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**THE STUDY ON IMPACT OF EMOTIONAL INTELLIGENCE IN  
ENHANCING EMPLOYEE ENGAGEMENT AT ARUNA ALLOY  
STEELS, MADURAI.**

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**Keywords**

*Emotional Intelligence,  
Employee Engagement,  
Organizational  
Commitment,  
Job Satisfaction.  
Leadership,  
Communication Skills,  
Motivation, Teamwork,  
Workplace Performance.  
Human Resource  
Development,  
Organizational Success.*

**Abstract**

The study on "The Impact of Emotional Intelligence in Enhancing Employee Engagement at Aruna Alloy Steels, Madurai explores the vital role of emotional intelligence (EI) in fostering a more motivated and committed workforce. Emotional intelligence, encompassing self-awareness, self-regulation, empathy, motivation, and social skills, is a crucial factor influencing how employees interact, perform, and respond to workplace challenges. This research examines the relationship between employees' emotional intelligence and their level of engagement within the organization. Data collected from employees of Aruna Alloy Steels, Madurai, high lights how higher EI contributes to improved teamwork, job satisfaction, and organizational loyalty. The study reveals that emotionally intelligent employees tend to communicate effectively, manage stress better, and align more closely with organizational goals. Furthermore, leaders with strong EI positively influence the morale and engagement of their teams. The findings emphasize that developing emotional intelligence through training and supportive HR practices can significantly enhance engagement levels. Ultimately, the research underscores that emotional intelligence is not only a personal asset but also a strategic tool for organizational success.



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## 1. INTRODUCTION

Emotional intelligence (EI) has become an essential element in shaping the success of individuals and organizations in today's dynamic business environment. It refers to the ability to recognize, understand, and manage one's own emotions while effectively responding to the emotions of others. In the workplace, emotional intelligence greatly influences communication, teamwork, decision-making, and conflict resolution. Employees with high EI tend to handle stress better, maintain positive relationships, and contribute to a harmonious work environment. Employee engagement, meanwhile, reflects the emotional commitment and enthusiasm employees have toward their work and the organization. Engaged employees are more motivated, productive, and loyal, leading to better organizational outcomes. There is a strong connection between emotional intelligence and employee engagement, as emotionally intelligent employees are more self-aware, empathetic, and motivated to perform well. Leaders with high EI can inspire and support their teams, fostering trust and collaboration. Developing emotional intelligence through training and supportive management practices enhances engagement and reduces turnover. Organizations that value emotional intelligence experience improved job satisfaction, teamwork, and overall performance. This study focuses on examining how emotional intelligence contributes to enhancing employee engagement, highlighting its importance in building a motivated and high-performing workforce.

## 2. OBJECTIVES OF THE STUDY

- To explore the relationship between emotional intelligence and employee engagement.
- To examine the critical elements and influencing factors of employee engagement towards emotional intelligence.
- To develop the strategies for enhancing emotional intelligence in the work place.
- To investigate the impact of emotional intelligence on organizational outcomes.

## 3. REVIEW OF LITERATURE

**Labro, E., & Omartian, J. D. (2024):** Using data from the US Census, this study examines various demographic and socio-economic factors affecting employee retention. It analyzes how characteristics such as age, education level, and geographic location impact turnover rates. The research offers valuable insights for organizations looking to tailor retention strategies based on these factors, helping businesses adjust their HR practices to improve employee retention across diverse groups.

**Bakir, S., Dogru, T., Bilgihan, A., & Ayoun, B. (2023):** This systematic review examines how AI awareness among employees influences outcomes such as job satisfaction and retention in the hospitality industry. The authors synthesize existing literature on AI's role in HR and propose a framework for future research. They emphasize that fostering AI



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awareness can enhance employee engagement and satisfaction, ultimately improving retention and performance in hospitality organizations.

**Al Kurdi, B., Alshurideh, M., & Al Afaishat, T. (2022).** This study examines the key factors influencing employee retention and its impact on organizational performance in Jordan's commercial banking sector. The research explores employee retention drivers, including economic security, psychological security, affiliation, and self-actualization. Using a questionnaire and Structural Equation Modeling-Partial Least Squares (SEM-PLS) analysis, findings suggest that employee retention plays a crucial role in enhancing organizational performance.

**Kalia, P., Singla, M., & Kaushal, R. (2024):** This research focuses on the Indian textile industry, exploring how human resource management practices affect employee retention. The study highlights the importance of effective recruitment, training, career development programs, and employee welfare initiatives. It emphasizes that fostering a supportive and growth-oriented work environment is critical to reducing turnover in the sector, where employee retention is often a challenge due to skill shortages and competitive market conditions.

**Khalid, (2023).** This study examines the relationship between different types of employee participation (delegative, consultative, worker director, and worker union) and employee retention, with a focus on the moderating role of employee compensation. Using data from 1,054 employees across the service and manufacturing sectors in Pakistan, the study employed multiple statistical analyses to assess these relationships.

#### 4. RESEARCH DESIGN

Research design serves as a framework for systematically gathering, measuring, and analyzing data. For this study, a descriptive research design has been utilized.

##### ➤ Research Design-Descriptive Study

The primary aim of descriptive research is to provide an accurate representation of the current situation. It focuses on identifying and describing the characteristics of the variable under investigation.

##### Sample Size

The sample size chosen for the research is 130 samples.

##### ➤ STATISTICAL TOOLS

1. Simple percentage method
2. Correlation
3. Anova
4. Reliability test

#### 5. DATA ANALYSIS AND INTERPRETATION

##### ➤ Simple Percentage Analysis



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### Gender of the Respondents

Gender	Frequency	Percentage
Male	95	73.10%
Female	35	26.90%
Total	130	100%

**Source:** Primary data

#### Interpretation:

The table shows (73.10%) were male and 35 (26.90%) were female, showing a noticeable gender imbalance that may skew results toward male perspectives.

### AGE OF THE RESPONDENTS

Age	Frequency	Percentage
18-25 years	28	21.50%
26-35 years	55	42.30%
36-45 years	25	19.20%
46-50 years	13	10.00%
50+ years	9	7%
Total	130	100%

**Source:** Primary data

#### Interpretation:

The respondents' age distribution indicates a youthful demographic: 42.30% are 26-35 years old, 21.50% are 18-25 years, 19.20% fall in 36-45 years bracket, 10% are between 46-50 years, and 7% are above 50 years.

#### ➤ RELIABILITY TEST:

To find the internal consistency between the reward & motivation

		N	%
cases	Valid	130	100
	Excluded	0	0
	Total	130	100

#### ➤ RELIABILITY STATISTICS

Cronbach's Alpha	N of items



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0.702	3
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### Interpretation:

The Cronbach's Alpha of 0.702 indicates good internal consistency reliability for the three-item scale measuring reward and motivation, suggesting the items are sufficiently intercorrelated and reliably measure the same underlying concept based on analysis of 130 valid cases.

### CORRELATION

To find the relationship between work life balance and stress levels

#### → Correlations

		How satisfied are you with your current work-life balance?	How often do you feel stressed or overwhelmed by your workload?
How satisfied are you with your current work-life balance?	Pearson Correlation	1	.533**
	Sig. (2-tailed)		<.001
	N	130	130
How often do you feel stressed or overwhelmed by your workload?	Pearson Correlation	.533**	1
	Sig. (2-tailed)	<.001	
	N	130	130

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

### Interpretation:

- The Pearson Correlation coefficient of -0.533 indicates a moderate to strong, statistically significant negative relationship ( $p < 0.001$ ) between satisfaction with work-life balance and frequency of feeling stressed/overwhelmed, suggesting higher work-life balance satisfaction is associated with lower stress levels ( $N=130$ ).

### ANOVA:

To find the difference between age levels vs motivate to achieve target in work place



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➔ **Oneway**

**ANOVA**

Do you feel motivated to exceed your targets in work place?

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	10.096	2	5.048	25.007	<.001
Within Groups	25.635	127	.202		
Total	35.731	129			

**Intepretation:**

- The ANOVA results show a highly statistically significant difference ( $F(2,127) = 25.007$ ,  $p < 0.001$ ) in motivation to achieve targets across different age level groups, indicating age significantly influences employees' motivation to exceed workplace targets at Aruna Alloy Steels (N=130).

**6. FINDINGS**

- The majority of the respondents are 95 (73.10%) were male and 35 (26.90%) were female, showing a noticeable gender imbalance that may skew results toward male perspectives.
- The respondents' age distribution indicates a youthful demographic: 42.30% are 26-35 years old, 21.50% are 18-25 years, 19.20% fall in 36-45 years bracket, 10% are between 46-50 years, and 7% are above 50 years
- The Cronbach's Alpha of 0.702 indicates good internal consistency reliability for the three-item scale measuring reward and motivation, suggesting the items are sufficiently intercorrelated and reliably measure the same underlying concept based on analysis of 130 valid cases.
- The Pearson Correlation coefficient of -0.533 indicates a moderate to strong, statistically significant negative relationship ( $p < 0.001$ ) between satisfaction with work-life balance and frequency of feeling stressed/overwhelmed, suggesting higher work-life balance satisfaction is associated with lower stress levels (N=130).
- The ANOVA results show a highly statistically significant difference ( $F(2,127) = 25.007$ ,  $p < 0.001$ ) in motivation to achieve targets across different age level groups, indicating age significantly influences employees' motivation to exceed workplace targets at Aruna Alloy Steels (N=130).



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## 7. SUGGESTIONS

- The organization should strengthen its reward and motivation systems by aligning them closely with performance and career growth opportunities to maintain consistency and fairness.
- Flexible work arrangements, wellness programs, and stress management initiatives should be promoted to support work-life balance and reduce employee stress levels.
- Motivation strategies should be tailored according to age groups, providing growth opportunities for younger employees and recognition or leadership roles for experienced staff.
- Intergenerational teamwork and knowledge-sharing programs can be encouraged to enhance collaboration and mutual understanding among employees of different age groups.
- Regular employee feedback and engagement surveys should be conducted to evaluate the effectiveness of motivation and well-being strategies and make necessary improvements.

## 8. CONCLUSION:

The study concludes that emotional intelligence plays a vital role in enhancing employee engagement and overall organizational performance at Aruna Alloy Steels. The findings reveal that employees with higher emotional intelligence demonstrate greater motivation, better teamwork, and improved stress management. The results also highlight the significance of maintaining work-life balance, as it directly contributes to reduced stress and higher job satisfaction. Age differences were found to influence motivation levels, indicating the need for age-specific engagement strategies. The reliability of the reward and motivation system suggests a strong internal consistency that supports employee morale. Overall, fostering emotional intelligence among employees and leaders can create a more positive, productive, and harmonious work environment. This, in turn, enhances organizational effectiveness and long-term employee commitment.

## 9. AUTHOR(S) CONTRIBUTION

The writer affirms that they have no connections to, or engagement with, any group or body that provides financial or non-financial assistance for the topics or resources covered in this manuscript.

## 10. CONFLICTS OF INTEREST

The author declared no potential conflicts of interest with respect to the research, authorship, and/or publication of this article.

## 11. PLAGIARISM POLICY

The author declares that any kind of violation of plagiarism, copyright, and ethical matters will be taken care of by the author. Journal and editors are not liable for the aforesaid matters.



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