



## Emotional Intelligence on Employee Innovativeness: Mediating Role of Employee Psychological Wellbeing Moderating Role as Compassionate Leadership

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**Abstract:** *Emotional Intelligence (EI) is the ability to identify, assess, and control the emotions of oneself, of others, and of groups. ( Daniel Golman, 1995) Employee Innovativeness can be defined as an engagement in innovative behaviours, which includes behaviours related to the innovation process, i.e. idea generation, idea promotion and idea realization with the aim of producing innovations (Kanter 1988, Scott & Bruce 1994, Ramamoorthy, Flood, Slattery & Sardesai 2005). Employee Psychology Well Being (PWB) refers to positive mental health when individuals feel prosperous, able to accept their current and past selves, feel constantly developing, see life as meaningful and purposeful, able to establish good relationships with others, being independent in making decisions.*

**Key Words:** *Emotional Intelligence, Employee Innovativeness, Employee Psychology Well Being.*

### 1. Introduction

Now a days HR organizations face the competitive challenges of becoming a top destination for talent, building the workforce of the future, managing an agile organization and retaining top employees, all while providing strategic insight to key decision-makers. Leaders must act quickly to modernize the HR organization and align its capabilities to address these new challenges by providing training on Emotional Intelligence.

Human Resources plays a vital role in co-ordinating both internal and external customers of various levels, circumstances and ready to face any environment with special qualities like communication skills, listening skills, etc. Balancing the emotions of oneself and then empathy on the employees to proceed is Emotional Intelligence. Employee mental health and well-being impacts on workplace satisfaction, morale and productivity. To address mental health issues, employers must be mindful of various trainings to be imparted on Soft Skills like Emotional Intelligence, Personality development courses like interpersonal skills, communication skill and clear of discrimination, harassment and retaliation against employees with mental health issues. Employers should understand how to respond in the interactive process and its frequency and additionally, sensitivity training should be provided to employees and supervisors on dealing with

employees with mental health issues. During this Pandemic situation all work forces are affected in one or the other and the Human Resource personnel have the special challenges to engage, retain employees in meeting the targets of the Organization. To achieve it, he should be first motivational, innovative to keep the team motivated. HR's function focused on compliance, paperwork, payroll, and the maintenance of employee information and personnel files. However, in today's workplace, HR's role is much more strategic. HR professionals understand the emotions, productivity, Innovativeness of employees in line with business strategy, goals and priorities and ensure that talent acquisition, performance management, training, compensation, benefits, and safety and security align. Further, HR professionals are expected to use technology and analytics to track progress in all aspects of the employee lifecycle and to take care of the Psychological Well Being.

### 2. Objectives of the study

The following objectives which are set for the proposed research are:

- To evaluate the influence of emotional intelligence on employee psychological wellbeing.

- To study the relationship between employee psychological wellbeing and employee innovativeness.
- To evaluate the mediating role of employee psychological wellbeing between emotional intelligence and employee innovativeness.

To assess the moderating role of compassionate leadership on the relationship between emotional intelligence and employee psychological wellbeing; and employee psychological wellbeing and employee innovativeness

### 3. Concept of the study

The fact “Man is a Social Animal” if correct then it is supported by his Emotions he inculcates and develop. This involves they do in day to day life, in every action, decision and judgment. Intelligence is the result of an individual's opportunities to learn skills and information in a particular situation. Hence combining both “Emotional Intelligence (EI)” is derived and describes - It involves the ability, capacity, skill or a self-perceived ability, to identify, assess, and manage the emotions of one's self, of others, and of groups. Emotional Intelligence plays a vital role in corporate sector particularly for Human Resources team who has major role in dealing with human beings varies from case to case.

Those employees' whose Emotional Intelligence quotient is high having a great impact on their organizational through their Employee Engagement and Innovativeness. The environment created by the Management or facilitated by a leader place a vital role. Among the various leadership styles existing the team appreciated is” Compassionate leadership”. In this particular style the leader facilitates his team members by listening and empathizes for their Psychological Well Being that tends towards meeting the shared Vision and Mission of an Organization.

### 4. Scope of the Study

The present study focuses on the impact of Emotional Intelligence of an employee influenced under compassionate leadership. It analyses and measures the Employee's Psychological well being and measuring his Innovativeness. The study is conducted by surveying through questionnaire to Human Resource Personnel (from Managers to Senior Executive Levels) of Andhra Pradesh &

Telangana. It will also try to co-relate between the two major parameters Employee Psychological Well being and Employee Innovativeness in which Compassionate leadership environment adds the flavor in creating a positive environment and the study measures the vector.

### 5. Statement of the problem

In the present competitive world, the organizations are struggling to survive in the market. To survive and sustain in the competitive market, the organizations must have a competent workforce who can make the organizations effective and change according to the market requirements. Development of competent work force is a challenging task in front of every organization. HRD interventions assist in building strong competent work force by which their performance standards increase and improves organizational effectiveness.

The research questions which are formulated to carry out the research in proper direction are:

- 1) How will leadership play a role on Human Resource Personnel for his work life balance?
- 2) How Emotional Intelligence affects the Employees Innovativeness?

### 6. Literature Review

Emotional intelligence (EI) is the ability to identify, assess, and control the emotions of oneself, of others, and of groups. ( Daniel Golman)

- “Emotional intelligence is your ability to recognize and understand emotions in yourself and others, and your ability to use this awareness to manage your behavior and relationships” (Bradberry & Greaves, 2009).
- “Emotional Intelligence refers to the capacity for recognizing our own feelings and those of others, for motivating ourselves, and for managing emotions well in ourselves and in our relationships” (Goleman, 1998).
- “Being able to monitor and regulate one's own and others' feelings, and to use feelings to guide thought and action” (Salovey & Mayer, 1990).

## 7. Emotional intelligence and psychological wellbeing: -

The present study attempts to capture all of the aspects of positive psychological or mental functioning suggested by Ryff (1989, 1995). Following Ruderman et al. (2002), we used life satisfaction, self-esteem, and self-acceptance to assess employees' psychological wellbeing. In addition, we used somatic complaints to capture the more specific psychological state of employees. Life satisfaction refers to a cognitive evaluation or judgment of one's overall life (Diener et al., 1985). Self-acceptance refers to the degree to which one possesses positive attitudes toward her or his past life, acknowledging both unsatisfactory and satisfactory achievements (Gough and Bradley, 1996). As Ruderman and colleagues (2002) noted, self-acceptance taps into other dimensions of wellbeing such as autonomy, positive relationships with others, and initiatives and openness to new experiences, similar to those indicated in Ryff and Keyes's (1995) model of positive psychological wellbeing.

Self-esteem refers to an overall evaluation of one's worth or value (Rosenberg, 1989; Rosenberg et al., 1995). It is often used as an indicator of psychological wellbeing (see Ruderman et al., 2002). Somatic complaints include physical and mental states such as sweating, headaches, insomnia, chest pains, fatigue, dizziness, stomachaches, and palpitations (Caplan et al., 1975; Karasek, 1979). Somatic complaints reflect unsuccessful coping with strain (Leary, 1999).

Theory suggests that emotionally intelligent individuals are likely to experience a higher level of psychological wellbeing and a lower level of emotional deficit than individuals who possess a low level of emotional intelligence (e.g. Salovey and Mayer, 1990). This is because emotionally intelligent individuals are able to maintain positive mental states due to their ability to effectively manage (by recognizing, understanding, generating, regulating and promoting) their emotions (Mayer and Salovey, 1997; Salovey and Mayer, 1990). Research provides some evidence in support of this core proposition. Schutte and colleagues (2002) found that higher emotional intelligence was characteristically related to positive moods and higher self-esteem. Furnham and Petrides (2003) showed that the emotional intelligence trait

contributed significantly to the explanation of the variance in happiness after the personality traits (Big Five) had been accounted for. Petrides and Furnham (2006) found that trait emotional intelligence had a positive effect on perceived job control among both employed male and female adults; they also noted that emotionally intelligent men felt a lower level of job stress (2002) found a significant and positive relationship between overall emotional intelligence and life satisfaction, confirming findings of previous studies (e.g. Ciarrochi et al., 2000). Research also provides evidence in support of the relationship between emotional intelligence and self-esteem.

## 8. Conceptual Framework

This model assumes that the psychological wellbeing will mediate the relationship between emotional intelligence and employee innovativeness. The model also proposes that compassionate leadership positively moderates the relationship between emotional intelligence and employee psychological wellbeing. In addition, proposes that compassionate leadership positively moderates the relationship between employee psychological wellbeing and employee innovativeness.

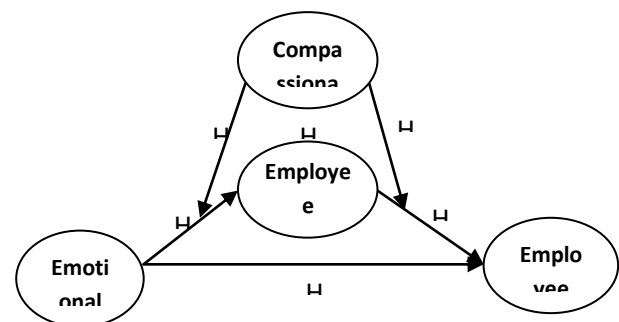


Figure 1: Hypothesized Research Model

## 9. Hypotheses

The following hypotheses are formulated and to be tested in future to find out the role of emotional intelligence and compassionate leadership on employee psychological wellbeing and employee innovativeness.

**H<sub>1</sub>:** Emotional intelligence is positively related to employee psychological wellbeing.

**H<sub>2</sub>:** Employee psychological wellbeing is positively related to employee innovativeness.

**H<sub>3</sub>:** Emotional intelligence is positively related to employee innovativeness.

**H<sub>4</sub>:** Employee psychological wellbeing positively mediates the relationship between emotional intelligence and employee innovativeness.

**H<sub>5</sub>:** Compassionate leadership positively moderates the relationship between emotional intelligence and employee psychological wellbeing; where strong compassionate leadership behavior strengthens the relation between emotional intelligence and employee psychological wellbeing.

**H<sub>6</sub>:** Compassionate leadership positively moderates the relationship between employee psychological wellbeing and employee innovativeness; where strong compassionate leadership behavior strengthens the relation between employee psychological wellbeing and employee innovativeness.

## 10. Research Methodology

The proposed study is exploratory in nature and the sampling is done through questionnaire and survey for the available data of HR Personnel working in various levels at various sectors across Andhra Pradesh and Telangana State. A relation between Emotional Intelligence and Employee's Innovativeness is derived based upon the find out obtained from the data.

**Research design:** The proposed study will be an empirical one and will be based on a combination of methodologies such as diagnostic research study, case study and survey method. For this purpose, we have data of 3000 (Three Thousand Only) Human Resource Personnel working in various manufacturing & Service sectors of Andhra Pradesh and Telangana.

**Research Universe:** This empirical study is based on primary and secondary information collected from selected Human Resource Personnel working in various Manufacturing & Service Sector at Senior Levels (Senior Executives and Managers) comprising of more than a total of 3000 (Three Thousand Only) employees. The database obtained from various reliable social media groups who are in contact with each other on day-to-day basis through various forums like Whatsapp and Telegram.

**Sampling:** The universe of the study comprises of 3000 (Three Thousand Only) Human Resource Personnel working in various manufacturing and Service Sectors situated in Andhra Pradesh and Odisha. Selection of samples will be based on stratified and random sampling methods and attempt will be made for proportionate representation of respondents.

### Determination of Sample Size

$$SS = \frac{Z^2 * P * (1-P)}{C^2} \dots\dots\dots (1)$$

(Determination of sample size for infinite population)

$$SS = \frac{SS}{\left(1 + \frac{(SS-1)}{\text{Population}}\right)} \dots\dots\dots (2)$$

(Determination of sample size for finite population)

Where SS – sample size, Z – standardized value corresponding to confidence level (95 percent level), p- percentage of population picking a choice, and C- confidence interval.

If Z= 1.96, p = 60 % = .60, 1-p = .40, c = 4 % = .04, then SS = 576 (for infinite population).

SS = 460 (for finite population) by using equation (2).

Around 600 samples (responses of Human Resource Senior Executives and Managers Levels of Various Sectors) from Andhra Pradesh & Telangana States are to be collected from the five proposed research units to check sampling errors as this is much higher than the calculated sample size.

**Data Sources:** Data will be collected from primary and secondary sources for analysis and interpretation and to justify the relevance of this study.

**Methods of Data Collection:** Data collected both from primary and secondary sources. Primary data collected from all the various active social interaction forums of Human Resource Employees working in Manufacturing and Service Sectors of Andhra Pradesh and Telangana State. For primary data collection apart from quantitative techniques, our study proposes to employ qualitative tools. As part of qualitative data collection, the techniques like observation, case study, formal and informal interviews with Human Resource Managers of local manufacturing industries can be done

manually or face to face. The secondary data collected from official records, policy documents, published reports of similar projects, journals and literature form social science discipline.

**Data Analysis:** Both qualitative and quantitative data will be analyzed in the backdrop of the project objectives. Quantitative data will be tabulated and statistically analyzed using SPSS and AMOS software. Qualitative data will be interpreted based on the information collected from the research units. The various tools which are to be used for analysis of quantitative data are descriptive statistics, factor analysis, multiple regression analysis, and Structural Equation Modeling.

### Conclusion

Human Resources plays a vital role in co-ordinating both internal and external customers of various levels, circumstances and ready to face any environment with special qualities like communication skills, listening skills, etc. Employee mental health and well-being impacts on workplace satisfaction, morale and productivity. The study addressed mental health issues, employers should remember about various trainings to be given on personality development courses such as soft skills such as emotional intelligence, interpersonal skills, communication skills, and eliminate discrimination, harassment and retaliation against employees with mental health issues. The study suggests that paying attention to the Psychological Wellbeing of employees would result in achieving higher employee engagement and also enhancing one's Innovativeness

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