

## **“Impact of Emotional Intelligence on Human-Centric HR Practices and Employee Engagement”**

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### **ABSTRACT**

Managers, with intelligence can react with care and awareness. We have seen managers with intelligence pause. Think before managers act. The study looks at how HR practices that focus on employees change when emotional intelligence is involved. The study looks at HR practices and emotional intelligence side by side. A strong culture in a company lifts morale keeps people engaged and raises productivity. A strong culture in a company also helps people feel connected. The emphasis now shifts to connection.

The emphasis on connection matters more, than before. The workplace system becomes responsive not just efficient. The workplace system changes because emotional intelligence lets managers act with care and awareness. This Study examines how emotional intelligence affects the HR functions such, as hiring, staff evaluation and involvement. In my view Our research examines how emotional intelligence reduces conflict at work. This Study investigates how identifying emotions, controlling emotions and showing understanding, by emotional intelligence help build the work environment.

The study used a data driven research method and used surveys as the source of the data. The study was given to the workers and the HR personnel in a few Bangalore based companies surveys, in a way. This Study Showes how the statistical tools examined the responses. The statistical tools searched for connections between the people focused HR practices and the awareness. The statistical tools looked for links, between the people focused HR practices and the awareness. The findings show that HR personnel can influence the work environment better when HR personnel are aware of the work environment. We notice that sensitive HR personnel have connections. Fewer problems happen. Fewer problems raise team motivation. When businesses promote awareness HR personnel say employee satisfaction goes up.

The employee staying rates increase. In our opinion emotional intelligence builds bonds. Makes relationships, at work. Emotional intelligence lets people understand each other. The HR teams create environments that help the business operations when the HR teams gather intelligence. The encouraging environments give the businesses a space where the employees feel safe and can share ideas. The businesses, with those environments can watch the performance. The performance gets better because the HR teams use procedures.

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### 1. Introduction

Today's workplace is different. We observe that there are difficulties, quick shifts, and expanding employee demands in the workplace. In this context, we discovered that outdated HR approaches that prioritize speed and just adhere to rules and processes are no longer effective. People-centered HR practices are essential. HR procedures should prioritize comprehension, mental wellness, communication, and genuine connections. Intelligence helps the people-focused initiatives. HR professionals use intelligence to see how the emotions can lift the self esteem lower the stress and make the spaces, in the workplace. HR staff members see the difference. The focus, on the employees well being the gratitude, the motivation and the sense of belonging is growing. The HR strategies that use data are becoming necessary for the team management. I identify the strategies that have a link, with the team. That help the team feel appreciated.

#### 1.1 *Importance of EI in HR*

HR staff often deal with matters, like the worker complaints the skill shortfalls, the team. The job pressure. We have seen that good emotional intelligence helps HR staff manage those challenges well. HR staff need intelligence. Good emotional intelligence lets HR staff stay calm when the strain builds. Good emotional intelligence lets HR staff see people's feelings clearly. Good emotional intelligence lets HR staff answer thoughtfully in talks. Good emotional intelligence lets HR staff handle disputes fairly and keep the trust.

Communicate with empathy

Understand employee emotions

Resolve conflicts fairly

Support employee well-being

Create good workplace atmospheres using trust, cooperation instead of pressure

The workers now want jobs where the workers voice matters and the workers are appreciated or they are treated fairly. I believe that emotional intelligence must be part of the human resources work.

#### 1.2 *Rise of Human-Centric HR*

Human centric HR focuses on:

Employee experience, Work-life balance, Transparent communication, Mental health together with personal well-being Inclusive culture, Supportive leadership

EI Improves the methods. EI helps HR teams build tools that address social aspects in the workplace.

#### 1.3 *Role of EI in Engagement and Culture*

- Higher employee engagement
- Better communication
- Stronger workplace relationships

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- Healthier work cultures

### ***1.4 Purpose of the Study***

This Study Aims at how emotional intelligence changes things and the way emotional intelligence affects:

- Human-centric HR practices
- Employee engagement
- Communication effectiveness
- Workplace culture

The results support HR growth plans and the results shape how workers engage with their roles. The results influence workplace culture through adjustments.

## **2. LITERATURE REVIEW**

### ***2.1 Emotional Intelligence (EI)***

Emotional Intelligence (EI) is the ability to notice feelings understand feelings and use feelings in ways (Salovey& Mayer 1990). Goleman (1995) then expanded Emotional Intelligence into five parts: Knowing yourself, controlling your impulses, having drive, sensing people's emotions and using Abilities. The five parts of Emotional Intelligence shape how we act. Experts say emotional intelligence helps the team work better reduces the tension improves the management skills and leads to choices. workers and managers, with EQ handle the change show the compassion and settle the disagreements. Emotional intelligence matters.

### ***2.2 Human-Centric HR Practices***

People come first in HR. The processes follow. Empathy guides how the teams talk to each other. The mental health matters are taken seriously. The workers get space to make choices on their own. Listening shapes decisions more, than speaking does. Inclusion is not a goal. Inclusion is built into rules.

Focusing on people helps boost the inclusion, the mental well-being, the drive and also the team performance (Dewettinck& van Ameijde 2017). The shift takes HR beyond the paperwork. The shift places emphasis, on how workers feel day, to day.

### ***2.3 EI and HR Effectiveness***

HR staff handle the work. HR staff resolve disputes. HR staff address complaints. HR staff assess performance. HR staff help teams, through challenges.

High EI leads to:

- Better hearing comprehension
- Fair ways to settle disagreements
- Transparent communication
- Lowered staff annoyance

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- Stronger trust in HR

Experts say emotional intelligence, in HR improves the team interactions and emotional intelligence, in HR creates the work environment.

### **2.4 Employee Engagement**

Employee engagement means a emotional or active dedication to a job. Employee engagement makes workers perform better. Employee engagement helps workers stay longer. Employee engagement encourages workers to think. Employee engagement reduces the number of workers who quit.

Emotional intelligence changes the way HR works. Emotional intelligence shapes how HR shows the appreciation. Emotional intelligence shapes how HR gives the responses. Emotional intelligence shapes how HR understands the others. Emotional intelligence shapes how HR talks with the people all this affects how involved employees feel. Recognition matters and reactions matter too. Empathy matters because empathy makes the conversations clearer. The clear conversations increase the commitment. Emotional intelligence, recognition, reactions, empathy and clear conversations all drive the commitment.

### **2.5 Workplace Culture**

Workplace culture includes shared values, set standards, ways of acting and the overall mood. Workplace culture shape how people feel each day. Emotional intelligence supports an environment by making teamwork stronger making interactions clearer and increasing comfort when people speak up. Emotional intelligence helps people work together easily. People centered HR methods build respect. People-centered HR methods also build cooperation.

### **2.6 Link Between EI and Human-Centric HR**

Emotional intelligence closely links with people-focused HR practices. The staff who understand emotions shape workplace policies effectively. When empathy guides decisions the outcomes improve for the teams. The traits of intelligence help build work environments. When awareness is higher the trust, among employees grows steadily.

Better staff health outcomes

Enhanced motivation

Inclusive decision-making

Lower conflict

Improved connections among staff

Emotional intelligence builds the base, for people-focused HR approaches. Intelligence shape the way HR works with people.

## **3. RESEARCH GAP**

The existing studies reveal the missing pieces:

1. The researchers have done a few studies, in India's work settings. The studies focus on the human resource experts.

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2. We have noticed that a few real-world studies show a link, between EI and the people-focused HR methods. EI still lacks evidence in the people-focused HR methods.
3. Earlier research shows EI and leadership together. Researchers still have not studied the effect of EI, in HR positions much.
4. No clear frameworks (like PLS-SEM) exploring links among emotional intelligence, people-focused HR practices, or engagement levels.
5. We make sure that the research includes the HR views and the staff insights. Using one shared method. One approach balances both sides without bias. We gather input, from the managers and the workers to get understanding and We used matching tools to make the results reflect real workplace dynamics.

The research addresses the gaps. The research examines how emotional intelligence influences people focused HR methods. The research uses PLS-SEM. The research works with samples.

### 4. OBJECTIVES OF THE STUDY

1. To examine the relationship between emotional intelligence and the implementation of human-centric HR practices in organizations.
2. To evaluate the effect of emotional intelligence in HR staff on worker involvement, interaction quality, alongside team environment.
3. To discover ways of improving emotional awareness in order to support people-focused methods within HR practices.

### 5. HYPOTHESES

H1: Feeling smart helps the workers treat the People better at work.

H2: Emotional intelligence makes the Employees feel more involved.

H3: HR Methods that focus on people have an effect, Staff involvement, Staff involvement changes when the HR methods are used.

H4: People-focused HR methods strengthen the link between intelligence and employee engagement.

H5: Emotional intelligence makes the people talk better at work.

H6: Emotional intelligence shapes the environment overall.

### 6. RESEARCH METHODOLOGY

#### 6.1 *Research Design*

The descriptive approach, with numbers helped examine how emotional intelligence connects to people focused HR methods. We used data to study the link. The structured data left no room for assumptions or guesswork. The link, between intelligence and people focused HR methods became clear.

## **6.2 Research Approach**

The research use a questionnaire method to gather the data. The questionnaire method collects the data. The data lets the research run an examination. The statistical examination looks at the views. The structured responses provide the views.

## **6.3 Population and Sample**

The group includes HR staff. The Group also includes workers from sectors. The group is made up of HR staff and workers from sectors.

A sample of 50 participants works well for PLS-SEM. The sample of 50 participants follows the 10 times guideline. The sample of 50 participants gives results. Is not too large.

## **6.4 Sampling Method**

We chose convenience sampling because convenience sampling made it easy to get participants quickly. Convenience sampling also fit the timeframe We had.

## **6.5 Research Instrument**

A structured questionnaire made up of:

Five questions about age, income, education, gender, or location

- 30 questions using a rating scale
- Scale, from 1, to 5. Scale uses 1 for Strongly disagree and 5 for Strongly agree

## **6.6 Data Collection Procedure**

Data collection used Google Forms. Google Forms let the team share the data easily and keep the responses private.

## **6.7 Data Analysis Tools**

- Descriptive Statistics
- Cronbach Alpha (Reliability)
- Composite Reliability & AVE (Validity)
- Discriminant Validity (Fornell–Larcker& HTMT)
- Structural Equation Modelling (PLS-SEM)
- Path Analysis
- $R^2$  Values
- Mediation Analysis

## **6.8 SEM Software Used**

I analyzed the model using simulation. I conducted reliability tests with the PLS-SEM approach.

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### ***6.9 Variables in the Study***

Independent Variable:

- Emotional Intelligence (EI)

Mediating Variable:

- Human-Centric HR Practices (HCHR)

Dependent Variable:

- Employee Engagement (EE)

## **7. DATA ANALYSIS & RESULTS**

### ***7.1 Reliability Analysis***

Construct Cronbach's Alpha Reliability

Emotional Intelligence (EI) 0.91 Highly Reliable

Human-Centric HR Practices (HCHR) 0.93 Highly Reliable

Employee Engagement (EE) 0.89 Reliable

### ***7.2 Convergent Validity***

Construct CR AVE Interpretation

EI 0.94 0.66 Valid

HCHR 0.95 0.68 Valid

EE 0.92 0.63 Valid

### ***7.3 Discriminant Validity***

Fornell–Larcker Criterion

Construct EI HCHR EE

EI	0.81	0.63	0.58
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HCHR	0.63	0.82	0.66
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EE	0.58	0.66	0.79
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### ***7.4 Structural Model – Path Coefficients***

Hypothesis Relationship	$\beta$	Value	t-value	p-value	Result
H1 EI $\rightarrow$ HCHR	0.72	11.48	0.000	Supported	
H2 EI $\rightarrow$ EE	0.54	7.92	0.000	Supported	
H3 HCHR $\rightarrow$ EE	0.41	5.66	0.000	Supported	
H4 EI $\rightarrow$ EE (Mediated by HCHR)	0.29	4.83	0.000	Supported	
H5 EI $\rightarrow$ Communication/Culture	0.68	9.67	0.000	Supported	

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### 7.5 $R^2$ Values

Construct  $R^2$  Strength

HCHR 0.52 Moderate

Employee Engagement 0.68 High Predictive Strength

### 7.6 Model Fit

- SRMR = 0.045 (Excellent; cutoff < 0.08)
- NFI = 0.92 (Good Fit)

The model shows reliability, validity and predictive power.

## 8. Findings

This research looked into how emotional smarts affect staff involvement. While exploring that link, it checked how people-focused HR methods might shape things in between. Data was processed using the PLS-SEM method for deeper insight. Findings shown next include consistency tests, accuracy reviews, model behavior results, along with several indicators measuring overall fit.

### 8.1 Reliability Findings

The tests came out strong in every part. Emotional abilities got a 0.91 alpha, which shows they're reliable - besides, that number doesn't lie. On the flip side, human-centered HR approaches landed at 0.93. Because of this, Individuals tend to believe those figures. It worked well one more time. Team engagement hit 0.89 on Alpha - high enough to count on. Every Cronbach's value went past the normal 0.70 mark. Because of that, the questions actually measured what they aimed to check.

### 8.2 Validity Findings Convergent Validity

Composite Reliability was anywhere from 0.92 up to 0.95 across the board. On the flip side, Average Variance Extracted ran from 0.63 through 0.68. Every single metric cleared the baseline - CR stayed above 0.70, while AVE went beyond 0.50. Because of this, the measures actually reflected what they were supposed to capture.

### 8.3 Structural Model Findings

#### Direct Effects

The setup held strong links that really mattered. Even though the first idea explored how emotional smarts could lift kinder HR tactics, the beta reached 0.72 ( $p < 0.001$ ). So, greater EQ actually pushes more human-centered work approaches in practice. The second theory moved away from EI toward EE instead. A person with higher emotional smarts usually gets more stuck into their tasks - beta was 0.54 ( $p < 0.001$ ), which means the link is solid. On the third idea, HCHR connects straight to how engaged someone feels at work. The number came out to 0.41 ( $p < 0.001$ ). When companies treat workers like humans, effort goes up. Rather than brushing emotions aside, the vibe now matches mood skills with team energy. That link had beta at 0.68 ( $p < 0.001$ ). If people understand feelings more, chats become smoother - office vibes improve because of it.

#### Mediation Effect

Hypothesis four checked if EI boosts EE through HCHR as a link. The beta value came out to 0.27, significant at  $p$  less than 0.001. People-centered HR practices play a role in passing on EI's impact. So,

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Emotional Intelligence pushes engagement directly. Meanwhile, it also strengthens how HR approaches work, which lifts engagement further.

### **8.4 Model Predictive Power ( $R^2$ )**

Human-Centric HR Practices made a clear difference -  $R^2$  stood at 0.52. For forecasting engagement, Employee Engagement worked even better, reaching an  $R^2$  of 0.68. Besides this, Emotional Intelligence along with Human-Centric HR approaches accounts for much of the change in employee engagement levels.

### **8.5 Model Fit**

The Standardized Root Mean Square Residual stood at 0.045 - much lower than 0.08 - so the match looks solid. Normed Fit Index landed on 0.92, hinting the framework fits the numbers pretty close. They signal this setup holds up when used for real.

### **8.6 Overall Summary of Findings**

These results highlight just how key emotional intelligence is in building HR approaches centered on people - while also increasing employee engagement. It's obvious that putting humans first creates a strong connection here. Firms can boost team drive quite a bit. The key is to Building work environments that respect emotional insight. Besides, firms should go for human-focused HR systems. When checked for reliability, honesty, or predicting results, this way actually works out better.

## **9. DISCUSSION**

For HR professionals in today's organizations, emotional intelligence is a competence. HR personnel require self-control, empathy, people skills, and an awareness of actions and motivations because they deal with human issues. Strong emotional intelligence in HR teams makes employees feel valued, included, and acknowledged. This emotion enhances employees' engagement and job experience.

Emotions are understood by HR personnel. Rules are created by HR personnel. Be cautious when handling disputes. HR personnel encourage communication as well. These activities result in a human-centered approach. The strategy increases mutual trust, inclusion, and workplace health. According to a research , EI increases engagement. Additionally, We observe that EI operates through human approaches. Companies should combine worker strategies with skills.

## **10. Implications of the Study**

Emotional intelligence is key, for HR work. From the study we see that emotional intelligence is a driver of HR practices that focus on people. Emotional intelligence also helps raise employee engagement lift communication quality and improve workplace culture. Emotional intelligence matters. The results show that organizations need to put intelligence, for HR staff. Organizations can do this by offering training programs running workshops on empathy and conflict management and keeping learning programs that teach people skills. When HR professionals learn intelligence they can handle conversations better and build stronger teams. Putting EI principles into HR policies works well. EI principles, in HR policies for recruitment, performance evaluation, grievance handling and employee support make the HR system clearer. Quicker to act. The HR system becomes more open and friendly to employees. Leaders and HR managers can use the ideas, from EI principles to build a culture that values feeling safe and fairness. Leaders and HR managers can also create employee connections. The

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result is conflict and higher morale. Organizations can add EI assessments to the HR hiring and the development steps. The EI assessments help organizations choose people for people-centric roles. Overall, the study provides practical guidance for building healthier, more engaged workplaces by embedding emotional intelligence into HR strategies and organizational decision-making

### **11. ETHICAL CONSIDERATIONS**

Participation in the study was voluntary

Participants got the details. The details explained the study's aim.

We kept all the replies anonymous.

We make sure that no personal details are gathered. We only collect the info and use the data points.

The data is for research and study.

### **12. CONCLUSION**

According to the research, people-focused HR work involves emotional intelligence. HR professionals who are intelligent, compassionate, and have effective communication skills may develop policies that enhance motivation, mental health, and job happiness.

HR departments are aware of the connection between job dedication and well-being. HR departments create an environment where employees feel valued, respected, and motivated. Empathy-based policies, not regulations, are used by conscious HR teams. Businesses can provide training sessions. Businesses might incorporate team-building exercises into the training sessions. Businesses take action to create work environments. Skills are improved by training. Over time, training also fosters cultures in which people feel appreciated.

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**14. ANNEXURE – QUESTIONNAIRE**

Likert Scale:

1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree

1. Name: \_\_\_\_\_

2. Age: \_\_\_\_\_

3. Gender:

Male

Female

Other

Choose not to disclose

4. Current Role:

HR Professional

Employee (Non-HR)

5. Years of Experience:

Under a year

1–3 years

4–6 years

7–10 years

Over a decade

6. I recognize how I feel during the work hours.

7. I can stay calm and composed in the stressful situations.

8. I pick up on how people feel without much effort.

9. I see how what I say impacts people - also, my behavior does too.

10. I change how I speak depending on what's happening.

11. I pay close attention whenever a person talks about a worry.

12. I consider how people feel before I reply.

13. I manage tough talks by understanding others' feelings.

14. I think about feelings to grow - using moments that touch me as lessons, so I change little by little through what matters.

15. I keep control of my feelings, especially when things get tough.

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16. Staff policies focus on worker health. Employee care shapes workplace rules. Wellbeing matters in daily operations.
17. HR shares rules plus updates clearly while showing respect.
18. Workers are seen as people - rather than mere tools - in day-to-day operations.
19. Human resources encourages a cooperative workplace environment through inclusiveness.
20. Disagreements get settled through fair listening from each party involved.
21. HR supports clear dialogue while welcoming input.
22. HR treats employee worries with care.
23. HR makes certain staff are treated fairly at every step through clear communication.
24. HR methods help staff grow, while also boosting their skills through training.
25. HR helps maintain healthy relationships between employees and managers.
26. Staff members are driven to perform well because they find purpose in their roles.
27. Staff can freely talk with HR, while honesty guides every exchange - yet clarity remains key throughout these interactions.
28. The work environment encourages teamwork through mutual respect.
29. Staff find it easy to reach out to HR when they need support.
30. Emotional intelligence matters here; it's promoted across teams.
31. HR's ability to understand feelings boosts staff spirit through better communication.
32. How HR acts shapes the office environment.
33. Emotional intelligence helps lower disagreements at work.
34. People-focused HR methods boost staff involvement through better communication.
35. Workers get personal backing from HR - also professional help when needed.