong working relationships. This resulted in improved team performance and increased employee satisfaction. The study further emphasized that organizational support plays an important role in improving employee engagement. Practices such as training programs, feedback sessions, recognition systems, and supportive leadership contributed to higher engagement levels among employees.

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