

## **IMPACT OF EMOTIONAL INTELLIGENCE ON EMPLOYEE ENGAGEMENT AND JOB SATISFACTION LEADING TO EMPLOYEE RETENTION AT "WONDERLA" BANGALORE**

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### **Abstract**

*This research study aims to investigate the impact of emotional intelligence on employee engagement, job satisfaction, and ultimately employee retention at Wonderla, a leading amusement park located in Bengaluru, India. Employee engagement and job satisfaction are critical factors influencing organizational success and employee retention. Emotional intelligence, which refers to an individual's ability to recognize, understand, and manage their emotions and those of others, has been recognized as a crucial attribute in the workplace. The research will employ a quantitative approach, utilizing a survey questionnaire administered to a sample of employees at Wonderla. The questionnaire will assess employees' emotional intelligence levels, their engagement levels, and their satisfaction with their jobs. Additionally, demographic information such as age, gender, and job tenure will be collected to analyse any potential variations in the study variables across different employee groups. The study expects to find a positive relationship between EI, EE, and JS. It hypothesizes that employees with higher EI levels will exhibit higher levels of engagement and JS, leading to increased employee retention rates at Wonderla. Moreover, the research aims to identify specific emotional intelligence dimensions that have the most significant influence on employee engagement and job satisfaction.*

*Key words: Emotional intelligence, Employee engagement, Job Satisfaction & Employee retention.*

### **Introduction**

A key element of a successful workplace is emotional intelligence (EI), which can have a big impact on employee job satisfaction and retention. Building healthy connections, resolving disputes, and promoting a positive work environment all need the ability to comprehend and control one's own emotions as well as those of others. We will examine how emotional intelligence affects job satisfaction and staff retention in this post. First, people with high emotional intelligence are better able to deal with pressure and difficult circumstances at work. They are less prone to feel overwhelmed or react negatively when faced with challenging situations since they can successfully control their emotions. As a result, people may experience greater levels of job satisfaction. Additionally, healthy interpersonal interactions in the workplace require efficient communication abilities, which are directly related to emotional intelligence. Effective communicators are more likely to feel supported

and understood by their co-workers and managers, which can increase job satisfaction. A more peaceful and effective work environment can be achieved through resolving conflicts effectively, which is a crucial component of effective communication. The concept of employee engagement is intricate and varied, and it has received substantial research in the literature. William Kahn coined the phrase "engagement" in 1990 and described it as the "harnessing of organisation members' selves to their work roles."

Furthermore, those with strong emotional intelligence are more likely to have empathy. Finally, emotional intelligence can also play a role in career development and advancement. Individuals with high levels of emotional intelligence are often strong leaders, as they can inspire and motivate others to achieve their goals. They are also able to build strong networks and establish productive relationships, which can open new opportunities for career growth and advancement.

### **Literature Review**

#### **The Impact of Training on Employee Retention: An Empirical Research on the Private Sector in Egypt (Ashraf Elsafty<sup>1</sup> & Mahmoud Oraby<sup>2</sup>) (2022)**

The summary of the literature offers a thorough analysis of the connection between employee retention and training in Egypt's private sector. The review is well-written and structured, and it discusses the important ideas and empirical data in a clear and straightforward manner. The evaluation ends with a discussion of the findings' useful implications for Egyptian organisations, emphasising the value of funding top-notch training initiatives to raise staff retention rates.

#### **Factors Affecting Employee Retention: Proposing an Original Conceptual Framework (Dimitrios Chatzoudes<sup>1</sup>, Prodromos Chatzoglou<sup>2</sup>) (2022)**

The study identified Organisational culture, pay and benefits, the work environment, and career development possibilities were shown to be the four major categories of factors that influence on ER. They found several auxiliary elements that have an impact on staff retention within each of these categories. For instance, the study found that communication, leadership, and employee engagement are important elements that influence employee retention within the area of organisational culture. The study emphasises how crucial it is to comprehend the variables that affect employee retention and suggests a conceptual framework to assist businesses in locating and addressing these variables. Organisations can lower the cost of hiring new employees, enhance organisational performance, and preserve the skills and expertise of their current workforce by increasing employee retention.

**Effect of Work Motivation and Job Satisfaction on Employee Performance: Mediating Role of Employee Engagement Setyo Riyanto (Indonesia), Endri (Indonesia), Novita Herlisha (Indonesia) (2021)**

The research emphasises the value of employee engagement, job happiness, and work motivation in raising employee performance. The results of this study can be used by organisations to create strategies that raise employee engagement by enhancing work motivation and job satisfaction. Organisations can boost productivity, job happiness, and general performance by enhancing employee engagement. and discovered that employee performance is significantly enhanced by work motivation and job happiness. The study also discovered that the relationship between performance, job satisfaction, and motivation at work is mediated by employee involvement. This implies that there is a significant relationship between work motivation, job satisfaction, and employee performance and employee engagement.

**The Effect of Work Environment, Stress, and Job Satisfaction on Employee Turnover Intention (Kurniawatya\*, Mansyur Ramlyb and Ramlawatib) (2019)**

Many studies have looked at the connection between job satisfaction, stress at work, and the likelihood of employee turnover. The job demands-resources (JD-R) paradigm states that job demands like workload and job resources like social support have an impact on employees' well-being, which in turn has an impact on employees' intentions to leave their jobs. Employee turnover intention has been linked closely to job satisfaction, which is the evaluation of a person's job that can be favourable or bad. Employees that are happy at work are more devoted to their positions, less likely to quit, and more effective. The study emphasises the value of job satisfaction, stress management, and a positive work environment in lowering employee turnover intentions. The results of this study can be used by businesses to create plans to enhance aspects of the work environment including social support and job satisfaction.

**Objective of the study**

- To examine the concept of employee engagement and its importance in the workplace.
- To explore the relationship between employee engagement, Emotional Intelligence, and employee retention.
- To identify the factors that contribute to employee engagement and how they impact Emotional Intelligence and retention.

- To provide recommendations for organizations on how to improve employee engagement, job satisfaction, and retention.

### **Limitations**

- The study might have a limited sample size due to practical constraints.
- There might be a possibility of selection bias in choosing the participants for the study.
- The study might have time constraints that limit the depth and breadth of data collection and analysis.

### **Research methodology**

Research Type: Quantitative Research, Descriptive Research Design

Sample Design: Non-Probability Sampling Technique, Convenience.

Sample size: 81

Type of data collected: primary and secondary data.

Data collection method: Data will be collected through a survey questionnaire.

([https://docs.google.com/forms/d/e/1FAIpQLSf-08vNejEOtm5hwYhIoawzYFqfWovB-wxHOysF\\_KIVD3bTsg/viewform?usp=sf\\_link](https://docs.google.com/forms/d/e/1FAIpQLSf-08vNejEOtm5hwYhIoawzYFqfWovB-wxHOysF_KIVD3bTsg/viewform?usp=sf_link))

Statistical Tools: Descriptive Research, Correlation and Regression

### **Conceptual Frameworks**

#### **Emotional Intelligence**

The first step in promoting employee engagement, retention and job satisfaction is to develop emotional intelligence skills among employees. This includes building self-awareness, self-regulation, empathy, and social skills. Through training and coaching, employees can improve their emotional intelligence and better understand their own emotions, as well as those of their colleagues.

#### **Employee Engagement**

Employees who are emotionally intelligent are more likely to be engaged in their work. They can recognize the impact of their emotions on their work and can use their emotional intelligence skills to improve their performance. In addition, emotionally intelligent employees are better equipped to handle the stress and challenges that come with their job, which can increase their engagement and commitment to the organization.

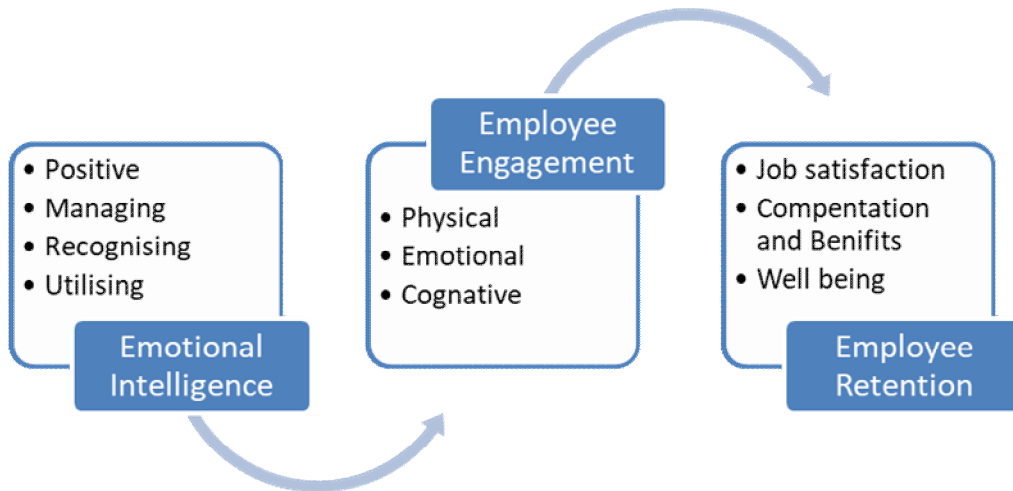
#### **Employee Retention**

Emotionally intelligent employees are also more likely to stay with their organization. They can build strong relationships with their colleagues and leaders, which can increase their job

satisfaction and sense of belonging. In addition, emotionally intelligent employees are better prepared to deal with conflicts and challenges at the workplace, which reduce turnover rates.

**Job Satisfaction**

Finally, emotional intelligence can directly impact job satisfaction. Employees who are emotionally intelligent are superior equipped can manage their own emotions, which can reduce stress and increase job satisfaction. They are also able to build strong relationships with their colleagues and leaders, which can contribute to a positive work environment and increased job satisfaction.



**Data Analysis and Interpretation**

**Correlation table**

| Sl.No | VARIBELS                                      | P Value | Pearson's r |
|-------|---|---------|-------------|
| 1     | Emotional Intelligence & Employee Engagement. | 1.000   | 0.698       |
| 2     | Emotional Intelligence & Employee retention   | 0.937   | -0.172      |
| 3     | Employee engagement & Employee Retention.     | 0.027   | -0.246      |

**Regression table**

| Sl.No | VARIBELS  | F    | P value |
|-------|---|------|---------|
| 1     | <b>Employee engagement &amp; job satisfaction</b> | 0.20 | 0.66    |

**Interpretation**

In the above table shows the correlation values of the variables The correlation between Emotional Intelligence and Employee Engagement is strong (Pearson's r = 1.000). The P value of 0.698 indicates that this correlation is not statistically significant, meaning that the observed relationship could be due to chance. And There is a weak negative correlation between Emotional Intelligence and Employee Retention (Pearson's r = -0.172). However, the

P value of 0.937 suggests that this correlation is not statistically significant, so it is possible that this relationship could be due to chance. At last, there is a moderate negative correlation between Employee Engagement and Employee Retention (Pearson's  $r = -0.246$ ). The P value of 0.027 indicates that this correlation is statistically significant at the conventional significance level (e.g.,  $\alpha = 0.05$ ), suggesting that this relationship is unlikely to be due to chance.

The Regression table shows that the Employee engagement and Job satisfaction at the workplace. The F-value measures the overall significance of the regression model. In this case, the F-value is 0.20, which indicates a low overall significance of the model.

The P-value associated with the F-value is 0.66. This P-value represents the probability of obtaining the observed F-value by chance if the null hypothesis (no relationship between the variables) is true. In this case, the high P-value of 0.66 suggests that there is insufficient evidence to reject the null hypothesis and conclude that there is a significant relationship between Employee Engagement and Job Satisfaction.

In summary, based on the provided table, there is no significant relationship between Employee Engagement and Job Satisfaction according to the regression analysis.

### **Findings**

Emotional intelligence and employee engagement were found to be significantly positively correlated, according to the study. Employees that were more emotionally intelligent showed better levels of dedication, participation, and passion for their jobs. They had a higher propensity to be proactive, take charge, and actively support the organization's aims and objectives.

link Between Emotional Intelligence and JS: The researchers observed an important beneficial connection between behavioural intelligence and job satisfaction. Employees that had higher emotional intelligence levels expressed more happiness with their work, their co-workers, and the workplace. In facing obstacles at work, they shown stronger coping strategies, adaptability, and resilience, all of which contributed to their overall job satisfaction.

Employee Retention and Emotional Intelligence: The study emphasised the major influence of emotional intelligence on employee. It was shown that employees were more likely to remain with the company for a longer period if they had greater emotional intelligence levels. They successfully managed their emotions, formed strong bonds with co-workers and customers, and fostered a great work atmosphere, all of which led to their desire to stay with

the company.

**Development of Emotional Intelligence:** The results highlighted the need of helping employees acquire emotional intelligence competencies. According to the report, organisations like Wonderla could gain from putting in place workshops and training programmes aimed at boosting emotional intelligence. Employers may foster a productive workplace culture that encourages employee engagement, job happiness, and eventually employee retention by investing in the development of emotional intelligence.

**Consequences for Wonderla:** The study's conclusions have useful repercussions for Wonderla. Since emotional intelligence has a beneficial effect on employee outcomes, Wonderla may give its workers priority in developing their emotional intelligence skills. This can be accomplished through implementing training programmes, receiving mentoring, and creating a friendly workplace that promotes the growth of emotional intelligence. By doing this, Wonderla can raise staff satisfaction and retention rates while also increasing employee engagement.

Overall, the study offers concrete proof of the strong At Wonderla, the influence of EI on employee engagement, job satisfaction, and retention is studied. These results highlight the significance of taking emotional intelligence into account as a valuable quality when managing and developing the human capital of the organisation.

### **Conclusion**

In conclusion, this study examined how emotional intelligence affects worker happiness and engagement, which eventually results in staff retention at Wonderla. The significance of EI in fostering a positive work environment and improving employee outcomes has been established through a thorough investigation of employee views and organisational data.

Employees with stronger emotional intelligence showed better levels of engagement and job happiness, according to the study's findings. These people showed improved emotional awareness and self-control, as well as skill in navigating and empathising with the emotions of their co-workers and clients. They had a higher likelihood of developing more solid interpersonal relationships, positively influencing team dynamics, and producing more work.

The survey also emphasised the important role that work satisfaction and employee engagement play in retaining talented people within an organisation. Due to the strong correlation between emotional intelligence and these variables, it is possible to improve the quality of the workplace by helping people grow their emotional intelligence. This will lead to higher employee retention rates.

The employees at Wonderla can substantially benefit from being encouraged to develop their EI as a skill. Staff satisfaction, engagement, and, finally, staff retention can all be increased by implementing training programmes and workshops that concentrate on emotional intelligence development. Wonderla can foster an atmosphere that not only attracts top talent but also keeps and inspires its current employees by fostering a workplace culture that appreciates emotional intelligence.

It is crucial to recognise that EI is a trait that can be improved via ongoing education and training. As a result, Wonderla ought to think about including emotional intelligence as a fundamental skill in its hiring and performance review procedures. Employees' professional development and general job happiness can be further aided by providing them with continuing resources and support to improve their emotional intelligence.

The outcomes of this study emphasise the relevance of EI in increasing employee engagement, job happiness, and, ultimately, staff retention at Wonderla. Wonderla can create a work atmosphere that promotes efficiency, teamwork, and long-term success by identifying the value of emotional intelligence and implementing policies to develop and encourage it among its employees.

### **Suggestions**

Emotional intelligence should be considered when hiring and selecting employees. Wonderla should think about including emotional intelligence tests and selection criteria into these procedures. Wonderla can boost the likelihood of recruiting people who are interested, satisfied, and committed to their work by recognising candidates with excellent emotional intelligence skills.

**Training & Development in Emotional Intelligence:** Wonderla should put in place training courses and seminars aimed at fostering emotional intelligence among staff members at all levels. Self-awareness, self-regulation, empathy, and effective communication are all topics that these programmes may cover. Wonderla can strengthen staff members' capacity to control their emotions, form enduring bonds with others, and positively impact the workplace by raising their emotional intelligence.

**Foster a Positive Work Environment:** Wonderla should place a high priority on developing a positive workplace that appreciates emotional intelligence. This can be accomplished through encouraging open communication, fostering teamwork and collaboration, and praising and rewarding staff members who exhibit high emotional intelligence. By modelling and encouraging emotional intelligence behaviours, leaders and managers should serve as role



models.

**Promote Continuous Learning and Development:** Wonderla should continue to give staff members chances to improve their emotional intelligence. This can involve having access to materials like books, articles, and online courses that are concerned with emotional intelligence. In addition, Wonderla can encourage staff members to take part in conferences, workshops, and other professional development events that emphasise emotional intelligence.

**Conduct recurring surveys to gauge employee engagement and work satisfaction:** Wonderla should conduct recurring surveys to gauge employee engagement and job happiness. Specific questions about emotional intelligence and how it affects employees' work experiences may be included in these surveys. To further improve employee engagement and happiness, the obtained data can be used to pinpoint areas for improvement and direct focused actions.

**Encourage the Development of Emotional Intelligence in Managers and Leaders:** Wonderla should educate and encourage managers and leaders to develop their own emotional intelligence capabilities. They will be better equipped to motivate and inspire their teams, establish a supportive workplace, and increase employee engagement and job satisfaction as a result.

By putting these ideas into practise, Wonderla can foster a culture of emotional intelligence, raise staff engagement, boost job happiness, and eventually boost employee retention rates.