



TO EXAMINE THE IMPACT OF ORGANIZATIONAL CULTURE ON EMOTIONAL INTELLIGENCE AND EMPLOYEE ENGAGEMENT

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ABSTRACT

This literature review paper examines the relationship between organizational culture, emotional intelligence, and employee engagement. The purpose of this paper is to explore the impact of organizational culture on emotional intelligence and employee engagement. The paper reviews relevant literature and discusses the conceptual framework for understanding the relationship between organizational culture, emotional intelligence, and employee engagement.

The paper presents a comprehensive analysis of the literature on organizational culture and its impact on emotional intelligence and employee engagement. The review finds that organizational culture has a significant impact on emotional intelligence and employee engagement. A positive organizational culture can enhance emotional intelligence and employee engagement, while a negative organizational culture can lead to lower levels of emotional intelligence and employee disengagement.

The paper identifies several factors that influence the relationship between organizational culture, emotional intelligence, and employee engagement, including leadership style, communication, organizational structure, and job design. The paper also discusses the role of emotional intelligence in employee engagement and highlights the importance of emotional intelligence in promoting a positive organizational culture.

Overall, the literature review suggests that organizational culture plays a crucial role in shaping emotional intelligence and employee engagement. Organizations that foster a positive culture that promotes emotional intelligence can enhance employee engagement, productivity, and well-being. On the other hand, organizations with a negative culture that does not prioritize emotional intelligence can lead to disengaged employees and low productivity. This paper concludes with recommendations for future research in this area.

To Examine the Impact of Organizational Culture on Emotional Intelligence and Employee Engagement

Keywords: Organizational Culture, Emotional Intelligence, Employee Engagement, Leadership Style, Workplace Productivity

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INTRODUCTION

Organizational culture has been recognized as a key determinant of employee behaviour, attitudes, and performance. It is the shared values, beliefs, and practices that characterize an organization and influence its members' behaviour. Emotional intelligence is another important factor that affects employee behaviour and performance. Emotional intelligence refers to the ability to recognize, understand, and manage one's own emotions and those of others. It is a significant predictor of job satisfaction, performance, and employee engagement.

Employee engagement is a critical factor in determining an organization's success. Engaged employees are more committed to their work and the organization, have higher levels of job satisfaction, and are more likely to contribute to the organization's success. Thus, it is essential to understand the impact of organizational culture on emotional intelligence and employee engagement.

The purpose of this literature review paper is to examine the existing literature on the impact of organizational culture on emotional intelligence and employee engagement. The paper will explore the conceptual framework for understanding the relationship between these factors and identify the key factors that influence this relationship. The paper will also provide recommendations for future research in this area.

REVIEW OF THE LITERATURE

Organizational culture, emotional intelligence, and employee engagement are all interconnected aspects that have a significant impact on an organization's success. A review of the literature indicates that job design is an important factor that influences all three aspects.

EMPLOYEE ENGAGEMENT

Employee engagement is closely connected to organizational culture and emotional intelligence. When an organization has a positive culture that values employee well-being, growth, and engagement, it can promote higher levels of employee engagement. This positive culture can be fostered through effective communication, leadership, and job design that supports employee autonomy, mastery, and purpose.

Furthermore, emotional intelligence plays a crucial role in employee engagement. Employees who exhibit higher levels of emotional intelligence are more likely to understand their own emotions and the emotions of others, leading to better communication, teamwork, and collaboration. They are also better equipped to manage stress, handle difficult situations, and maintain a positive attitude, all of which contribute to higher levels of engagement and performance.

In contrast, a negative organizational culture can limit employee engagement and emotional intelligence. A culture that does not value employee well-being and growth can lead to disengaged employees who are less likely to exhibit emotional intelligence and contribute to a positive culture. Similarly, employees who lack emotional intelligence may struggle to connect with colleagues and managers, leading to poor communication, low morale, and disengagement.

Therefore, it is essential for organizations to focus on building a positive organizational culture and promoting emotional intelligence among employees to enhance employee engagement. By fostering a culture that values employee well-being and growth and providing opportunities for emotional intelligence development, organizations can promote higher levels of employee engagement, leading to better performance and success.

ORGANIZATIONAL CULTURE

Organizational culture has been defined as the shared values, beliefs, and practices that characterize an organization and influence its members' behaviour. Organizational culture is considered a key determinant of employee behaviour, attitudes, and performance. Several studies have found a positive relationship between organizational culture and employee engagement. A positive organizational culture that values employee well-being promotes employee involvement and recognizes and rewards employees' contributions can enhance employee engagement.

On the other hand, a negative organizational culture that does not prioritize employee well-being does not involve employees in decision-making and does not recognize and reward employee contributions can lead to disengaged employees. A negative organizational culture can also lead to turnover, absenteeism, and low productivity. Thus, organizations need to create a positive culture that promotes employee engagement.

EMOTIONAL INTELLIGENCE

Emotional intelligence is another critical factor that affects employee behaviour and performance. Emotional intelligence refers to the ability to recognize, understand, and manage one's own emotions and those of others. Emotional intelligence is a significant predictor of job satisfaction, performance, and employee engagement.

Several studies have found a positive relationship between emotional intelligence and employee engagement. Employees with high emotional intelligence are better able to manage stress, build relationships, and communicate effectively with colleagues and customers. They are also more

Likely to be motivated, productive, and committed to their work and the organization. On the other hand, employees with low emotional intelligence may struggle with managing their emotions, building relationships, and communicating effectively. This can lead to disengaged employees who are less committed to their work and the organization.

RELATIONSHIP BETWEEN ORGANIZATIONAL CULTURE, EMOTIONAL INTELLIGENCE, AND EMPLOYEE ENGAGEMENT

Several studies have investigated the relationship between organizational culture, emotional intelligence, and employee engagement. These studies have found that organizational culture has a significant impact on emotional intelligence and employee engagement. A positive organizational culture that values employee well-being promotes employee involvement and recognizes and rewards employee contributions can enhance emotional intelligence and employee engagement.

On the other hand, a negative organizational culture that does not prioritize employee well-being does not involve employees in decision-making and does not recognize and reward employee contributions can lead to lower levels of emotional intelligence and employee disengagement. A negative organizational culture can also lead to high turnover, absenteeism, and low productivity.

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Factors that Influence the Relationship between Organizational Culture, Emotional Intelligence, and Employee Engagement: Several factors influence the relationship between organizational culture, emotional intelligence, and employee engagement.

THESE FACTORS INCLUDE LEADERSHIP STYLE, COMMUNICATION, ORGANIZATIONAL STRUCTURE, AND JOB DESIGN.

LEADERSHIP STYLE

Leadership style plays a critical role in shaping organizational culture. Leaders who value employee well-being, promote employee involvement, and recognize and reward employee contributions can create a positive organizational culture that enhances emotional intelligence and employee engagement. On the other hand, leaders who do not prioritize employee well-being do not involve employees in decision-making and do not recognize and reward employee contributions can create a negative organizational culture that leads to disengaged employees.

COMMUNICATION

Effective communication is essential for creating a positive organizational culture that promotes emotional intelligence and employee engagement. Organizations that communicate clearly and transparently with employees are more likely to have engaged employees. Communication also plays a critical role in shaping emotional intelligence. Employees who receive feedback, coaching, and recognition are more likely to develop their emotional intelligence.

ORGANIZATIONAL STRUCTURE

Organizational structure can also influence emotional intelligence and employee engagement. Organizations that have a flat organizational structure that promotes collaboration and communication are more likely to have engaged employees. On the other hand, organizations with a hierarchical structure that discourages collaboration and communication can lead to disengaged employees.

JOB DESIGN

Job design refers to the way that work is organized and structured to meet organizational goals and employee needs. A well-designed job that is challenging, interesting, and rewarding can enhance an employee's emotional intelligence by providing opportunities for self-reflection, self-awareness, and self-regulation. Such jobs can also foster positive relationships with colleagues, leading to increased social awareness and relationship management skills. Additionally, a well-designed job can contribute to employee engagement by providing employees with a sense of purpose, autonomy, and mastery.

In summary, leadership style, communication, organizational structure, and job design are all interconnected factors that can influence organizational culture, emotional intelligence, and employee engagement. A positive approach to each of these factors can promote a positive organizational culture that values employee well-being, growth, and engagement, leading to higher levels of emotional intelligence and employee engagement.

OBJECTIVE OF THE RESEARCH

- To investigate the relationship between organizational culture, emotional intelligence, and employee engagement and determine the extent to which job design mediates this relationship.
- To identify the specific aspects of job design that contribute to a positive organizational culture, emotional intelligence, and employee engagement and develop recommendations for organizations to improve job design in these areas.

SCOPE OF THE STUDY

The research paper aims to examine the impact of organizational culture on emotional intelligence and employee engagement. This study has a wide scope, which includes reviewing the literature on organizational culture, emotional intelligence, and employee engagement. The scope also involves exploring the interconnection of these three aspects and analyzing the factors that contribute to a positive organizational culture, such as leadership style, communication, organizational structure, and job design.

Firstly, the paper will review the literature on organizational culture, including its definition, components, and significance in shaping an organization's behavior. This review will provide a deeper understanding of how culture affects an organization's performance, behavior, and values.

Secondly, the paper will review the literature on emotional intelligence, which involves an individual's capacity to understand and manage their emotions and those of others. The review will include the definition, measurement, and relevance of emotional intelligence in the workplace, and how it impacts employee behaviour, decision-making, and job satisfaction.

Thirdly, the paper will review the literature on employee engagement, including its definition, measurement, and impact on organizational performance. This review will provide an understanding of how employee engagement can affect an organization's productivity, profitability, and overall success.

Furthermore, the paper will explore the linkages between organizational culture, emotional intelligence, and employee engagement. It will investigate how a positive culture can facilitate the development of emotional intelligence and foster higher levels of engagement among employees.

The paper will also analyze the various factors that contribute to a positive organizational culture, such as leadership style, communication, organizational structure, and job design, and their impact on emotional intelligence and employee engagement. The analysis will provide insights into how organizations can promote a positive culture, develop emotional intelligence, and foster higher levels of engagement among employees.

Moreover, the paper will examine the role of job design in shaping emotional intelligence and employee engagement. It will explore how job design can influence an employee's motivation, satisfaction, and sense of meaning and purpose in their work.

Finally, the paper will evaluate the various approaches and interventions that organizations can undertake to promote a positive organizational culture, develop emotional intelligence among employees, and foster higher levels of employee engagement. This evaluation will provide insights and recommendations for organizations to promote a positive culture, enhance emotional intelligence, and foster higher levels of engagement among their employees.

RESEARCH METHODOLOGY

The research methodology for this literature review paper is a systematic review of the existing literature on the impact of organizational culture on emotional intelligence and employee engagement. The methodology involves several steps aimed at ensuring a rigorous and comprehensive review of the literature.

The first step is to identify relevant literature by conducting a comprehensive search of academic databases such as Google Scholar, JSTOR, and ProQuest. Inclusion and exclusion criteria will be applied to the identified literature to select studies that focus on the research question and are of high quality.

Data extraction will be carried out to extract relevant information from the selected literature, including study design, sample size, methodology, key findings, and limitations. The extracted data will be summarized in a tabular form to facilitate comparison and analysis.

The quality of the selected literature will be assessed using a standardized tool such as the Cochrane Risk of Bias Tool or the Joanna Briggs Institute Critical Appraisal Tool. This will help to determine the quality of the literature and the level of confidence that can be placed in the findings.

The data extracted from the literature will be synthesized using a narrative synthesis approach. This approach involves summarizing the key findings from the literature, identifying patterns and themes, and highlighting any inconsistencies or gaps in the literature.

Finally, the synthesized data will be analyzed and interpreted to draw conclusions and make recommendations based on the findings of the literature review. The analysis will focus on the impact of organizational culture on emotional intelligence and employee engagement, the interconnection of these factors, and the factors that contribute to a positive organizational culture. The research methodology ensures that the literature review is comprehensive, and rigorous, and provides reliable and valid conclusions.

LIMITATIONS

There are several limitations that may affect the findings of this literature review. The first limitation is the possibility of publication bias, where studies with statistically significant findings are more likely to be published than those with null or non-significant findings are. This bias could lead to an overestimation of the effect size and may not reflect the true effect of organizational culture on emotional intelligence and employee engagement.

The second limitation is the potential for selection bias, where the inclusion and exclusion criteria may exclude relevant studies, leading to an incomplete review of the literature. To mitigate this limitation, we will use a comprehensive search strategy and a systematic approach to select studies based on clear and well-defined inclusion and exclusion criteria.

Another limitation is the possibility of bias in the quality assessment of the studies, as the assessment tool used may not be appropriate for all types of studies or may be subject to subjective interpretation. To minimize this limitation, we will use standardized quality assessment tools and involve multiple reviewers in the quality assessment process to ensure consistency and reliability.

Finally, the literature reviewed may be limited by the quality of the original studies, as some studies may have limitations in terms of sample size, methodology, and generalizability. We will carefully consider the limitations of each study and provide a balanced interpretation of the findings.

Despite these limitations, this literature review aims to provide a comprehensive and rigorous analysis of the impact of organizational culture on emotional intelligence and employee engagement, which can contribute to a better understanding of these factors and their interconnection.

DISCUSSION AND CONCLUSION

Based on the literature reviewed, it can be concluded that organizational culture has a significant impact on emotional intelligence and employee engagement. A positive organizational culture, characterized by shared values, norms, and beliefs, fosters an environment that promotes emotional intelligence and enhances employee engagement.

Leadership style, communication, organizational structure, and job design were identified as key factors that contribute to a positive organizational culture. Leaders who promote a supportive and inclusive culture, communicate effectively, and provide opportunities for employee growth and development, are more likely to create a positive organizational culture that supports emotional intelligence and employee engagement.

Emotional intelligence was found to be a key predictor of employee engagement, as it enhances an individual's ability to regulate emotions, understand others, and communicate effectively. Employees who are emotionally intelligent are more likely to be engaged in their work, demonstrate higher levels of job satisfaction, and have a greater commitment to the organization.

In conclusion, a positive organizational culture that promotes emotional intelligence and employee engagement is essential for organizational success. Organizations that invest in developing a positive culture, provide opportunities for employee growth and development, and promote effective communication and leadership are more likely to create a workforce that is engaged and committed to the organization's mission and goals.

Overall, this literature review highlights the importance of understanding the impact of organizational culture on emotional intelligence and employee engagement and provides insights into the factors that contribute to a positive organizational culture. The findings of this review have implications for organizational leaders, managers, and practitioners who seek to create a positive workplace culture that fosters emotional intelligence and employee engagement.

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