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**Master Dissertation**

**In Human Resources Management**

**The impact of emotional intelligence on employee engagement  
Case study: PSC Algeria**

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## Abstract

Our study deals with the impact of emotional intelligence on the engagement of employees in the workplace. Indeed, highly competitive organizations are aware that their competitive advantage lies in their human capital. In this vein, we stress on emotional intelligence and employee engagement, which deem as an important factor in the success of modern organizations today.

The study presents PSC Algeria as a field to our research. Thus, the results are an attempt to contribute to the improvement of our two concepts by numerous constructive recommendations, which will lead to another level.

Key words: Emotional Intelligence - Employee Engagement

## ملخص

تتناول دراستنا تأثير الذكاء العاطفي على مشاركة الموظفين في مكان العمل. في الواقع، تدرك المنظمات شديدة التنافسية أن ميزتها التنافسية تكمن في رأس مالها البشري. في هذا السياق، نؤكد على الذكاء العاطفي ومشاركة الموظفين، والتي تعتبر عاملاً مهماً في نجاح المؤسسات الحديثة اليوم.

تقدم الدراسة PSC الجزائر كمجال لأبحاثنا، وبالتالي فإن النتائج هي محاولة للمساهمة في تحسين مفهومينا من خلال العديد من التوصيات البناءة، والتي ستؤدي إلى مستوى آخر.

الكلمات المفتاحية: الذكاء العاطفي - ارتباط العمال

## Résumé

Notre étude porte sur l'impact de l'intelligence émotionnelle sur l'engagement des employés sur le lieu de travail. En effet, les organisations hautement compétitives sont conscientes que leur avantage concurrentiel réside dans leur capital humain. Dans cette optique, nous mettons l'accent sur l'intelligence émotionnelle et l'engagement des employés, qui sont considérés comme un facteur important dans le succès des organisations modernes d'aujourd'hui.

L'étude présente le CSP Algérie en tant que terrain à notre recherche. Ainsi, les résultats sont une tentative de contribuer à l'amélioration de nos deux concepts par certaines recommandations constructives, qui conduiraient à un autre niveau.

Mots clés : l'intelligence émotionnelle – l'engagement des employés

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## **LIST OF ABBREVIATIONS**

- **PSC:** Product Service Company
- **EE:** Employee Engagement
- **EI:** Emotional Intelligence
- **PLC:** Public Limited Company
- **EQ:** Emotional quotient
- **IQ:** Intelligence quotient
- **OCB:** Organizational citizenship behavior

# **INTRODUCTION**

Human capital is the key to the success of any business. It must therefore be involved in achieving the organization's objectives, by providing it with a favorable and balanced working environment. These conditions offer a motivated environment, and the employees can get involved in business by giving their best version of themselves.

Mainly, we aim to give an over view of the company, in terms of employee engagement, and what are the gaps to be filled in terms of emotional intelligence, in order to reach an improved level in the workplace.

In recent years, there has been a renewed interest in emotional intelligence and employee engagement, emotional intelligence has been defined as "the ability to understand, use and manage our own emotions in a way positive".<sup>1</sup>

It has been shown to influence the concept of employee engagement, defined as the extent to which employees feel passionate about their jobs, are committed to the organization, and put discretionary effort into their work."<sup>2</sup>

Accordingly, we deemed that it would be more interesting to approach this subject of emotional intelligence and employee engagement at workplace. Although the theme can be approach with both demarches quantitative and qualitative and regarding to our condition of work we adopt a quantitative study, where we have tried to apply it on the main question of our research subject.

Our field of study is an American multinational, present on the Algerian market since 2003, in terms of marketing information. Indeed, our host organization, namely: Product Service Company (PSC) Algeria; and we will continue to name it that way for reasons of confidentiality imposed by the company itself.

The first chapter presents the mains terms with their definitions, besides a section is dedicated to explain the objectives and the interests of our study. Following by our problem statement with its research question, it gives an overview of the way the subject will be treated. Yet, our study is anticipated with the proposal hypotheses, which help us to determine and clarify our

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<sup>1</sup> Relational wisdom (RW) and emotional intelligence, 25/08/2020 00:40 AM <https://rw360.org/emotional-intelligence/>

<sup>2</sup> What is Employee Engagement? 8/25/2020 3:14 PM <https://www.custominsight.com/employee-engagement-survey/what-is-employee-engagement.asp>

inquiry looking for the understandable results. We conclude with an explanation the using demarche in gathering data and sample.

Concerning the second chapter, which will cover the review of the literature on both employee engagement and emotional intelligence, and will resume part of the popular studies on relevant concepts, conceptualization, relationship...

The last chapter will be devoted to the treatment of our study at PSC, which will deduce the results through a questionnaire dedicated to employees.

At the end, we will propose some recommendations for the host company, the limits of our study and a conclusion.

**CHAPTER 1**  
**PROBLEM STATEMENT AND**  
**METHODOLOGY**

## **1. Problem statement**

The problem statement for our study aims to explore whether or not there is a relationship between emotional intelligence and employee engagement at workplace. In addition, it defines social concepts closely related to human resources, and keeps pace with the tendency of emotional intelligence at work and its consequences at workplace. It reveals the employee engagement and its close relationship to emotional intelligence and its outcomes for employees.

Moreover, it is worthy to precise that the place of our internship, the company PSC Algeria, takes the commitment and engagement of its employees as a big challenge to be determined by associating the measurement of emotional intelligence.

### **1.1. Objective of the study**

The main objective of this study is to figure out whether there is a relationship between emotional intelligence and employee engagement among external auditors in PSC Algeria.

Additionally, our study look to determine how emotional intelligence can affect employees' engagement that can influence the structure, culture, morale, retention, and rate of employees within the organization.

Thus, the main keywords within present study are Emotional Intelligence, Employee Engagement.

To sum up, the study is guided by the following objectives:

- To examine the effect of emotional intelligence EI on employees engagement EE.
- To discover the actual situation of the studied institution concerning EI and EE.
- Further, to unpack the importance of emotional intelligence and employee engagement within an organization and looking for beneficial results.
- To propose a list of recommendations for managers, in order to help the studied institution to enhance in our subject.

### **1.2. Research question**

In an era of knowledge and intelligence economy, characterizing the XX<sup>th</sup> century and the beginning of the XXI<sup>th</sup> century, human capital represented a fundamental source of value creation, wealth and sustainable competitive advantages. Indeed, human capital is the success key for any business, therefore,

the existence of a need make him involve in the achievement of objectives, and that by offering him a favorable quality of life at work that motivates him to invest in the business, and give the best version of itself. Moreover, According to Prentice and King (2011), emotional intelligence is a strong predictor of the service performance of employees in the work place. Generally, employees at the workplaces are influenced by their leaders, and a leader is the person who has the ability to perceiving, understand, and manage the emotional state of workers provides a source of social and emotional competencies that lead to greater success in the workplace (Cherniss, 2000). Additionally, emotionally intelligent leaders create supporting and inspiring relationships with employees, resulting in higher levels of employee performance (Carmeli, 2003; Humphreys et al., 2003; Polychroniou, 2009), and for a real leader, the need to develop and use emotional intelligence competencies will become increasingly important in this speedy world. In doing so, organizations will experience greater productivity, enhanced teamwork, and psychological well-being (Adeoye & Torubelli, 2011).<sup>3</sup>

According to Saks (2005, p. 612) “employee engagement describes a new and emerging era.” However, various authors (Robinson, Perryman, & Hayday, 2004; Saks, 2005; Slatten & Mehmetoglu, 2011) believe that more academic and empirical research is required for the topic that has become so popular. Over the last decade, there has been a rapid increase in the interest regarding the concept of work engagement, and its role at the work performance and competitive advantage (Kular, Gatenby, Rees, Soan, & Truss as cited in Slatten & Mehmetoglu, 2011). A study by Bakker and Bal (2006), using 54 starting teachers and getting them to submit weekly diaries, found that daily levels of work engagement were predictive of classroom performance. In another study, Hakanen, Bakker, and Schaufeli (2006) confirmed that work engagement had predictive value for teachers’ organizational commitment. From a business perspective Harter, Schmidt, and Hayes (2002) showed that levels of employee engagement were indeed positively related to business-unit performance (i.e. customer satisfaction and loyalty, profitability, productivity, turnover, and safety).

Harter et al. (2002; 2003) refer to employee engagement as occurring when individuals are emotionally connected to others and cognitively vigilant. Therefore, employee engagement can be defined as “the individual’s involvement and satisfaction, as well as enthusiasm for work” (Harter et al. 2002, p.69).

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<sup>3</sup> Emotional Intelligence and Employee Engagement: A Quantitative Study to Explore the Relationship between the Emotional Intelligence of Frontline Managers and Supervisors and the degree of Employee Engagement of their Direct Reports in a Tertiary Care Health Care Setting 5/1/2020 4:22 PM  
[https://fisherpub.sjfc.edu/education\\_etd/239/](https://fisherpub.sjfc.edu/education_etd/239/)

Recent research by Schaufeli and Van Rhenen (as cited in Bakker & Demerouti, 2008), confirmed that engaged employees often experience positive emotions, and they further argue that this could be the reason they perform better. When EI is developed, this should facilitate better emotional regulation and result in a higher frequency and intensity experienced positive emotions at the workplace.

To this end, an empirical study by Carmeli (2003) regarding the relationship between EI and work attitudes, behavior, and outcomes revealed that individuals with higher EI scores develop positive work attitudes, behavior, and outcomes. This would suggest that increased EI should, over time, result in more positive work attitudes and other positive outcomes, such as organizational commitment and satisfaction with work-life.<sup>4</sup>

As a summary for these two concepts and the close relation, which exists between them, and before starting the previous studies on this subject, one can detect a bond, which rereads these two social concepts, there is a relation between emotional intelligence and employee engagement, and we will confirm it as we go along.

This study investigates the following questions:

To what extent can emotional intelligence influence employee's engagement expectations of the company?

- Does PSC Algeria focus on emotional intelligence integration and improvement?
- Does employee's engagement at PSC Algeria respond to the company's perceptions?

### **1.3. Hypotheses**

In attempt to response to our research question, we anticipate by proposing the following hypotheses:

- Employee engagement will increase significantly after integrating emotional intelligence at workplace.
- Employee engagement will not increase significantly after integrating emotional intelligence at workplace.

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<sup>4</sup> Developing emotional intelligence for increased work engagement, organizational commitment, and satisfaction with work life 9/15/2020 1:09 PM Stellenbosch University <http://scholar.sun.ac.za>

## 2. Research design and methodological demarche

Both emotional intelligence and employee engagement are important in today's organization; hence, the present study focuses particularly on tools and methods in purpose to reveals the nature of such tie between two concepts.

In the social sciences, variables are considered related when changes in the value of one variable bring about either positive or negative changes in the value of the other variable (Frankfort-Nachmias & Nachmias, 2008). Further, the choice of methodology is one of the important steps for the conduct of a research work.

Sellitz (1990) defined the research design as the arrangement of conditions for collection and analysis of data in a manner that aims to combine relevance to the research purpose with economy in procedure. The research serves as an outline, plan or strategy for the investigation of the problem (Christensen, 2006), concentrating on the fundamental question of which type of study will be assumed (Mouton, 2001).<sup>5</sup>

A quantitative approach to research is appropriate when the researcher is seeking to identify variables, relating the variables to a research question, using standards of validity and reliability of an instrument intended to measure the information numerically, and employing statistical analysis for data interpretation (Creswell, 2009). This quantitative research project collected data and statistically analyzed the relationships between the two variables.<sup>6</sup> The benefits of conducting quantitative research are that findings are generalizable and the data is objective (Terre Blanche et al., 2006).

Thus, the main objective of this study is to identify the unfolding and progress of the two variables at PSC and evaluate the results, using the famous instrument of data collection: Questionnaire, which requires less time than the interviews especially with the current circumstances.

Even further, in order to have a good study and focus on its effects in a workplace, several methods of collecting adequate and authentic information with our subject have been used, we quote; books and articles that are in relation with our theme, previous studies on the subject and

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<sup>5</sup> The relationship between emotional intelligence, work engagement, creativity and demographic variables; 9/15/2020 1:09 PM <https://core.ac.uk/download/pdf/83637176.pdf>

<sup>6</sup> Trait Emotional intelligence, motivation, engagement, and intended retention of court-appointed special advocate volunteers 9/15/2020 1:09 PM <https://scholarworks.waldenu.edu/dissertations>

other documents. This will allow us to deepen the subject from different angles and to come out with consistent and logical results.

## **2.1 Sample and data collection procedure**

The present study is descriptive and quantitative in nature, and the data collection is accomplished through an online survey questionnaire among current employees at PSC Algeria. The participants were sampled across various departments and ranks. In addition, the sampling technique will allow select data from multiple sections or departments; furthermore, it will reduce selection bias.

The questionnaire is conveniently and directly delivered to PSC's employees.

## **2.2 Location (statistical population) and time of research:**

The statistic group for this research has been the external auditors of PSC Algeria, and the total number of this company is 80 employees, 50 of them represent our targeted population, according to the Human Resources Management.

The initial study and the period of conducting our research has been a time span of 4 months by the end of May 2020.

However, regarding the circumstances, we could not continue our research on the ground.

## **2.3 Methods and instruments applied for data gathering:**

Contacting the managers of PSC Algeria, various departments agreed to participate in our study. A total of 50 questionnaires prepared and sent at the employee platform. Besides, the participants were assured of the confidentiality of the data.

The questionnaire is divided into four parts: the first is dedicated to the demographic characteristics; it comes the second part, which deals with the employee engagement; finally, the third part is focused on emotional intelligence

### **2.3.1 Measurement of variables and data analysis:**

As will be detailed in this section, this study will be mainly approached using scales from the existing literature. We have used the "Five point scales *Likert*" as the measure of variables, ranging from 1="Strongly disagree" to 5="Strongly agree" in the questionnaire.

The survey mechanism was first prepared in English and then translated into French.

### **2.3.2 Statistical tools:**

In order to examine the relationship between Emotional Intelligence and Employee Engagement, many tools will be used, such as Pearson correlation and regression analyses.

For the computation, purpose (EXCEL) will be used followed analysis and interpretations.

## **3. Definition of terms**

The following section is dedicated to define the main concepts used in our research.

### **3.1 Emotional intelligence**

As organizations become increasingly aware of the importance of these vital skills that allow for a higher level of communication within teams, with customers and suppliers and all stakeholders, emotional intelligence is coming into focus as an important characteristic for leaders to possess. Emotional intelligence (EI) refers to the ability to recognize and regulate emotions in others and ourselves (Goleman, 2001). Peter Salovey and John Mayer, who originally used the term "emotional intelligence" in published writing, initially defined emotional intelligence as: A form of intelligence that involves the ability to monitor one's own and others' feelings and emotions, to discriminate among them and to use this information to guide one's thinking and actions (Salovey & Mayer, 1990). Later, these authors revised their definition of emotional intelligence, the current characterization now being the most widely accepted. Thus, emotional intelligence defined *as the ability to perceive emotion, integrate emotion to facilitate thought, understand emotions, and to regulate emotions to promote personal growth* (Mayer & Salovey, 1997).<sup>7</sup> Moreover, emotional intelligence (EI) is a type of competence that allows individuals "to identify and express emotions, understand emotions,

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<sup>7</sup> The role of emotional intelligence in leadership effectiveness\_\_ 9/15/2020 1:09 PM [https://www.academia.edu/5031089/THE\\_ROLE\\_OF\\_EMOTIONAL\\_INTELLIGENCE\\_IN\\_LEADERSHIP\\_EFFECTIVENESS](https://www.academia.edu/5031089/THE_ROLE_OF_EMOTIONAL_INTELLIGENCE_IN_LEADERSHIP_EFFECTIVENESS)

assimilate emotions in thought, and regulate both positive and negative emotions in the self and in others” (Matthews, Zeidner, & Roberts, 2004, p. 3).<sup>8</sup>

The following definitions clarify the terminology used in this study:

Emotional Intelligence is the ability to understand and manage the emotions of oneself and others (Boyatzis, Goleman & McKee, 2001). This definition is widely regarded as the perspective of the "capacity model" because it narrowly defines emotional intelligence (Weinberger, 2014).

According to Goleman (1996), emotional intelligence is the capacity for recognizing our own feelings and those of others, for motivating ourselves, and for managing emotions well in us and in our relationships.

Emotional intelligence is defined as the ability to adaptively perceive, understand and regulate emotions in oneself and others person (Salovey and Mayer, 1990, Schutte et al., 1998).

In the same vein, Salovey and Mayer (1990) defined emotional intelligence in terms of being able to monitor and regulate their own as well as others’ emotional feelings, and to use feelings to guide thought and action. It is about recognizing our own emotional state and the emotional states of others, it is also about engaging with others in ways that draw people to you. For long, it has believed that success at the workplace depends on your level of intelligence or intelligence quotient (IQ) as reflected in your academic achievements, exams passed, marks obtained. However, how bright are you outside the classroom, this is termed as emotional quotient (EQ), which is a different way of being “smart”.<sup>9</sup>

### **3.2 Employee engagement**

Engagement is a positive, fulfilling, work-related state of mind that is characterized by vigor, dedication, and absorption. Rather than a momentary and specific state, engagement refers to a more persistent and pervasive affective-cognitive state that is not focused on any particular object, event, individual, or behavior. Vigor is characterized by high levels of energy and mental resilience while working, the willingness to invest effort in one’s work, and persistence even in

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<sup>8</sup> Trait Emotional intelligence, motivation, engagement, and intended retention of court-appointed special advocate volunteers 9/15/2020 1:09 PM <https://scholarworks.waldenu.edu/dissertations>

<sup>9</sup> The Effects and Levels of Emotional Intelligence on Leadership Styles and Employee Morale” 2/10/2020 2:55 PM [http://www.cn.edu/libraries/tiny\\_mce/tiny\\_mce/plugins/filemanager/files/Dissertations/DissertaionsFall2017/Sheree\\_Cumberlander.pdf](http://www.cn.edu/libraries/tiny_mce/tiny_mce/plugins/filemanager/files/Dissertations/DissertaionsFall2017/Sheree_Cumberlander.pdf)

the face of difficulties. Dedication refers to being strongly involved in one's work and experiencing a sense of significance, enthusiasm, inspiration, pride, and challenge. Absorption is characterized by being fully concentrated and happily engrossed in one's work, where by time passes quickly and one has difficulties with detaching oneself from work (Schaufeli & Bakker, 2004, pp. 4-5).<sup>10</sup>

Besides, employee engagement is an organizational behavior that was articulated by Kahn in 1990 and since then it has become a top organizational concern for researchers and practitioners alike. People want to find meaningfulness at work and will employ discretionary effort in their job roles if the conditions are right. Talent management and retention have become essential aspect of human resources (HR) strategy and employee engagement is a viable solution. Employee engagement has been linked to positive organizational outcomes, that every organization seeks to retain their employee, frown at high employee turnover and increase positive organizational outcomes. In most organizations, HR professionals have recognized employee engagement as a problem facing industries.<sup>11</sup>

As a basic definition, employee engagement is an attitude, behavior and an outcome. It incorporates involving and motivating staff members to encourage them to commit, collaborate and perform. Moreover, employee engagement is the emotional commitment that employees feel towards their organization and the actions they take to ensure the organization's success, and it encompasses the cognitive, emotional and social components of the work life of an employee.<sup>12</sup>

According to Kahn (1990), the concept of employee engagement is defined as the harnessing of the organizational members to their work roles. By engagement, employees employ and express themselves physically, cognitively, and emotionally during role performances". Moreover, regarding May, Gibson, & Harter (2004), defined employee engagement *as the*

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<sup>10</sup> Trait Emotional intelligence, motivation, engagement, and intended retention of court-appointed special advocate volunteers 9/15/2020 1:09 PM <https://scholarworks.waldenu.edu/dissertations>

<sup>11</sup> Employee engagement: the new model of leadership 2/27/2020 1:52 PM [https://www.researchgate.net/publication/303858020\\_EMPLOYEE\\_ENGAGEMENT\\_THE\\_NEW\\_MODEL\\_OF\\_LEADERSHIP](https://www.researchgate.net/publication/303858020_EMPLOYEE_ENGAGEMENT_THE_NEW_MODEL_OF_LEADERSHIP)

<sup>12</sup> Emma Bridger (2014), Employee engagement 3/2/2020 1:30 AM <file:///C:/Users/pc/Downloads/employee-engagement-bridger-en-24345.pdf>

*degree of meaningfulness, safety, and availability an employee reported as measured by the Psychological Engagement Scale (PES).*

Unquestionably, employee engagement yields multiple benefits. Research and statistical data show that organizations that embrace engagement are more productive and profitable, and have more satisfied customers. In addition, employees will have an overall positive attitude about themselves and their organizations.<sup>13</sup>

In the next chapter, we will briefly present our review of the literature review in order to better understand the two concepts treated in our research study.

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<sup>13</sup> Sarah Cook (2008), Essential guide to employee engagement 3/4/2020 1:34 AM  
<file:///C:/Users/pc/Downloads/the-essential-guide-to-employee-engagement-cook-en-10834.pdf>

**CHAPTER 2**  
**LITERATURE REVIEW**

## **1. Preamble**

Nowadays, organizations have accepted the fact their employees, particularly those at the managerial level are the key importance for the maintenance of good working relation among the employees, to attain a good working environment and breed productive individuals. A lead role played by emotional intelligence in every organization that portrays proficiency, capacity, aptitude, talent, potential, dexterity, and manages the sentiments and sensation of one's self and others as well.

Our concern in this literature review is to pin-down the main researches, which deals hitherto with emotional intelligence and employee engagement. It would promote further an understanding of the theoretical and conceptual framework of this study. Similar and related studies noted to help, showing that emotional intelligence and employee's engagement is a subject that needs to be undertook and viewed to be important to gain high performance, and a competitive advantage that will explain its global importance.

It is a brief history of the development of emotional intelligence that continue to capture the attention of researchers around the world, especially over the past two decades, employee engagement and the conceptualization of the two concepts concerning relevant literature, and it will provide a more in-depth view of the theoretical, historical, and current literature. As the literature review will show, both emotional intelligence and employee engagement can make a positive impact on the performance of an institution.

The literature review begins with Herzberg's theory followed by Maslow's theory, and finally moves on to our main basic concepts: emotional intelligence and employee engagement and the relationship that binds these two concepts.

### **1.1 Herzberg's two-factor theory: how does it work?**

Frederick Herzberg is the known by Two-Factor Theory, which was designed in the year 1959. Based on two hundred engineers and accountant feedback collected in the USA regarding their personal feelings towards their working environments. Herzberg defined two sets of factors in deciding employees working attitudes and level of performance, named Motivation, and Hygiene Factors (Robbins, 2009). Motivation factors are intrinsic factors that will increase employees' job satisfaction; while Hygiene factors are extrinsic factors to prevent any employees' dissatisfaction. Herzberg further that full supply of Hygiene factors will not

necessary result in employees' job satisfaction. To increase employees' performance or productivity, motivation factors must be addressed.

Two-Factor Theory is closely related to Maslow's hierarchy of needs, but it introduced more factors to measure how individuals are motivated in the workplace. This theory argued that meeting the lower level needs (extrinsic or hygiene factors) of individuals would not motivate them to exert effort, but would only prevent them from being dissatisfied.

To motivate employees, higher-level needs (intrinsic or motivation factors) must be supplied. The implication for organizations to use this theory is that meeting employees' extrinsic or hygiene factors will only prevent employees from becoming actively dissatisfied but will not motivate them to contribute additional effort toward better performance. To motivate employees, organizations should focus on supplying intrinsic or motivation factors (Robbins, 2009).

According to the setting of theory, extrinsic factors are less to contribute to employees' motivation need. The presence of these factors were just to prevent any dissatisfaction to arise in their workplaces. Extrinsic factors are also well known as job context factors.

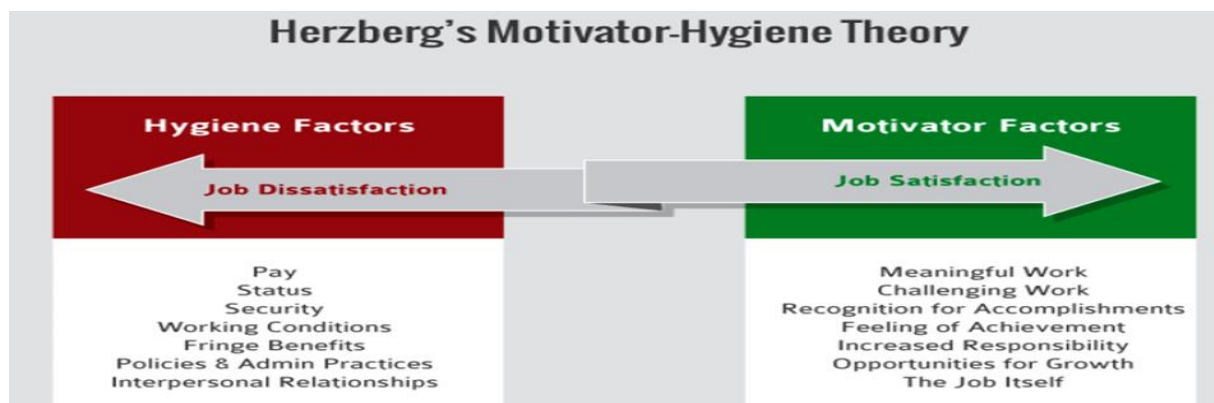
These factors serve as guidance for employers in creating a favorable working environment where employees feel comfortable working inside. When all these external factors were achieved, employees will be freed from unpleasant external working conditions that will banish their feelings of dissatisfactions, but remains themselves neutral in neither satisfied nor motivated, however, when employers fail to supply employees extrinsic factors need employees' job dissatisfaction will arise.

Intrinsic factors are the actually factors that contribute to employees' level of job satisfactions. It has widely being is known as job content factors which aim to provide employees meaningful works that able to intrinsically satisfy themselves by their works outcomes, responsibilities delegated, experience learned, and achievements harvested (Robbins, 2009).

Intrinsic factors are very effective in creating and maintaining more durable positive effects on employees' performance towards their jobs as these factors are human basic needs for psychological growths. Moreover, they will propel employees to insert additional interest into their job. If employee's productivity and efficiency are improved, they will be satisfied with motivational needs.

This theory further proposed the intrinsic and extrinsic factors are interdependent to each other. Presence of extrinsic factors will only eliminate employees' work dissatisfaction; however, it will not provide job satisfaction. On the other hand, sufficient supply in intrinsic factor will cultivate employees' inner growth and development that will lead to a higher productivity and performance; however, absent of this factor will only neutralize their feeling neither satisfy nor dissatisfy on their jobs. Extrinsic factors only permit employees willingness to work while Intrinsic Factors will decide their quality of work. These two groups of Extrinsic and Intrinsic Factors are not necessary opposite with each other, as opposite of satisfaction are not dissatisfaction, but rather no satisfaction. Similarly, opposite of dissatisfaction are not satisfaction, but no dissatisfaction (Robbins, 2009). For instance, a study by Wan Fauziah and Tan (2013) among 124 employees from electronic companies in Malaysia revealed the employees have some differences in their intrinsic and extrinsic motivation factors. Hence, organizations should modulate their operations and procedures to satisfy both intrinsic and extrinsic motivations factors of their employees.<sup>14</sup>

**Figure N° 1: Herzberg theory<sup>15</sup>**



## 1.2 Maslow's hierarchy theory or self-actualization theory

Abraham Maslow is well renowned for proposing the hierarchy of needs theory in 1943. This theory is a classical depiction of human motivation. Besides, it is based on the assumption; there is a hierarchy of five needs within each individual.

<sup>14</sup> Herzberg's two-factor theory on work motivation: does it works for today's environment 3/2/2020 2:08 AM [https://www.researchgate.net/publication/262639924\\_Herzberg's\\_Two\\_Factor\\_Theory\\_on\\_Work\\_Motivation\\_Does\\_it\\_Works\\_for\\_Todays\\_Environmen](https://www.researchgate.net/publication/262639924_Herzberg's_Two_Factor_Theory_on_Work_Motivation_Does_it_Works_for_Todays_Environmen)

<sup>15</sup><https://www.google.com/url?sa=i&url=https%3A%2F%2Fwww.bbalectures.com%2Fdifferent-types-motivation->

Motivational factors play an important role in increasing employee job satisfaction. This will result in improving organizational performance. High productivity is long-term benefits of employee motivation. Motivated employee is a valuable asset who creates value for an organization in strengthening the business and revenue growth. Motivation is going to work if the right person with suitable skills is made responsible for the job or otherwise it will be the wastage of resources and time, and will lead to job dissatisfaction.<sup>16</sup>

According to Maslow's theory, the pyramid is divided into five levels as follows in the figure 2:

- **Physiological needs:** are the need at the bottom of the triangle and include the lowest order need and, most basic. This includes the need to satisfy the fundamental biological drives such as food, air, water and, shelter. According to Maslow, organizations must provide employees with a salary that enables them to afford adequate living conditions. The rationale here is that any hungry employee will hardly be able to make much of any contribution to his organization.
- **Safety needs:** this occupies the second level of needs. Safety needs are activated after physiological needs are met. They refer to the need for a secure working environment free from any threats or harms. The rationale is that employees working in an environment free of harm do their jobs without fear of harm.
- **Social needs:** it represents the third level of needs. They are activated after safety needs are met. Social needs refer to the need to be affiliated that is (the need to be loved and accepted by other people). To meet these need organizations encourage employee's participation in social events such as picnics, organizations bowling.
- **Esteem needs:** this represents the fourth level of needs. It includes the need for self-respect and approval of others. Organizations introduce awards banquets to recognize distinguished achievements.
- **Self-actualization:** this occupies the last level at the top of the triangle. This refers to the need to become all that one is capable of being to develop ones the fullest potential. The rationale here holds to the point that self-actualized employees represent valuable assets to the organization human resource.<sup>17</sup>

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<sup>16</sup> Applying Herzberg's theory of motivation and Maslow's hierarchy of needs 8/28/2020 2:06 AM  
<http://vjothipragash.blogspot.com/2017/12/applying-herzbergs-theory-of-motivation.html>

<sup>17</sup> Maslow's Need Hierarchy Theory: Applications and Criticisms 3/2/2020 2:18 AM  
[https://www.academia.edu/36405504/Maslows\\_Need\\_Hierarchy\\_Theory\\_Applications\\_an\\_Criticisms](https://www.academia.edu/36405504/Maslows_Need_Hierarchy_Theory_Applications_an_Criticisms)

Figure N° 2. Maslow's hierarchy of needs <sup>18</sup>



When all of these need are met, we are left with the last, the highest need, the need for self-actualization. Self-actualization is reached when all needs are fulfilled, in particular the highest need. Because of the positive feedback, self-actualization is not a fixed state, but a process of development, which does not end. By bringing together the two theories, we notice there is an emotional state and side for both of the theories, also they contain and encourage the employee engagement, which starts by achieving the basics needs until arriving to the top of the pyramid (for Maslow's theory). Further, Herzberg who consider that motivation can lead to job satisfaction that will attain the employee engagement and enhance the emotional states by satisfying those needs that are emotionally intelligent guided.<sup>19</sup>

### 1.3 Emotional intelligence: an overview

#### Preamble

Emotional Intelligence (EI) is a developing field of study that has been the subject of a significant amount of literature, ranging from debate over whether EI is innate or learned, to the categorization of specific behaviors that define EI (Higgs, 2001). Emotions affect all human acts, and can lead to both adaptive and destructive behavior (Hayward, 2005). EI is often

<sup>18</sup>[https://www.google.com/url?sa=i&url=https%3A%2F%2Fwww.pmdrill.com%2Fmotivational-theories-pmp-exam%2F&psig=AOvVaw1lgpn0wZbP7QzrPIkJwUQF&ust=1584377424722000&source=images&cd=vfe&ved=2ahUKEwjivv\\_995zoAhUB4oUKHTpmBTgOr4kDegQIARBN](https://www.google.com/url?sa=i&url=https%3A%2F%2Fwww.pmdrill.com%2Fmotivational-theories-pmp-exam%2F&psig=AOvVaw1lgpn0wZbP7QzrPIkJwUQF&ust=1584377424722000&source=images&cd=vfe&ved=2ahUKEwjivv_995zoAhUB4oUKHTpmBTgOr4kDegQIARBN)

<sup>19</sup> A cognitive-systemic reconstruction of Maslow's theory of self-actualization 28/08/2020 01:32 AM <http://pespmc1.vub.ac.be/Papers/Maslow.pdf>

perceived to be an ability implicated in the cognitive processing of emotional information, whereas other theorists view EI as a dispositional tendency similar to personality (Higgs, 2001).<sup>20</sup>

## **2. The emergence of emotional intelligence (EI)**

The idea that there are different types of intelligence has been in the intelligence realm almost since its inception (Mayer & Salovey, 1990). Edward Thorndike in 1920 was the first individual to talk about “Social Intelligence” (Sparrow & Knight, 2008) and defined the term as the ability to understand men and women, boys, and girls, and to act wisely in human relations (Mayer & Salovey, 1990). In 1940, David Weschler, the father of IQ (general intelligence), discussed the idea of there being non-intellective aspects to intelligence. Leuner (1966) was then the first individual to link EI to psychotherapy treatments. In 1974, Claude Steiner published an article on emotional literacy followed by some groundbreaking work by Howard Gardner in 1983 who published a study on multiple intelligences. Gardner’s concepts of interpersonal intelligence (the ability to understand other individuals’ emotions and intentions) and intrapersonal intelligence (the ability to know one’s own emotions) is widely regarded as the basis for conceptualizing EI.

The construct has since evolved and has been given much attention by the academics (Gohm, 2004; Mathews, Roberts, & Zeidner, 2004; Mayer & Salovey, 1993; 1995; 1997; Mayer, Salovey, & Caruso, 2000), and popular press publications alike (Goleman, 1995; 1998). There has also been a notable increase in academic research. Concerning the conceptualization and operationalization of the EI concept, there has been much academic debate (e.g. Brody, 2004; Davies, Stankov, & Roberts, 1998; Mathews et al., 2004; Mayer, Roberts, & Barsade, 2008). According to Dulewicz and Higgs (2000), a deeper knowledge of EI could help account for variance in success criteria, both in educational and organizational contexts, not accounted for by cognitive intelligence.

Over the last two decades, the construct of EI has certainly developed not without much skepticism and debate; however, it continues to grow in popularity because of favorable empirical evidence of its usefulness, especially in the organizational setting. As a result various models and measures have been developed, providing the psychological field alternative ways

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<sup>20</sup> The relationship between emotional intelligence, work engagement, creativity and demographic variables; 9/15/2020 1:09 PM <https://core.ac.uk/download/pdf/83637176.pdf>

to conceptualize and measure the construct. Reasons for the diversity in models of EI could be attributed to the range of psychological variables have decided to include; namely from traditional personality traits like assertiveness and flexibility to mental abilities that combine skill from multiple EI areas (Mayer, Roberts & Barsade, 2008). These different models and measures of EI have resulted in practitioners and researchers debating about the construct of EI and how to be measured.<sup>21</sup>

## **2.1 Conceptualization of emotional intelligence**

Before defining EI, it is important to understand how the construct is derived at by exploring the definitions of the terms “emotion” and “intelligence.” Emotions are described as an integrated feeling-state that is composed of physiological changes, motor preparedness, cognition about action and inner experiences that emerge from an appraisal of the self or the situation (Mayer, Roberts & Barsade, 2008) and result from our perception of changes to our internal or external environments.

"An emotion is a complex psychological state that involves three distinct components: a subjective experience, a physiological response, and a behavioral or expressive response" (Hockenbury, 2007, p. 28). Most theorists agree that intelligence should be defined as “a very general mental capability that, among other things, involves the ability to reason, plan, solve problems, think abstractly, comprehend complex ideas, learn quickly and learn from experience” (Gottfredson, 1997, p. 13).

While Intelligence is composed of a hierarchy of, abilities that are needed to solve abstract reasoning problems and is largely represented by verbal and performance intelligence, as well as academic abilities (Brody, 2000).<sup>22</sup>

In addition, back to emotional intelligence, EI has been outlined in varied ways. The wide documented scientific researchers Salovey & Mayer (1990) outlined EI as “the ability to watch one’s own and others’ emotions, to discriminate among them, and to use the data to guide one’s thinking and actions” (p. 189). Bar-On (2006) defines emotional intelligence as “a crosswise of reticular emotional and social competencies, skills, and facilitators that verify however

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<sup>21</sup> Developing emotional intelligence for increased work engagement, organizational commitment, and satisfaction with work life 9/15/2020 1:09 PM Stellenbosch University <http://scholar.sun.ac.za>

<sup>22</sup> The relationship between emotional intelligence, work engagement, creativity and demographic variables; 9/15/2020 1:09 PM <https://core.ac.uk/download/pdf/83637176.pdf>

effectively we have a tendency to perceive and categorise ourselves, perceive others and relate to them, and address daily demands” (p. 3). Goleman (1995) outlined emotional intelligence as “abilities like having {the ability} to inspire oneself and continue the face of frustrations; to manage impulse and delay gratification; to control one’s moods and keep distress from swamping the ability to think; to sympathize and to hope” (p. 34).

Goleman is considered the populist of the EI movement. Notably, he was the psychologist who introduced EI to people outside the scientific community (Matthews et al., 2004). Goleman’s work is based on the scientific work of Salovey and Mayer (Goleman, 1995) but those academic researchers say Goleman made grandiose claims in his book that were not supported by sound scientific inquiry (Salovey, Mayer, & Caruso, 2002).

The majority of EI research and theory commenced in 1990. Salovey and Mayer (1990) were the first theorists to conceptualize EI, which they defined as the ability to monitor the feelings and emotions of oneself and others, discriminate amongst them and use this information to guide one’s actions and thinking. These researchers developed a formal theory of EI by drawing on previous research on intelligence and emotions, aesthetics, brain research, clinical psychology and artificial intelligence, launching interest in the topic as being more than merely social intelligence.<sup>23</sup>

Therefore, two popular models of emotional intelligence have emerged because of previous studies.

- **Mayer and Salovey’s Ability Model**

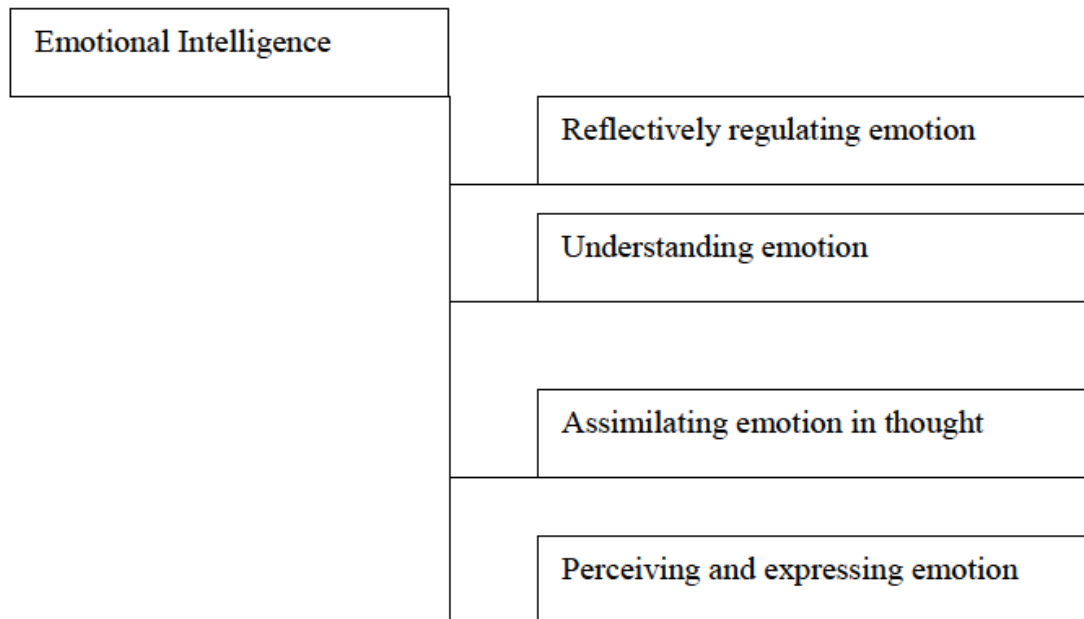
The first authors to provide a theoretical framework for EI were Salovey and Mayer (1990). Their initial model described the construct of EI as the ability to understand emotions in the self and others, and to use these feelings as informational guides for solving problems and regulating behavior (Salovey & Mayer, 1990). Furthermore, the original theory postulated that the mental processes involving emotional information include three components; the appraisal and expression of emotion, regulation of emotion and adaptive use of emotions. One of the major building blocks of the theory is that it had a strong cognitive emphasis and its aim was to distinguish EI abilities from personality and social traits. According to Gardner (2005), the initial framework did include some personality traits (EI was hypothesized to distinguish between

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<sup>23</sup> The relationship between emotional intelligence, work engagement, creativity and demographic variables; 9/15/2020 1:09 PM <https://core.ac.uk/download/pdf/83637176.pdf>

warm and genuine people), therefore, Mayer and Salovey (1997) revised the model to give greater emphasis to the cognitive components of EI and to highlight the potential for emotional and intellectual growth. Based on empirical studies Mayer and Salovey (1997) refined the original conceptualization of EI to include four distinct dimensions listed in figure below.<sup>24</sup>

**Figure N° 3. A four-branch model of the skills involved in emotional intelligence  
(Mayer and Salovey 1997)<sup>25</sup>**



- **Goleman’s Competency Based Model**

In Goleman’s (1995, p. 34) published book on Emotional Intelligence which popularized the construct in the public arena, he defines EI “as the ability to motivate oneself and persist in the face of frustrations; to control impulse, and delay gratification; to regulate one’s moods and keep distress from swamping the ability to think; to empathize and to hope.” Goleman believes that EI represents all the positive qualities that general intelligence (IQ) does not (Matthews et al., 2004). In Goleman’s (1998, p. 317) published book Working with Emotional Intelligence he revised his definition and referred to EI as “the capacity for recognizing our feelings, and those of others, for motivating ourselves, and for managing emotions well in ourselves and in our relationships.” Goleman’s (1998) model expanded the original definition by Mayer and

<sup>24</sup> Developing emotional intelligence for increased work engagement, organizational commitment, and satisfaction with work life 9/15/2020 1:09 PM Stellenbosch University <http://scholar.sun.ac.za>

<sup>25</sup> Developing emotional intelligence for increased work engagement, organizational commitment, and satisfaction with work life 9/15/2020 1:09 PM Stellenbosch University <http://scholar.sun.ac.za>

Salovey (1997) by incorporating personal and social competencies. His earlier model consisted of five dimensions of EI and twenty-five emotional competencies. The dimensions included self-awareness, self-regulation and motivation under personal competencies and empathy and social skills under social competencies. Additionally, Goleman's model significantly differs from Mayer and Salovey's (1997) ability model. Goleman (1995; 1998) places a strong emphasis on EI and its application in the workplace. He further revised his model after statistical analysis reduced his initial twenty-five emotional competencies to twenty, and the initial five domains to four dimensions. Goleman (2001) revised competency based model is illustrated in table below.<sup>26</sup>

**Figure N° 4. Goleman's (2001) Model of Emotional Intelligence<sup>27</sup>**

Individual		Individual Relationship and Interaction with Others	
Self Awareness	Self Management	Social Awareness	Relationship Management
Self Confidence	Self Control	Empathy	Developing Others
Accurate Self Assessment	Trustworthiness	Service Orientation	Influence
	Conscientiousness	Organizational Awareness	Communication
	Adaptability	Empathy	Conflict Management
	Achievement Drive		Leadership
	Initiative		Change Catalyst
			Building Bonds and Teamwork
			Collaboration

\* Goleman and Boyatzis *et al.* [28,29].

## 2.2 Measuring Emotional Intelligence (EI)

Because of various conceptualizations of EI, researchers and test designers have developed many measurement tools that favor their preferred school of thought. For the purpose of this study, four widely used and empirically tested measures of EI will be discussed, with specific reference to its applicability in the workplace. The first measure to be reviewed is the Mayer-Salovey-Caruso Emotional Intelligence Test (MSCEIT), which is the only performance-based EI measure. The following two measures are the popular Bar-On Emotional Quotient Inventory,

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<sup>27</sup> Developing emotional intelligence for increased work engagement, organizational commitment, and satisfaction with work life 9/15/2020 1:09 PM Stellenbosch University <http://scholar.sun.ac.za>

EQ-I (Bar-On 1997) and a more recent measure based on the trait EI perspective, the Trait Emotional Intelligence Questionnaire (TEIQue), developed by Petrides and Furnham (2003). Both of these measures are self-report measures. The final measure is the Swinburne University Emotional Intelligence Test (SUEIT), developed by Palmer and Stough (2001). This measure was developed from a large-scale study, which involved a factor analysis of the main measures of EI, extracting the underlying common dimensions from each of the measures (Palmer & Stough, 2001).<sup>28</sup>

### **2.3 The Value of Emotional Intelligence in the Workplace**

Research conducted in the last decade has provided substantial empirical support for the value of EI in the workplace (Carmelli, 2003; Cote' & Miners, 2006; Dulewicz & Higgs, 2000; Lam & Kirby, 2002; Nel & De Villiers, 2004; Rosete & Ciarrochi, 2004; Sy, Tram, & O'Hara, 2006; Van Rooy & Viswesvaran, 2004; Wong & Law, 2002). In one of the earlier studies by Dulewicz and Higgs (2000), it was demonstrated clearly that EI influences work success. In this review, they defined work success as the advancement in one's work organization. The authors not only did an extensive review of the literature, but also did their own research using 100 managers from several organizations over seven years. In this study, the results provided support for the proposition that the combination of EQ and IQ is a more powerful predictor of success than either measure on its own (Dulewicz & Higgs, 2000). In support of this view Cote' and Miners (2006) found that EI is an important predictor of task performance and OCB because of its interactive effect with cognitive intelligence. Cote' and Miners furthermore argue that using cognitive intelligence tests alone to predict performance would entail an element of risk, because employees with low cognitive intelligence could perform effectively, depending on the type of job, if they have high EI. In addition, exploring the effects of EI for both leaders and followers on job outcomes, Wong and Law (2002) found that job performance is significantly correlated with EI, and that the relationship appeared to be moderated by emotional labor. They also discovered that job satisfaction is significantly correlated with EI, but emotional labor did not moderate the EI-job satisfaction relationship. In contrast, organizational commitment and turnover intention had a low and non-significant correlation with EI, but emotional labor strongly moderated the EI commitment and EI-turnover intention relationship. According to Wong and Law (2002), EI has a strong positive effect on job satisfaction regardless of the nature

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<sup>28</sup> Developing emotional intelligence for increased work engagement, organizational commitment, and satisfaction with work life 9/15/2020 1:09 PM Stellenbosch University <http://scholar.sun.ac.za>

of the job. Building on this, Carmeli (2003) empirically examined the extent to which senior managers with high EI develop positive work attitudes, behavior and outcomes.

The results of this study indicated that emotionally intelligent senior managers develop emotional attachment to their organizations and are more committed to their career. Findings also indicated that emotionally intelligent managers tend to be more satisfied with their work. A major implication from this research is that selecting senior managers who have high EI may have a positive impact on the extent to which an organization succeeds in retaining its most critical workforce. All these presented empirical studies build on the premise those individuals who are higher in EI perform better at their work. These findings should therefore encourage industrial psychologists, and human resource practitioners alike to utilize EI training interventions as a vehicle to influence work performance outcomes. These notable studies suggest that EI has value in the workplace. For the purpose of the current study, the development of EI will be investigated, as well as its impact on various positive organizational outcomes, namely that of work engagement, organizational commitment, and satisfaction with work life.<sup>29</sup>

### **3. Employee engagement: an overview**

#### **Preamble**

Employee engagement is a broad concept that is linked to a number of elements of human resource management, such as job satisfaction, commitment and career growth. Besides, employee engagement is the emotional connection of an employee towards his work with positivity. Engagement is affective, normative, and continuance commitment. Engaged employees are motivated to go beyond the required efforts to meet business goals. Segmentation is the key to managing employee commitment and productivity. Great managers are key to achieving an engaged workforce.<sup>30</sup>

The most often employee engagement has been defined as an emotional and intellectual commitment to the organization (Baumruk 2004, Richman 2006 and Shaw 2005) or the amount

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<sup>29</sup> Developing emotional intelligence for increased work engagement, organizational commitment, and satisfaction with work life 9/15/2020 1:09 PM Stellenbosch University <http://scholar.sun.ac.za>

<sup>30</sup> Engaged to perform: enhancing employee engagement of a production unit 4/2/2020 2:57 AM <https://www.pdfdrive.com/engaged-to-perform-enhancing-employee-engagement-of-a-production-unit-e53534764.html>

of discretionary effort exhibited by employees in their job (Frank et al. 2004). Although it is acknowledged and accepted that employee engagement is a multi-faceted construct, as previously suggested by Kahn (1990), Truss et al (2006) define employee engagement simply as ‘passion for work’, a psychological state which is seen to encompass the three dimensions of engagement discussed by Kahn (1990), and captures the common theme running through all these definitions. The existence of different definitions makes the state of knowledge of employee engagement difficult to determine as each study examines employee engagement under a different protocol. In addition, unless employee engagement can be universally defined and measured, it cannot be managed, nor can it be known if efforts to improve it are working (Ferguson 2007).<sup>31</sup>

### **3.1 Conceptualization of employee engagement**

There are many definitions concerning this famous subject, and we will mention the most appropriate to our topic in this study.

Using Kahn’s (1990) seminal work as the point of departure, the concept of engagement, firstly introduced by Kahn, explains how people are personally engaged and disengaged at work. He defined job engagement as “*the harnessing of organizational members*” selves to their work roles where people express themselves physically, cognitively, and emotionally during role performances.

Mike Johnson defined employee engagement as “*the ability to engage employees, to make them work with our business, is going to be one of the greatest organizational battles of the coming 10 years*”.

Gallup suggested that engaged employees are “*psychologically committed to their work, go above and beyond their basic job expectations, and want to play a key role in fulfilling the mission of their organizations*”, whilst disengaged employees were said to be “*uninvolved and unenthusiastic about their jobs and love to tell others how bad things are*” (Blizzard, 2004).

Nokia Siemens Networks (2008), describes being engaged as “*an emotional attachment to the organization, pride and a willingness to be an advocate of the organization, a rational*

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<sup>31</sup> Employee Engagement: Review of Literature 4/2/2020 2:45 AM <https://www.pdfdrive.com/chapter-2-employee-engagement-review-of-literature-e48333185.html>

*understanding of the organization's strategic goals, values, and how employees fit and motivation and willingness to invest discretionary effort to go above and beyond."*

IES defined and developed a comprehensive definition of engagement: *"A positive attitude held by the employee towards the organization and its values. An engaged employee is aware of business context and works with colleagues to improve performance within the job for the benefit of the organization. The organization must work to develop and nurture engagement which requires a two-way relationship between employer and employee"*. (Robinson et al., 2004).

The above definitions highlight that employees need to feel safe and secure to be themselves, to be engaged, without the fear of repercussions. As with other definitions, consultants, and researchers also define engagement as a state of mind, where people would be able to involve themselves fully and have considerable energy and passion for their work and an intellectual and emotional connection to their work and firm. <sup>32</sup>

### **3.1.1 Evolution of employee engagement**

Kahn first used the term of employee engagement in 1990. Kahn's research on personal engagement and disengagement at work tested the factors at work, which contribute to engagement and disengagement. He found that the individual and contextual sources of meaningfulness, safety, and availability had a significant impact on engagement.

During the mid-1990's, Gallup started to refine and extend their Q12. The Q12 is a twelve questions copyrighted survey asking such questions as, "Do you know what is expected of you at work? And, do you have the best friend at work?" Gallup has asked these questions millions of times and created a significant database and spawned the industry of employee engagement. Gallup's questions were simple and the implications of a more engaged workforce were compelling.

There has been many studies conducted on engagement in the past decade but concerns about the meaning, measurement, and theory of employee engagement remain. In one of the articles, concerns have been reviewed and a theory of employee engagement has been proposed that

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<sup>32</sup> Employee Engagement :A review of current thinking 4/2/2020 3:07 AM  
<https://www.pdfdrive.com/employee-engagement-e54407178.html>

integrates Kahn's (1990) theory of engagement and the Job Demands–Resources (JD-R) model (Bakker & Demerouti, 2007).<sup>33</sup>

### 3.1.2 Distinguishing between Employee Engagement and similar constructs:

- **Job Satisfaction:** An employee may be satisfied with a job but not engaged. Job satisfaction may lead to employee contentment and retention but employee engagement promotes increased productivity. An engaged employee is deeply involved and invested in their work. The factors that drive employee engagement, however, are different from those that drive satisfaction. Engagement factors include Meaning, Autonomy, Growth, Impact, and Connection. Employee satisfaction is the foundation upon which employee engagement can grow and thrive. In order to have a fully engaged employee, employee's satisfaction is needed.<sup>34</sup>
- **Commitment and employee engagement:** Both employee engagement and commitment are different. Engagement is a driving force for commitment, but not vice versa.

Employee engagement happens once staff exhibit interest in their jobs, and area unit willing to exert an additional discretionary effort to urge the desired results. It's associate degree factor of motivation. Associate degree engaged worker as outlined by Bevan et al (1997) as somebody World Health Organization is alert to business context, and works closely with colleagues to enhance performance inside the duty for the good thing about the organization. Moreover, associate degree engaged worker has a lot of tenderness and dedication towards the duty he/she performs than organization. Worker commitment is distinctive with the organization, feeling proud to travel to figure, however might not be willing to put extra effort. Nevertheless, a highly committed and high-engaged employee would be excited about the job, put maximum effort into his/her duties and identify with the organization.<sup>35</sup>

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<sup>33</sup> Employee Engagement: Review of Literature 4/2/2020 2:45 AM <https://www.pdfdrive.com/chapter-2-employee-engagement-review-of-literature-e48333185.html>

<sup>34</sup> Employee Engagement: Review of Literature 4/2/2020 2:45 AM <https://www.pdfdrive.com/chapter-2-employee-engagement-review-of-literature-e48333185.html>

<sup>35</sup> Employee Engagement: Review of Literature 4/2/2020 2:45 AM <https://www.pdfdrive.com/chapter-2-employee-engagement-review-of-literature-e48333185.html>

### **3.1.3 The current state of employee engagement**

Two roads are diverging on employee engagement. One seems to lead to the end of engagement as a fad that failed to realize its promise, and will integrate so closely, into how we lead and manage our people using this term that will become superfluous. The second road has work revolving around engagement rather than engagement revolving around work.<sup>36</sup>

## **3.2 Why Organizations are adopting employee engagement**

As Federman (2009) cited, employee engagement offers a comprehensive framework that helps business leaders to attach their overall business strategy with the human resource. Employee engagement Programs, if effective, aids in building a geographical at workplace with committed employees, meaningful environment, and stronger employer-employee relationships and provides competitive advantage.<sup>37</sup>

### **3.2.1 Impact of employee engagement**

The failing global economy has created a huge shift on the way business takes place (McCuiston & DeLucenay, 2010). Employee engagement matters to both the employee and the organization. Employees can utilize the contract agreement provisions to impede the attainment of the organizational goals and objectives. Cooper-Thomas, Paterson, Stadler, and Saks (2014) establishing that high levels of expectations and frequent performance reviews can increase employee participation and cooperation. The scarcity of resources has lead organizations to think more about reducing costs and increasing productivity and efficiency. Moreover, reduced variation in processes can reduce cost over time as it relates to process improvement (Emrouznejad, Anouze, & Thanassoulis, 2010); however, an organization must continue to incorporate processes that can enhance employee engagement. McCuiston and DeLucenay (2010) noted short-term cost cutting processes are not uniformly successful. Employee engagement has emerged as one of the greatest challenges in today's workplace. With complexities and stringent regulations in many organizations, employee engagement will continue to challenge organizations in the future (Mishra, Boynton, & Mishra, 2014). This aspect challenges management because engagement is a critical element in maintaining the

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<sup>36</sup> Employee Engagement: Review of Literature 4/2/2020 2:45 AM <https://www.pdfdrive.com/chapter-2-employee-engagement-review-of-literature-e48333185.html>

<sup>37</sup> Employee Engagement: Review of Literature 4/2/2020 2:45 AM <https://www.pdfdrive.com/chapter-2-employee-engagement-review-of-literature-e48333185.html>

organization's vitality, survival, and profitability (Albercht, Bakker, Gruman, Macey, & Saks, 2015; Breevaart et al., 2013; Fardale & Murrer, 2015). Organizations that have highly engaged employees have greater profits than those that do not (Society for Human Resource Management [SHRM], 2014). Organizations with highly engaged employees experience increased customer satisfaction, profits, and employee productivity (Ahmetoglu, Harding, Akhtar, & Chamorro-Premuzic, 2015; Carter, 2015; CooperThomas et al., 2014; Vandenabeele, 2014).<sup>38</sup>

### **3.2.2 Measurement of employee engagement**

In 1998, Gallup developed a questionnaire, the Gallup Workplace Audit (GWA), based on more than 30 years of research and used to assess more than 17 million employees. This tool was developed to help provide reliability and validity to the psychometric data of engagement questionnaires. Gallup's Workplace Audit linked 12 core elements to critical business outcomes that could best predict employee performance, and measure employee perceptions of workplace characteristics. This workplace audit has undergone revisions with the current version known as Gallup Q12. Gallup's scientists used the questionnaire to study the relationships of employee engagement and employee satisfaction and their effects on business, work profitability, productivity, employee retention, merchandise shrinkage, accidents, absenteeism and customer satisfaction. The workplace audit can be used in any company's engagement questionnaire. In addition to the standard questions, specific questions can be added to an individual organization. Gallup researchers recommend adding questions that address any unique culture or issue that organization is facing.<sup>39</sup>

### **3.2.3 Relationship between emotional intelligence and employee engagement:**

Research has found that EI is related to concepts similar to engagement such as personal satisfaction (Abraham, 2000; Martinez-Pons, 2000), work attitudes, behavior and outcomes (Carmeli, 2003), self-esteem (Schutte, Malouff, Simunek, Hollander & McKenley, 2002) and job satisfaction (Sy et al., 2006). Jonker and Joubert (2009) stated that because

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<sup>38</sup> Effective employee engagement in the workplace 4/23/2020 00:18 AM  
<https://scholarworks.waldenu.edu/cgi/viewcontent.cgi?article=1239&context=ijamt>

<sup>39</sup> A study of employee engagement, job satisfaction and employee retention of Michigan CRNAs 4/2/2020 5:14 PM  
<https://www.pdfdrive.com/a-study-of-employee-engagement-job-satisfaction-and-employee-retention-of-michigan-crnas-e58690308.html>

of the sturdy relationship between EI and several other psychological well-being parts, there is potential with relevance EI predicting engagement at the workplace.

EI involves an awareness and regulation component that is important in maintaining positive emotional states (Herman, 2012). Carson and Carson (1998) found EI to be related positively to important employment experiences and individuals' emotional attachment to their current careers, and jobs. Moreover, Inceoglu and Warr (2011) found that engaged individuals were more likely to be emotionally stable, socially proactive and achievement oriented. Lamberti's (2010) research identified engagement and EI as two of six drivers of organizational energy. Additionally, employees need to manage their emotional state to maintain a high level of EE (Frederickson, 2001).

In the past, the majority of EE research has focused on external factors, including antecedents to EE, and minimal research has been conducted on internal factors, such as EI and EE. Bakker, Hakanen, Demerouti and Xanthopoulou (2007) found that job resources reduced the effects of job demands on EE. Bakker, Schaufeli, Leiter, and Taris (2008) posed that engagement not only stems from job resources, but from personal resources as well. Furthermore, engaged employees often experience positive emotions (Bakker & Demerouti, 2008). This indicates that having personal resources such as EI protects levels of EE from diminishing.

Gibbons (2006) defined employee engagement as a heightened emotional and intellectual connection that an employee has for their job, organization, manager or co-workers, which influences the employees to apply additional discretionary effort to their work. May et al. (2004) argued that emotional experiences are related to engagement.

Kahn (1990) suggested psychological differences among individuals might influence their ability to engage in their work. Kahn (1990) also highlighted the importance of creating an environment where interpersonal relationships and managerial style creates a supportive atmosphere to establish EE.

Interpersonal relationships are a key component of EI; sociability in particular is one of the characteristics of trait EI. Khuong and Yen (2014) reported that employees with higher sociability were also more engaged with their jobs. additionally, they found sociability predicted employee job engagement. As EI provides the basis for interactions with the environment, it is safe to assume that EI will affect how individuals engage with their work.

Research conducted by consulting firm Towers Perrin (2003, 2007) suggested that emotions and rationality are key elements of engagement that influence an individual's level of satisfaction, accomplishment and inspiration to do good work. Ravichandran, Arasu and Kumar (2011) found a significant linear relationship between overall EI and overall EE behaviour. However, they found that EI alone would not predict EE.

Herman (2012) correlated total EI with the sub-dimensions and found no stable consistent associations. Thor (2012) found a moderate relationship between EI and EE, with EI predicting EE. The dimension of self-management had the strongest relationship with EE.

De Clercq, Bouckennooghe, Raja and Matsyborska (2013) reported that positive emotions such as optimism, happiness, and joy are associated with high levels of EE and are more frequently experienced by emotionally intelligent individuals. Jackson (2014) reported that EE significantly predict trait EI, with trait Emotional Intelligence acting as a partial mediator of the relationship between Employee Engagement and performance.

In the next chapter, we will present our studied institution and the reasons for this choice, after that, we will process our questionnaire in PSC Algeria, the results and the comments.

**CHAPTER 3**  
**CASE STUDY: PSC Algeria**

## **1. Presentation of the studied institution: PSC Algeria<sup>40</sup>**

PSC is a global measure, which operates in over 100 countries and covers 90% of the world's population, and study both consumer and market behavior and gives a comprehensive view of trends and habits around the world.

### **1.1 Fields of activity**

PSC operates in the following fields of activity:

- Remote management of relations between companies and customers;
- Assistance to customers or distribution networks;
- Loyalty;
- Information;
- Telesales;
- Market share;
- Remote collection, etc.

In addition, PSC offers the following products services:

- Consumer information;
- Consumer research;
- Market measurement.

### **1.2 Brief view of PSC**

PSC Holdings plc is an international and independent data and measurement firm. It operates in over 100 countries and employs approximately 44 k people worldwide.

In addition, PSC fields for fast-moving consumer goods, consumer behavior, and media. Further, PSC provides clients with data about what consumers watch (programming, advertising) and what they buy (categories, brands, products) on a global and local basis and how those choices intersect.

The company's operations cover emerging and developing markets around the world.

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<sup>40</sup> PSC Algeria was installed in Algeria in 2003, as a public limited company as a legal form. Furthermore, PSC Algeria is present in the Algerian private sector with a capital of 3,000,000.00 DA.

### **1.3 Company organization chart**

PSC is a private company with its own culture and structure, and the breakdown of departments is generated by the parent company which is located in the United States and which manages its subsidiaries worldwide.

PSC Algeria represent a subsidiary company, and distribution of departments and its containers is as follows:

#### **➤ Commercial and Customer service department:**

Its mission is to take charge the following practices:

- Commercial advertising and publicity.
- Carrying out public relations and transactions.
- Analyze data and generate reports to identify potential for business growth.
- Managing client relationships and identify opportunities.
- Treating customer's relationships and offering improved services.
- Assuring teamwork and providing guidelines for the behavior.
- Provide a competitive advantage.

#### **➤ Operations department**

This department generally takes care of:

- Improving operational system and procedures.
- Providing support and advice around the services.
- Assure efficient operations of high quality.

#### **➤ Finance and accounting department**

The missions of this department are:

- Establishing a solid budget and lower business costs.
- Increasing profits and developing business strategy.
- Analyzing the financial performance and support business activities.
- Ensuring compliance with relevant laws.

#### **➤ Human resources department**

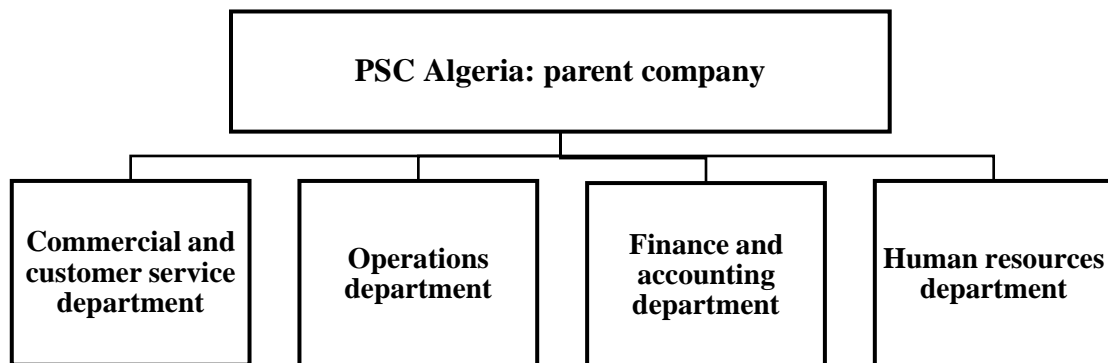
It handles different functions within an organization:

- Managing job recruitment, selection and promotion.
- Providing guidance regarding disciplinary actions.
- Developing and enforcing policies.

In the diagram below, we briefly present the organizational chart of the PSC Algeria, it should therefore be mentioned that we could not have the total and final organizational chart because this company is in the midst of a job restructuring.

The organization chart is presented as follows in the diagram below:

**Figure N° 5: PSC Algeria organization chart**



**Source: PSC internal document**

## **2. Essay to develop the implementation of emotional intelligence within PSC Algeria, discussing results of employee engagement survey and set up the relationship**

This second part displays the results of our inquiry on employee engagement and emotional intelligence referring to our research design explained previously in Chapter II.

### **2.1. The commitment of the mission**

This preliminary phase includes the framework of the EE and EI mission with PSC Algeria for a trial explanation and discussion of the impact of these two variables on the workplace.

This mission was not done because of the pandemic situation related to covid-19; it is much more about learning our theoretical field in the field, understanding it and discovering it. Therefore, this test at the level of the company PSC Algeria consists in making:

A clear view on the level of employee engagement and the position of the concept of emotional intelligence in this workplace, knowing how to combine these two concepts and how to apply them, in particular for EI with PSC Algeria employees.

### **2.2. Preparation of the mission**

This step consists of presenting certain socio-professional figures, in order to know the socio-professional situation of the company and its workforce, as well as to conduct our study and the possibility of verifying its compliance. This information concerns:

The workforce and its distribution (socio-professional categories, sex, age, seniority, tenure)...

The axes of emotional intelligence and employee engagement that we have verified:

#### **➤ Emotional intelligence**

- Importance of emotions;
- Recognition;
- Performance;
- Opportunities, missions...

#### **➤ Employee engagement**

- Expectations;
- Work quality;

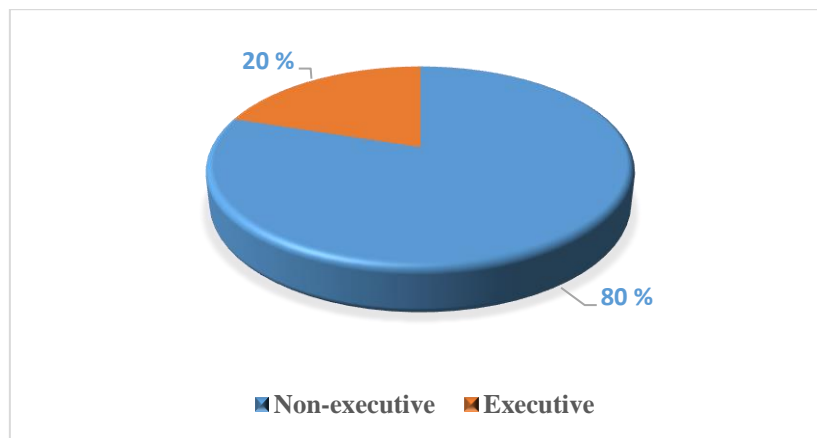
- Motivation;
- Progress...

## 2.3. Presentation of the workforce of the company studied

### 2.3.1. Presentation of results

- Distribution of the workforce of PSC Algeria according to professional seniority

**Figure N° 6: Job seniority**



**Source: PSC internal document**

Starting with job seniority, our sample consists of 50 employees, 10 of them are in the executive system, while the rest (40) are non-management employees.

This pyramidal distribution of human capital therefore seems logical because of the nature of the work of PSC Algeria.

- **Distribution of PSC Algeria's workforce by age**

**Figure N° 7: The histogram of ages**



**Source: PSC internal document**

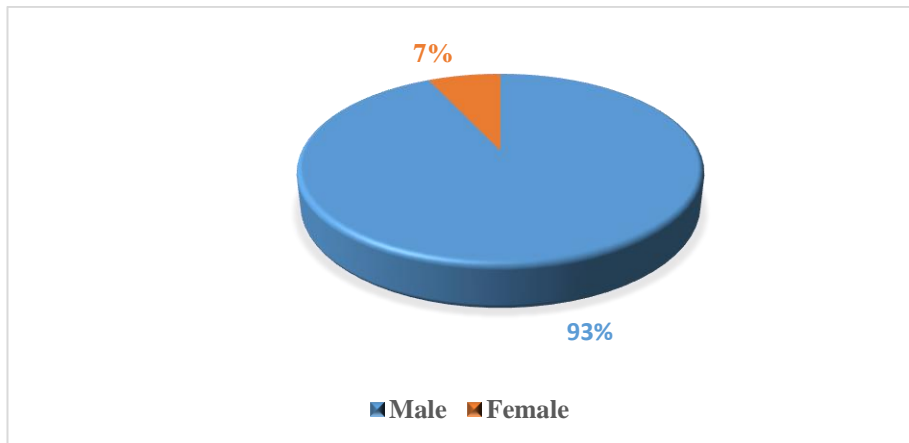
In accordance with the histogram above, we notice that the average age of PSC Algeria employees is young; the age range is limited between 24 and 45 years, which means a youth enterprise. Such statement leads us to the next question: why the population is young?

In our viewpoint, this is mainly because of the fact that the classified job attracts more young people. Besides, the company gives the opportunity, even in the management levels, to a new graduate and a first job seeker where other companies can manifest more skepticism towards young people.

According to the head of the Human Resources Management department, PSC Algeria adopts this politic “targeting young employees” to comply with the work requirements of external auditors in the field.

- Distribution of the workforce of PSC Algeria by sex

**Figure N° 8: Sex**

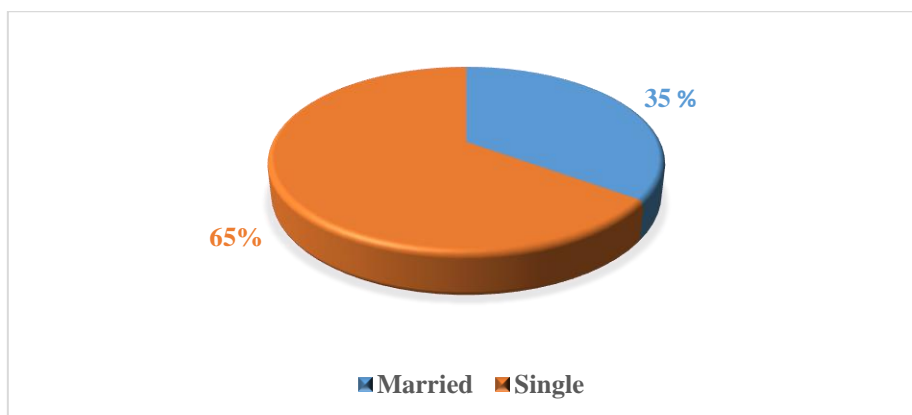


Source: PSC internal document

The majority of PSC employees are men with 90% versus 10% women. This low rate is justified by the harshness of the company's activity, which requires strength in the majority of tasks, even if the company gives equal opportunities. It should be noted that 80% of the population working in the field is less attractive for women candidates.

On the other hand, the Algerian regulation of labor law n ° 88-07 of January 26, 1988 relating to occupational health, safety and medicine in Article 11, Chapter 2 declares: *"In addition to the legislative provisions in force, the employer organization must ensure that the work entrusted to women, minors and disabled workers do not require an effort exceeding their strength."*

**Figure N° 9: Marital status**

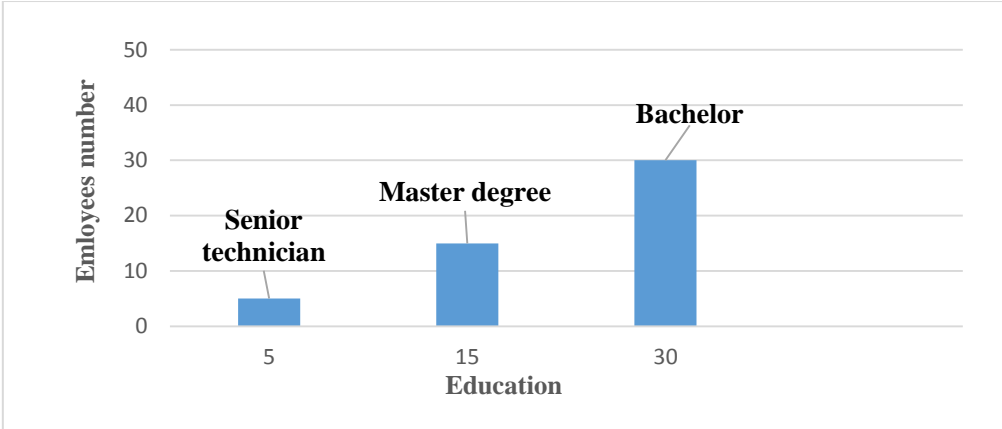


Source: PSC internal document

According to this pie chart, we observe that more than 30 employees are single, against 17 that represents employees married at PSC.

This field is more attractive for young; as a result, the majority of those employees are single.

**Figure N° 10: Educational background**



**Source: PSC internal document**

The histogram above displays three levels of education at PSC, 5 represents senior technicians, 15 are for the master's and the largest number represents baccalaureate holders with 30 employees.

**Figure N° 11: Job tenure**



**Source: PSC internal document**

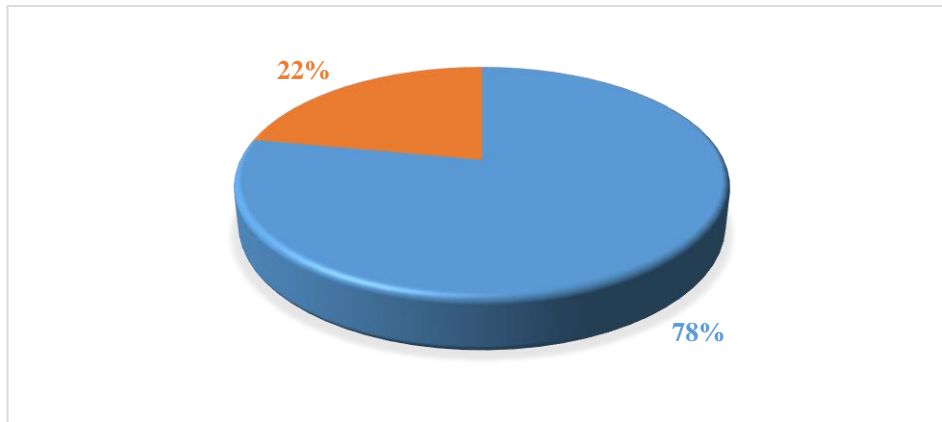
Infer from this histogram, only four employees have more than 10 years at work, twenty of them are between 3 to 5 years, and the last bar with twenty-six for employees who have less than 3 years at work.

After presenting our sample of population, we will present in the following tables the responses to our survey questionnaire on EI, and then we will present a two-year comparative result (2018/1019) on EE.

At the end, we will discuss the results and their consequences on our field study, thus, to come out with persevering recommendations, which will be at the service of PSC Algeria.

➤ **Emotional intelligence questionnaire**

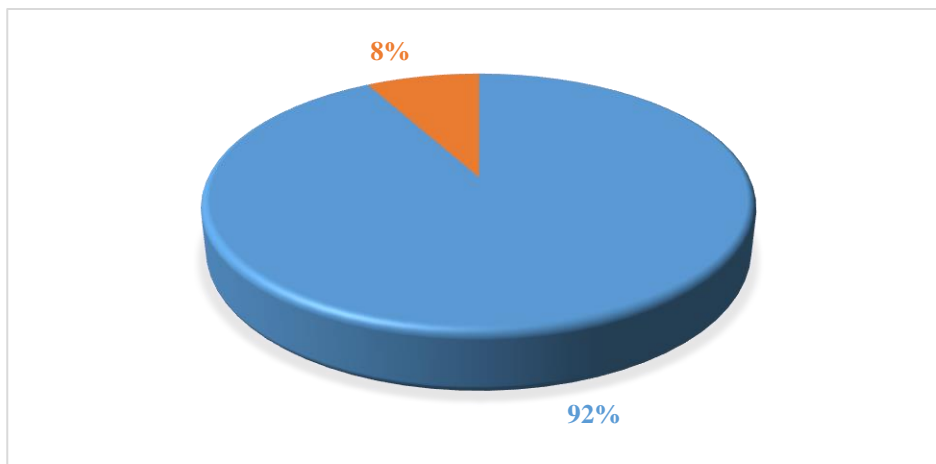
**Figure N° 12: Do you know emotional intelligence?**



Source: PSC internal document

According to this pie chart, 39 of PSC Algeria employees have answered that they already know the concept of emotional intelligence, while 11 of them answered negatively.

**Figure N° 13: I believe that emotions play an important role at workplace**



Source: PSC internal document

The circular diagram below shows that the majority of PSC Algeria employees believe that emotions play an important role at workplace, against four employees who do not believe that emotions have no role at workplace.

**Table N° 1: I am looking for mutually beneficial and respectful relationships**

Degree of agreement	Number	%
Strongly disagree	2	4%
disagree	/	/
Neither disagree nor agree	8	16%
agree	8	16%
Strongly agree	32	64%

**Source: PSC internal document**

The results of this table show that only two of our study population do not agree and they are not in search for beneficial and respectful relationships, eight of them have no opinion on the subject, and a majority with more than thirty employee agree.

It is worthy to notice that the search for beneficial and respectful relationships is an ethical and professional matter, which allows employees to work in a serene environment and in better conditions.

**Table N° 2: I recognize how my feelings affect my performance**

Degree of agreement	Number	%
Strongly disagree	5	10%
Disagree	3	6%
Neither disagree nor agree	8	16%
Agree	12	24%
Strongly agree	22	44%

**Source: PSC internal document**

According to the results obtained on this table, we notice that more than seven of PSC Algeria employees disagree and do not understand how their feelings may affect their performance, eight are neutral, twelve agree and twenty-two of them strongly agree. PSC Algeria have to work seriously and objectively on the subject of emotional intelligence with 34% of its employees, improving their emotional side and how emotions can affect their level of performance.

**Table N° 3: I actively seek opportunities to fulfill the group's missions**

Degree of agreement	Number	%
Strongly disagree	1	2%
Disagree	2	4%
Neither disagree nor agree	4	8%
Agree	11	22%
Strongly agree	32	64%

**Source: PSC internal document**

Concerning opportunities and group missions, thirty-two of employees surveyed say they strongly agree, eleven agree, four are neutral, and three of employees disagreed.

The 64% reflect the level of engagement of employees, who are well informed and committed to their missions.

**Table N° 4: I handle difficult situations with diplomacy and tact**

Degree of agreement	Number	%
Strongly disagree	/	/
Disagree	/	/
Neither disagree nor agree	7	14%
Agree	11	22%
Strongly agree	32	64%

**Source: PSC internal document**

Coming to difficult situations and how to handle them, only seven employees have no opinion on the subject, while forty-three of them agree and handle their difficult situations with tact and diplomacy.

Knowing that communication is a key factor in any business, PSC Algeria should give importance to this subject to achieve the stated objectives of the organization; therefore, more effort should be devoted to this area.

**Table N° 5: I fully understand the aspirations and goals of my organization, which represents a challenge for me**

<b>Degree of agreement</b>	<b>Number</b>	<b>%</b>
Strongly disagree	1	2%
Disagree	1	2%
Neither disagree nor agree	3	6%
Agree	12	24%
Strongly agree	33	66%

**Source: PSC internal document**

Results on the subject show that the majority of employees tend to agree to understand the aspirations and goals of their organization and why this is seen as a challenge for them, while three of them have no opinion and four employees disagree.

**Table N° 6: Comparative result of employee engagement surveys at PSC Algeria**

<b>Years</b> <b>Questions</b>	<b>2018 Results out of 5</b>	<b>2019 Results out of 5</b>
I know what is expected of me at work.	4,39	4,7
Do you have sufficient materials and training opportunities to allow you to perform your job well?	3,95	4,43
I have the opportunity to contribute in my organization.	4,1	4,56
I think that my job is recognized.	2,94	4,4
At work, my manager seems to care about me.	3,23	4,12
I feel like this a good place for my professional development.	3,51	4,24
At work, I feel that my opinions are important at workplace.	3,23	3,99
I feel aligned with the company's goals.	4,06	4,61
At work, being with a cohesive team guarantees work quality.	4,03	4,6
I believe that I have a best friend at work.	3,72	4,2
I believe that my manager seems to care about my progress.	3,22	4,3
At work, I am motivated to learn and go beyond in my role.	3,99	4,44

Source: PSC internal document

According to the table above, the 12 questions were inspired from the famous employee engagement survey of **Gallup**, which has surrounded the subject of employee engagement with relevant questions.

First of all, this table contains two parts, the first one is about the results of (2018) survey, and the second part represents (2019) results of Employee Engagement survey with Gallup organization with a scale of 1 out of 5.

Concerning the first part (2018), we notice that only 4 answers from 12 were scored 4 out of 5, those questions were related to knowing expectations at work, having the opportunity to contribute, also, feeling aligned with company's goals and work quality.

In addition, two questions were rated 3 out of 5 and close to 4, regarding learning, growth and motivation, as well as materials and equipment. Moreover, three questions from twelve were scored 3 out of 5, when it is about progress, having a best friend at work, opinions count, personal development and taking care of employees.

Finally, only one question from twelve was rated 2 out of 5, and it was about the recognition.

In the same vein, for the second part (2019), we notice a remarkable transition concerning the results of the survey questionnaire, and, as it is well described in the table above, eleven answers of twelve were rated 4 out of 5 on Gallup scale.

As it is displayed in the table, the recognition question has been increased from 2.94 to 4.4, which means that the managers clearly understood the value of the recognition of their employees who get an important role in the organization. This result is a concrete example in increasing employee engagement at workplace.

Furthermore, some responses were outstanding and scored 4 out of 5 near five, especially for expectations, feeling of being aligned with company goals and quality of work.

To sum up, we have noticed that most of the results (2018) and (2019) were different from one phase to another in responses to this questionnaire, and due to (2018) results, PSC Algeria inserted an engagement culture (politic) among its employees to increase this level, offering more recognition, encouraging and inciting managers to take the opinions of their employees into consideration, and take care of their progress and development at work.

After carrying out our investigation inside PSC Algeria, we can finally confirm or contest one of the two hypotheses found at the start of our research.

After the final results, we can say that the first hypothesis has been validated, which includes that the employee's participation will increase with the involvement of the concept of emotional intelligence, in contrast to the second hypothesis, which is related to not increasing employee participation with the integration of emotional intelligence.

In addition, following these results, we can deduce some strong and weak points that were recorded during our mission at PSC Algeria.

➤ **The strong points**

- The human resources management department is very serious and gives importance to this study, especially as regards the integration of emotional intelligence within the company;
- A very collaborative staff; all requested information has been provided;
- Efforts provided in favor of the continuous improvement of employee engagement and emotional intelligence within PSC Algeria.

➤ **The weak spots**

- Deficiencies noted in terms of emotional culture.

➤ **Recommendations**

However, through what has been noticed at the level of this company, we can say that it still has elements to develop and implement them. Despite the efforts made to improve and integrate these two concepts in the field, it is therefore desirable for the company to emphasize the following points:

- Reinforce the feeling of consideration, teamwork and belonging, by setting clear goals, and communicating them clearly;
- Adopt an emotion management policy, which seems to be strategic and necessary in the management of human resources;
- Promote and encourage social dialogue and active listening to allow satisfaction and management of employee claims.

➤ **Limits**

- The results obtained by this method were limited; we were not able to ensure the real credibility of the results due to the quarantine and the COVID 19 crisis;
- Non availability of documents (only online, electronic documents) ;
- The confidentiality of the studied institution concerning some information like the name (Strict privacy policy);
- The study lacked population diversity research.

# **CONCLUSION**

Employee engagement is the extent to which employees feel passionate about their jobs, are committed to the organization, and put discretionary effort into their work.

While emotional intelligence is the extent to which refers to the capability of a person to manage and control his or her emotions and possess the ability to control the emotions of others.

Moreover, these two notions have become very important in any organization, and affect the field of human resources, because human capital is considered a strategic lever, therefore, the establishment of a healthy and favorable environment is essential to ensure better involvement of all employees.

In our research, carried out in the PSC Algeria company, we tried to address the aspect of the impact of emotional intelligence on employee engagement, and how we can improve it from gathering data analysis.

As a result, we have found that emotions are important at work and need to be managed intelligently to be at the service of employee engagement.

This study allowed us to shed light on the deficiencies that characterize emotional intelligence, in particular within PSC Algeria, and thus to provide some necessary solutions.

The results of our work indicate that PSC Algeria tends to place more value on the concept of employee engagement, while emotional intelligence is a modern concept and integrated over time.

From our results, we can say that these two concepts discussed are important in human resource management, which tend to lead this company to manage its employees, its national and international market well.

During our study, we encountered difficulties such as the lack of previous work regarding this study at the national level, as well as the ambiguity of the topic of emotional intelligence for company staff.

Any research work is neither perfect nor completely finished, as it is inherently subject to review, correction and improvement. Nevertheless, we still hope to have more or less achieved the objectives set and that this study will be continued and completed in future work.

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- Herzberg's two-factor theory on work motivation: does it works for today's environment? 3/2/2020 2:08 AM [https://www.researchgate.net/publication/262639924\\_Herzberg's\\_Two\\_Factor\\_Theory\\_on\\_Work\\_Motivation\\_Does\\_it\\_Works\\_for\\_Todays\\_Environmen](https://www.researchgate.net/publication/262639924_Herzberg's_Two_Factor_Theory_on_Work_Motivation_Does_it_Works_for_Todays_Environmen)
- Maslow's Need Hierarchy Theory: Applications and Criticisms 3/2/2020 2:18 AM [https://www.academia.edu/36405504/Maslows\\_Need\\_Hierarchy\\_Theory\\_Applications\\_an\\_Criticisms](https://www.academia.edu/36405504/Maslows_Need_Hierarchy_Theory_Applications_an_Criticisms)
- Engaged to perform: enhancing employee engagement of a production unit 4/2/2020 2:57 AM <https://www.pdfdrive.com/engaged-to-perform-enhancing-employee-engagement-of-a-production-unit-e53534764.html>
- Employee Engagement: Review of Literature 4/2/2020 2:45 AM <https://www.pdfdrive.com/chapter-2-employee-engagement-review-of-literature-e48333185.html>
- Employee Engagement: A review of current thinking 4/2/2020 3:07 AM <https://www.pdfdrive.com/employee-engagement-e54407178.html>

- A study of employee engagement, job satisfaction and employee retention of Michigan CRNAs 4/2/2020 5:14 PM <https://www.pdfdrive.com/a-study-of-employee-engagement-job-satisfaction-and-employee-retention-of-michigan-crnas-e58690308.html>
- Effective employee engagement in the workplace 4/23/2020 00:18 AM <https://scholarworks.waldenu.edu/cgi/viewcontent.cgi?article=1239&context=ijamt>
- Applying Herzberg's theory of motivation and Maslow's hierarchy of needs 8/28/2020 2:06 AM <http://vjothipragash.blogspot.com/2017/12/applying-herzbergs-theory-of-motivation.html>
- A cognitive-systemic reconstruction of Maslow's theory of self-actualization 28/08/2020 01:32 AM <http://pespmc1.vub.ac.be/Papers/Maslow.pdf>

### **Decrees and laws:**

- MINISTÈRE DU TRAVAIL ET DE LA SÉCURITÉ SOCIALE. La loi n° 90-11 du 21 avril 1990 relative aux relations de travail, journal officiel du 25 avril 1990.

# **APPENDICES**

**Ministère de l'Enseignement Supérieur et de la Recherche Scientifique**

**École Nationale Supérieure de Management**

**ENSM – Koléa**

**Questionnaire**

Sous le thème :

**The impact of emotional intelligence on employee engagement**

**At PSC Algeria**

**Dans le cadre de la préparation d'un mémoire en Management des ressources humaines, nous vous demandons de fournir vos réponses à ce questionnaire. Vos réponses spécifiques seront totalement anonymes, mais vos opinions, en combinaison avec d'autres sont importantes.**

**Merci d'avance pour votre aimable collaboration.**

**Préparé par l'étudiante :**

**BOUREMAD Assia**

**Encadré par :**

**BELAIDI Ali**

**Les questions :**

1. Connaissez-vous l'intelligence émotionnelle ? OUI  NON

2. Je crois que les émotions jouent un rôle important sur le lieu de travail

OUI  NON

**Indiquez dans quelle mesure vous êtes en accord avec les affirmations suivantes :**

Question	Pas du tout d'accord	Pas d'accord	Ni en désaccord ni en accord (Neutre)	D'accord	Tout a fait d'accord
<b>LES QUESTIONS</b>					
3. Je recherche des relations mutuellement bénéfiques et respectueuses.					
4. Je reconnais comment mes sentiments affectent ma performance.					
5. Je recherche activement des opportunités pour remplir les missions du groupe.					
6. Je gère les situations difficiles avec diplomatie et tact.					
7. Je comprends parfaitement les aspirations et les objectifs de mon organisation, qui représentent un défi pour moi.					

**Merci pour votre collaboration !**