

THE IMPACT OF EMPLOYEES' EMOTIONAL CAPITAL LEVEL ON WORK ENGAGEMENT: THE CASE OF THE GENERAL PERSONNEL COUNCIL IN GAZA STRIP (Sayfa 39-52)

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Abstract

The objective of this research is to investigate the impact of emotional capital on work engagement. To this end, the data collected from 122 employees of a governmental organization with 150 employees working in the General Personnel Council in the Gaza Strip were evaluated. In order to reach the targeted results in the research, central tendency measures and descriptive statistics were first used, and then correlation and regression analyses and manova test were conducted. According to the results of the analysis, it was determined that emotional capital has a statistically significant effect on work engagement. In addition, the effect of emotional capital on the dimensions of work engagement was analyzed. Accordingly, it was found that emotional capital has a statistically significant effect on addiction, one of the dimensions of work engagement.

Keywords: Emotion, Emotionality, Emotional Capital, Engagement, Work Engagement.

JEL CODE: M19

Çalışma Alanı: Yönetim ve Organizasyon

ÇALIŞANLARIN DUYGUSAL SERMAYE SEVİYELERİNİN ÇALIŞMAYA TUTKUNLUK ÜZERİNDEKİ ETKİLERİ: GAZZE ŞERİDİ'NDE GENEL PERSONEL KONSEYİ ÖRNEĞİ

Öz

Bu çalışmanın amacı, duygusal sermayenin çalışmaya tutkunluk üzerindeki etkisini incelemektir. Bu amaçla Gazze Şeridi'nde Genel Personel Konseyi Görevlilerinde faaliyet gösteren 150 çalışanı bulunan bir devlet kurumunun 122 çalışanından elde edilen veriler değerlendirilmiştir. Çalışmada hedeflenen sonuçlara ulaşmak için öncelikle merkezi eğilim ölçüleri ile tanımlayıcı istatistikler kullanılmış, daha sonra ise korelasyon ve regresyon analizleri ile manova testi yapılmıştır. Analiz sonuçlarına göre, duygusal sermayenin çalışmaya tutkunluk üzerinde istatistiksel açıdan anlamlı etkisinin olduğu tespit edilmiştir. Ayrıca duygusal sermayenin çalışmaya tutkunluk boyutları üzerindeki etkisi incelenmiştir. Buna göre duygusal sermayenin çalışmaya tutkunluk boyutlarından biri olan adanmışlığı istatistiksel açıdan anlamlı biçimde etkilediği görülmüştür.

Anahtar Kelimeler: Duygu, Duygusalılık, Duygusal Sermaye, Tutkunluk, Çalışmaya Tutkunluk.

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1. Introduction

In recent years, research on the emotional dimension of human resources, which represent the core capital of organizations, has become quite widespread. Due to the decisive influence of emotions on workplace behaviors, research on measuring employees' emotions has become more

popular, despite the difficulty of measuring emotions and the personal nature of emotions. During the transition from the classical management approach to the human relations approach in the 1930s, it was understood that employees in the workplace are not static like machines, they have a dynamic structure and have the capacity to lead to significant changes in the efficiency and productivity of the organizations (Tutcu & Çelik, 2018: 868). Scientific studies on individual decision-making, personal productivity and performance show that even the most rational decisions are affected by emotions. Emotions play an important role in all kinds of behaviors related to individuals' daily lives, in their reactions to work, school, private life and social life. In this context, emotions, which play a role in increasing or decreasing performance in social, economic and personal terms and thus have vital importance, have started to be accepted as a kind of capital (Gendron, 2004: 8).

Work engagement is a concept in the field of positive psychology and organizational behavior. This concept is defined as an individual-oriented concept rather than an organization-oriented concept. It is seen as a mental state in which the employee feels good in his/her working life. The term of work engagement, which emerged in the early 2000s, has quickly gained a place in the literature and started to be addressed by many researchers (Çankır & Yener, 2017: 61). The model of the research was established with the assumption that employees with high levels of emotional capital may have a positive attitude towards work. In this direction, the effect of employees' emotional capital levels on work engagement was examined in the universe of employees in the General Staff Council in the Gaza Strip. For this purpose, firstly, the conceptual framework pertaining to the concepts of emotional capital and work engagement is given and the hypotheses of the study are developed. Then, information about the methodology of the research is given and the findings obtained from the research are discussed.

2. Literature Review

2.1. Emotional Capital

The concepts of "emotion" and "emotionality" have a central role in human behavior and psychology (Goleman, 1995). Emotion refers to the complex and subjective experiences taking place as a result of individuals' internal experiences and reactions to external stimuli. These complex experiences are usually divided into various categories like fear, anger, happiness and sadness; and they may affect people's thoughts and behaviors (Lazarus, 1991). According to Mayer et al. (1999), emotions are adaptive and organized reactions involving mental, psychological, motivational and observational psychological systems. In other words, emotion is defined as internal states that coordinate psychological subsystems including psychological reactions, perceptions and conscious awareness. Emotions are energy flows that activate individuals' intrinsic values. They shape behavior and influence other individuals by expanding outward. Emotions are a powerful organizer of thoughts and actions (Cooper and Sawaf, 1997). "Emotionality" includes a variety of subjective feeling states which may influence observable behaviors and physiological responses for adaptation-related functional purposes. Emotionality can also be expressed as the ability to manage oneself and one's own emotions and to understand what other people think and feel (Reid, 2009: 218-219).

The concepts of emotion and emotionality affect individuals' behaviors in many areas from social relationships to business life. Emotional intelligence is a subset of social intelligence that includes the ability to observe one's own and others' feelings and emotions, to discriminate between them and to use this information as a guide in one's thoughts and actions. This area of emotional intelligence includes verbal and non-verbal appraisals and expression of emotions, organizing

one's own and others' emotions, and using emotional content in problem solving (Mayer and Salovey, 1993). In this context, the concepts of emotion and emotionality are considered the cornerstones of human psychology and deeply affect individuals' behaviors, relationships and lives.

The role and importance of emotions in the business world is increasingly emphasized today (Ashkanasy, 2003). Since the business environment involves complex relationships and variable conditions, managing emotions is recognized as one of the keys to success in the business world (Goleman, 1998). An organization consisting of employees who have the ability to understand and manage emotional experiences and effectively understand the emotions of others will have a better chance of success. A high emotional intelligence and the effective management of emotions that comes with it can help develop skills such as effective leadership, teamwork, communication and conflict management in the workplace (Cherniss et al., 2001). In this context, emotional abilities in the business world play a critical role in increasing the success of individuals and organizations.

Emotional awareness is a very important resource for individuals. Emotional awareness and emotional capabilities are also considered as emotional capital as they can enhance social, economic and personal performance. Emotional capabilities are a set of resources inherent in the individual that are useful for personal, professional and organizational development, contribute to social integration and can provide individual, economic and social returns (Gendron et al., 2016: 64). Emotional capital is a tripartite concept consisting of emotion-based knowledge, management skills and feeling capacities that link self-processes and resources to group membership and social position (Cottingham, 2016). This concept includes the ability of individuals to understand and manage their emotional experiences and to effectively understand the emotions of others. Emotional capital represents a personal, professional and institutional asset that helps people act in relation to themselves, their environment and their organizations (Gendron, 2017: 59). Emotional capital can positively affect employees' job performance, job satisfaction and organizational commitment.

Emotional capital is becoming increasingly important in the business world. Individuals with high levels of emotional capital can build healthier relationships with colleagues, communicate more effectively at work and deal better with stressful situations (Luthans et al., 2008). In addition, leaders with high levels of emotional capital can motivate team members, encourage cooperation and create a positive working environment (Walter et al., 2011). For this reason, organizations have also started to manage emotional capital. Because emotional capital is an important factor affecting the success of individuals and organizations. The management of emotional capital can help individuals achieve personal and organizational goals. Organizational performance can be increased through training and development programs to improve the emotional capital of employees (Humphrey et al., 2007) and contribute to sustainable competitive advantage (Barsade & Gibson, 2007).

Emotional capital in the business world consists of three basic elements. These are extrinsic emotional capital, intrinsic emotional capital and interpersonal emotional capital (Newman, 2008: 8-9). Extrinsic emotional capital consists of the value of feelings and perceptions held by customers and external stakeholders towards the business. Intrinsic emotional capital is composed of the value of emotional commitments held in the hearts of people in the workplace. Interpersonal emotional capital consists of the level of positive, focused energy invested in work and personal life. Emphasizing that personal, social, economic and emotional competencies play

a vital role in human life, it is stated that these competencies should be considered as a kind of capital. In this context, emotional capital is very important both in organizations and in daily life and it is emphasized that emotional capital has a special position among the complementary forms of human, social and cultural capital (Taheri & Rezayi, 2016: 16).

2.2. Work Engagement

The concept of engagement emerged in the early 1990s, has gained a place in the literature in a short time and has been examined by many researchers. Engagement is a concept that is first mentioned by consulting companies (Gallup and some others) and then emerged in the academic world. Engagement is the sense of purpose and focused energy that an individual clearly demonstrates to others by exhibiting personal initiative, adaptability, effort and commitment to organizational goals (Macey et al., 2011: 7).

Work engagement is a concept in the field of positive psychology and organizational behavior. This concept is defined as an individual-oriented concept rather than an organization-oriented concept. Initially introduced by Kahn, work engagement is considered as a positive state in which employees devote themselves physically, cognitively and emotionally to their work, embrace their work and dedicate themselves to achieve their goals (Kahn, 1990: 694; Bakker & Demerouti, 2007). So, work engagement means dedication, commitment, focused effort, involvement, passion, enthusiasm, self-giving energy and refers to the state of happiness or satisfaction related to work (Bakker & Leiter, 2010: 183), where individuals identify with their work (Schaufeli; 2012: 3). Work engagement is usually not instantaneous, but shows a more permanent, general emotional and cognitive attitude towards one's job. It can be seen as a mental state in which the employee feels good in working life.

Work engagement has been defined as preparing oneself for one's work roles and includes three dimensions: vigor, dedication and absorption (Kahn, 1990). This concept was further developed by Schaufeli and Bakker (2003), who proposed the Utrecht Work Engagement Scale (UWES) to measure the construct. They highlighted that work engagement goes beyond mere job satisfaction, emphasizing the proactive and energetic nature of individuals' investment in their work. The concept of work engagement refers to the emotional and cognitive commitment of individuals to their work (Vallerand et al., 2003). Kahn (1990: 694) defined work engagement as the individual's attachment to his/her work role and the physical, cognitive and emotional use of people during their role performance. If any employee feels cognitively fit for his/her job, physically participates in the work environment and remains emotionally attached to his/her job, he/she is seen to be engaged in his/her work.

As stated earlier there are three dimensions of work engagement. These are vigor, dedication and absorption. *Vigor* includes a high level of energy and mental endurance, willingness to exert effort and the ability not to tire easily. Vigor means that individuals have high energy, enthusiasm for work and mental endurance while working. *Dedication* represents a strong commitment to work and encompasses a sense of importance, enthusiasm, inspiration, pride and challenge. Dedication means that individuals see their work as serving a meaning and purpose, take pride in their work and consider their work as special. *Absorption* refers to the state of concentrating on work, not being aware of the passage of time, thinking only about work and being very happy while working (Schaufeli et al., 2002: 73; Bakker and Schaufeli, 2008: 148-150). Work engagement is considered to be a positive, satisfying, work-related mental state characterized by vigor, dedication and absorption. Engagement is not a momentary and specific state. On the contrary, it is a more persistent and pervasive emotional and cognitive state that is not focused on any

specific object, event, person or behavior (Schaufeli et al., 2002: 74).

Numerous studies have since focused on refining and validating the work engagement construct. Bakker and Demerouti (2007) expanded the model to include the job demands-resources framework, highlighting the role of job resources in fostering engagement. This perspective emphasizes the interaction between an individual's internal resources and external job-related factors.

Britt et al. (2001; 54) concluded that work engagement facilitates working in stressful jobs and that employees are less affected by stress due to engagement. On the other hand, it is understood that work engagement has an impact not only on the organization but also on the employees. Research shows that positive emotions that improve the vocabulary of thought and action of employees, which are the elements of work engagement, contribute to improving their health and support their work and personal resources (Bolelli, 2019: 254). Work engagement has a strong link to employee well-being and work behavior for a variety of reasons. Work engagement can also improve individuals' job performance (Bakker et al., 2008). Passionate intrinsic motivation increases commitment and energy to work, which can result in higher productivity. Passionate employees may also have higher potential for innovation and creativity (Cardon et al., 2005). On the other hand, excessive work engagement can disrupt work-family balance and increase work-related stress (Sonnentag et al., 2010). Therefore, it is important for employees to balance their engagement and manage work-family conflicts. In conclusion, the concept of work engagement is an important factor that affects individuals' motivation, performance and job satisfaction in the business world. However, this engagement needs to be managed carefully in terms of maintaining balance.

Emotional capital, encompassing emotional intelligence and emotional skills, has been extensively studied in relation to work engagement. Researchers have found a positive association between higher levels of emotional capital and increased work engagement (Lopes et al., 2011). Employees who possess strong emotional awareness and regulation skills tend to experience higher levels of enthusiasm, dedication, and absorption in their tasks (Miao et al., 2018). Studies by Gkorezis et al. (2016) have highlighted that emotional capital acts as a predictor of work engagement. Individuals who exhibit a better understanding of their own emotions and those of others tend to invest themselves more passionately in their work. Moreover, emotional capital has been identified as a buffer against job-related stress, fostering a positive work environment that supports engagement (Youssef-Morgan & Luthans, 2014).

While the relationship is generally positive, it's important to note that the exact mechanisms through which emotional capital influences work engagement might vary depending on contextual factors and individual differences (Bledow et al., 2011). The existing body of research consistently suggests that higher levels of emotional capital are associated with increased work engagement. This relationship underscores the role of emotional intelligence and skills in fostering a more engaged and productive workforce.

Based on the conceptual framework mentioned above and the studies in the literature, it can be said that emotional capital and work engagement are interrelated and are under the influence of each other positively or negatively. Emotional capital activities provide various advantages to businesses. It is thought that work engagement is among these advantages. In this context, the hypotheses of the research were developed as follows:

H1: Emotional capital levels of employees have a statistically significant effect on work engagement.

H1a: Emotional capital levels of employees have a statistically significant effect on their level of vigor.

H1b: Emotional capital levels of employees have a statistically significant effect on their level of dedication.

H1c: Emotional capital levels of employees have a statistically significant effect on their level of absorption.

3. Methodology

3.1. The Purpose and Importance of the Research

The main research question of this study is "Is there a relationship between emotional capital and work engagement?". In this context, the study aims to examine the relationship between emotional capital and work engagement and to reveal the effect of emotional capital on work engagement. Emotional capital, as a part of positive organizational behavior, is also related to positive organizational outcomes. Work engagement is one of the main topics in the field of business and constitutes an important element for the success of a business. With this study, it is thought that by revealing the relationship and effect between emotional capital and work passion, it will both contribute to the relevant literature and be beneficial for businesses.

3.2. Research Population and Sample

The population of the study consists of a state institution with 150 employees operating in the General Staff Council in the Gaza Strip. The sample size from the main population was calculated as 108 people with a 5% margin of error within 95% reliability limits. In total, 150 questionnaires were distributed and 122 valid questionnaires were obtained.

3.3. Data Collection

A questionnaire consisting of 3 sections was used as a measurement tool in the study. In the first part of the questionnaire, demographic information of the participants was questioned (Table 1). In the second part, the emotional capital scale, originally developed by Newman and Purse (2007) and consisting of 77 items but later reduced to 30 items by Newman et al. (2015), was used to measure emotional capital. In the scale, 5 statements are related to self-awareness dimension, 7 statements are related to social awareness dimension, 7 statements are related to relationship management dimension, 4 statements are related to self-management dimension and 7 statements are related to adaptability dimension. Eleven questions (5, 13, 14, 15, 16, 17, 18, 19, 20, 21, 22) were reverse coded. The scale was prepared in 5-point Likert type (1= Almost Never True, 5= Very Often True). In the third and last part of the questionnaire, the Utrecht Work Engagement Scale (UWES) developed by Schaufeli et al. (2002) was used as the work engagement scale. The scale consists of 17 statements in total. In the scale, 6 statements are related to the vigor dimension, 5 statements are related to the dedication dimension and 6 statements are related to the absorption dimension. The scale was prepared in 5-point Likert type (1= Never, 5= Always). Within the scope of the study, the scales, which were originally in English, were translated into Arabic by consulting and discussing with academicians who are experts on the subject.

For the questionnaire to be used in the study, the necessary permission was obtained from the Scientific Ethics Evaluation Board of Selcuk University Faculty of Economics and Administrative Sciences on 21.12.2021 with the decision number 15 / 56 and the document number E-27226719-050.01.04-197911.

4. Analysis and Findings

4.1. Demographics of the Sample

Table 1 shows the demographic characteristics of the sample participating in the study. According to the findings, it is seen that the majority of the participants are male, married, between the ages of 30-39, have a bachelor's degree, are civil servants or workers, have an income of 1500 and below, and have more than 10 years of experience.

Table 1- Findings of Frequency Analysis (n= 122)

Demographic Variables		Frequency	Percentage
Gender	Female	38	31.1
	Male	84	68.9
Marital Status	Single	17	13.9
	Married	105	86.1
Age (in years)	18-29	19	15.6
	30-39	58	47.5
	40-49	30	24.6
	50-59	15	12.3
Education	Associate Degree and Below	23	18.9
	Bachelor Degree	66	54.1
	Master's Degree	28	23
	PhD Degree	5	4.1
Position	Manager / Deputy Manager	49	40.2
	Officer / Worker	59	48.4
	Other	14	11.5
Income	≤ 1500 Shekels	42	34.4
	1501 – 2500 Shekels	27	22.1
	2501 – 3000 Shekels	25	20.5
	≥ 3001 Shekels	28	23
Professional Experience	< 1 year	9	7.4
	1 – 3 years	5	4.1
	4 – 6 years	8	6.6
	7 – 9 years	22	18
	≥ 10 years	78	63.9

4.2. Exploratory Factor Analysis

In Table 2, exploratory factor analysis was applied to check the dimensions of the scales used in the study and to ensure unidimensionality in the relationship between variables. In the exploratory factor analysis, the KMO (Kaiser Meyer Olkin) test, which shows the adequacy of the sample size, and Bartlett's Test of Sphericity, which is used to explain the sphericity of the data, were used.

Table 2- Exploratory Factor Analysis

		Emotional Capital Scale	Work Engagement Scale
Kaiser Meyer Olkin (KMO) Test		,679	,858
Bartlett Sphericity Test	Approx. Chi-square (χ^2)	1213,962	772,482
	Degrees of Freedom (df)	435	136
	P	,000	,000

As a result of the KMO test for the suitability of the data set, the KMO value of the emotional capital scale was 0.679 and the KMO value of the work passion scale was 0.858. These results are higher than the acceptable rate of 0.60. Thus, it was concluded that the correlations of the matched variables were adequately explained by the other variables, the sample size was sufficient and the data set was suitable for principal component analysis. As a result of Bartlett's Test of Sphericity, statistically significant χ^2 results were obtained for both scales ($\chi^2= 1213,962$, $df= 435$, $p= 0,000$ for emotional capital scale and $\chi^2= 772,482$, $df= 136$, $p= 0,000$ for work engagement scale). Accordingly, the data are normally distributed and the relationship between the variables is appropriate.

Exploratory factor analysis was conducted for the validity tests of the scales and factor structures used in the study and the findings of the analysis are presented in Table 3. As a result of the analysis, an emotional capital scale consisting of 5 factors and 30 questions and a work engagement scale consisting of 3 factors and 17 questions were obtained. The factor results of both scales were the same as the factor results in the studies from which the scales were taken.

Table 3- Factor Analysis Findings and Cronbach's Alpha

Emotional Capital Scale ($\alpha= ,634$)	Std. Factor Loadings
Self-Awareness	($\alpha=,556$)
I find easy to value who I am, what I do and what I have.	,722
I am confident in my skills and abilities.	,615
In most situations I feel sure of myself.	,635
I like who I am.	,613
I am not as self-confident as I'd like to be. (-)	,689
Social Awareness	($\alpha=,670$)
I am sensitive to the way other people feel.	,568
I take other people's feelings and circumstances into consideration before making a decision.	,707
I am careful not to hurt other people's feelings.	,761
I am good at reading other people's emotions.	,552
People would describe me as a "good listener".	,782
I understand the impact of my behavior on others.	,558
I am aware of my emotions.	,495
Relationship Management	($\alpha=,498$)
It is difficult for me to connect with people at a more personal level. (-)	,550
I find it difficult to put my feelings into words. (-)	,696
Sometimes it is difficult for me to understand other people. (-)	,730
People find me a bit aloof. (-)	,707
I tend to be a bit impersonal at times. (-)	,776
I tend to defer to the views of others rather than stand-up for my opinion. (-)	,569
It is difficult for me to communicate my ideas to others. (-)	,784
Self-Management	($\alpha=,637$)
I get quite emotional in stressful situations. (-)	,809
It's obvious to others when I'm under pressure. (-)	,727
I find managing my anxiety quite difficult. (-)	,645
I can stay calm in stressful situations.	,477
Adaptability	($\alpha=,598$)
I like to take on new responsibilities or additional challenges.	,787
I love the challenge of doing something difficult.	,844
I prefer to set challenging goals rather than take the easy option.	,639
I adapt to new situations without difficulty.	,705
I find it easy to adapt to new situations.	,728
I am often confident in the possibilities of what can be achieved despite the difficulties.	,538

	,681
Work Engagement Scale ($\alpha=,884$)	
	Std. Factor Loadings
Vigor	($\alpha=,793$)
At my work, I feel bursting with energy.	,800
At my job, I feel strong and vigorous.	,493
At my job, I am very resilient, mentally.	,671
When I get up in the morning, I feel like going to work.	,677
I can continue working for very long periods at a time.	,857
At my work, I always persevere, even when things do not go well.	,622
Dedication	($\alpha=,730$)
To me, my job is challenging.	,697
I find the work that I do full of meaning and purpose.	,538
I am proud of the work that I do.	,845
My job inspires me.	,682
I am enthusiastic about my job.	,602
Absorption	($\alpha=,713$)
I am immersed in my work.	,586
I get carried away when I am working.	,649
When I am working, I forget everything else around me.	,450
It is difficult to detach myself from my job.	,435
Time flies when I am working.	,621
I feel happy when I am working intensely.	,766

According to the factor analysis findings of the study, the self-awareness factor consists of 5 items. Factor loadings vary between ,722 - ,613 and the Cronbach Alpha value of this factor is 0,556. Social awareness factor consists of 7 items. Factor loadings vary between ,782 - ,495 and the Cronbach Alpha value of this factor is 0,670. Relationship management factor consists of 7 items. Factor loadings vary between ,784 - ,550 and the Cronbach Alpha value of this factor is 0,498. Self-management factor consists of 4 items. Factor loadings vary between ,809 - ,477 and the Cronbach Alpha value of this factor is 0,637. Adaptability factor consists of 7 items. Factor loadings vary between ,844 - ,538 and the Cronbach Alpha value of this factor is 0,598. When the emotional capital scale was subjected to reliability analysis, the Cronbach Alpha value of the 30-item scale was found to be 0,634. Vigor factor consists of 6 items. Factor loadings vary between ,857 - ,493 and the Cronbach Alpha value of this factor is 0,793. Dedication factor consists of 5 items. Factor loadings vary between ,845 - ,538 and the Cronbach Alpha value of this factor is 0,730. Absorption factor consists of 6 items. Factor loadings range between ,766 - ,435 and the Cronbach Alpha value of this factor is 0,713. When the whole scale of work engagement was subjected to reliability analysis, the Cronbach Alpha value of the 17-item scale was found to be 0,884. These ratios show that the scales are sufficiently reliable.

4.3. Correlation and Regression Analysis

In order to reveal the relationships between the dependent and independent variables in the study, Pearson correlation analysis was performed and the correlation findings are shown in Table 4. According to the results of the analysis, the relationship between emotional capital dimensions and work engagement dimensions can be summarized as follows: A statistically significant and positive relationship ($r= 0.302$, $r= 0.337$, $r= 0.337$, $r= 0.226$, $p<0.01$, $p<0.05$) was found between the self-awareness, social awareness and adaptability dimensions of emotional capital and the vigor dimension of work engagement. A statistically significant and positive relationship ($r= 0,303$, $r= 0,344$, $r= 0,344$, $r= 0,295$, $p<0,01$) was found between the self-awareness, social awareness and adaptability dimensions of emotional capital and the dedication dimension of work engagement. A statistically significant and positive relationship ($r= 0,258$, $r= 0,314$, $r=$

0,314, $r = 0,219$, $p < 0,01$, $p < 0,05$) was found between the self-awareness, social awareness and adaptability dimensions of emotional capital and the absorption dimension of work engagement. When the mean and standard deviation values of the variables are examined, it is seen that the mean of self-awareness is 4,0197, the mean of social awareness is 4,1218, the mean of relationship management is 2,8665, the mean of self-management is 2,9160, the mean of adaptability is 3,5340, the mean of vigor is 3,8798, the mean of dedication is 4,0016 and the mean of absorption is 3,8156.

Table 4- Mean, Standard Deviation and Correlation Results of Variables (n= 122)

Scales	Mean	Std. Dev.	1	2	3	4	5	6	7	8
1- Self-Awareness	4,0197	,49286	1	,378*	,205*	,151	,119	,302*	,303*	,258*
2- Social Awareness	4,1218	,43837		1	-	,127	,343**	,337*	,344*	,314*
3- Relationship Man.	2,8665	,54999			1	,425*	-,454**	,016	,014	-
4- Self-Management	2,9160	,68831				1	-,090	,069	,099	-
5- Adaptability	3,5340	,52907					1	,226*	,295*	,219*
6- Vigor	3,8798	,61331						1	,716*	,653*
7- Dedication	4,0016	,62271							1	,554*
8- Absorption	3,8156	,56032								1

** $p < 0,01$, * $p < 0,05$

In the study, regression analysis was conducted to examine the effect of emotional capital on work engagement in general. Accordingly, it was observed that emotional capital had a positive and statistically significant effect on work engagement ($p < 0,05$). According to the results obtained (Table 5), it is understood that emotional capital explains 14.1% of the variance of work engagement, in other words, emotional capital is shaped by 14.1% of work engagement. In this context, hypothesis H1 is accepted.

Table 5- Regression Analysis between Emotional Capital and Work Engagement

Dependent Variable	R ²	Independent Variable	B	Std. Error	t	p	F
Work Engagement	0,141	Constant	1,400	0,564	2,481	0,014	19,644
		Emotional Capital	0,709	0,160	4,432	0,000	

R= 0,375 * $p < 0,001$

After examining the effect of emotional capital on work engagement, the effect of emotional capital on the dimensions of work engagement was investigated. In the study, one-way manova test was used to test the hypotheses created to examine the effects of emotional capital, which is the independent variable, on the dependent variables (vigor, dedication and absorption). Because one-way manova test is used in cases where a single independent variable affects more than one dependent variable (Kalaycı, 2010: 155). Manova test is a method used in multiple regression

analyses with more than one dependent variable.

Wilks' Lambda values were taken into consideration in the Manova analysis results. Accordingly, it is seen that the level of emotional capital has a statistically significant effect on the three dimensions of work engagement (F= 1,031; p= 0,000; Wilks' Lambda= 0,418).

According to the results of one-way manova analysis for each dimension shown in Table 6, the effect of emotional capital on dedication (F= 1,692, p<0,05) was found to be statistically significant. Since the p values for vigor and absorption were greater than 0.05, only dedication among the dependent variables showed a significant difference. When the effect values in the table are analyzed, it is seen that the emotional capital levels of the employees affect dedication the most (R= 0.388). In this context, hypothesis H1b is supported and hypotheses H1a and H1c are not supported.

Table 6- Manova Test Findings on the Effect of Emotional Capital on the Dimensions of Work Engagement

Independent Variable	Dependent Variables	Sum of Squares	df	Mean Square	F	Sig (p)	R Squared *
Emotional Capital	Vigor	15,636	33	0,474	1,396	0,111	0,344
	Dedication	18,212	33	0,552	1,692	0,027	0,388
	Absorption	12,539	33	0,380	1,314	0,158	0,330

* R Squared values were taken into account since direct impact analysis was conducted.

5. Conclusion

As organizations navigate an increasingly complex and interconnected global landscape, the ability to harness and leverage the emotional intelligence and skills of their workforce has emerged as a critical factor for success. Emotional capital goes beyond traditional metrics of productivity, offering a nuanced understanding of employee engagement, motivation, and interpersonal dynamics. By fostering emotional awareness, effective communication, and empathetic collaboration, businesses can create a positive work environment that stimulates innovation, enhances team cohesion, and ultimately improves overall organizational performance. The significance of emotional capital in the business world is undeniable. The intricate relationship between emotional capital and work engagement in the business world has garnered increasing scholarly attention. Because this interplay between emotional capital and work engagement not only enhances individual well-being but also fosters a positive organizational climate, ultimately contributing to improved productivity and performance. Therefore, this study is designed with the assumption that an individual with a high level of emotional capital can have a passion for working for the organization. Based on this assumption, the purpose of the study is to examine the effect of emotional capital on work engagement.

For this purpose, the conceptual framework of the study was constructed by first examining the concepts of emotional capital and work engagement, and then this hypothetical situation was analyzed on the selected research sample. After the validity and reliability tests of the scales used in the study, Pearson correlation analysis was conducted to examine whether there is a statistically significant relationship between emotional capital and work engagement dimensions. According to the findings, statistically significant and positive relationships were found between the self-awareness, social awareness and adaptability dimensions of emotional capital and the vigor dimension of work engagement; between the self-awareness, social

awareness and adaptability dimensions of emotional capital and the dedication dimension of work engagement; and between the self-awareness, social awareness and adaptability dimensions of emotional capital and the absorption dimension of work engagement. In the study, regression analysis was conducted to examine the effect of emotional capital on work engagement in general. According to the findings, it was seen that emotional capital had a positive and statistically significant effect on work engagement ($p < 0.05$). According to the results obtained, it is understood that emotional capital explains 14.1% of the variance of work engagement, in other words, emotional capital varies 14.1% depending on work engagement. In this context, hypothesis H1 was supported. After examining the effect of emotional capital on work engagement, an evaluation was also made in terms of the dimensions of work engagement (vigor, dedication and absorption). In the study, one-way manova test was conducted to test the hypotheses created to examine the effects of emotional capital, which is the independent variable, on the dimensions of work engagement (vigor, dedication and absorption), which are the dependent variables. Accordingly, it was determined that the emotional capital levels of the employees statistically significantly affected one of the dimensions of work engagement. When the effect values in the table are analyzed, it is seen that employees' emotional capital levels affect dedication the most ($R = 0.388$). In this context, hypothesis H1b is supported and hypotheses H1a and H1c are not supported. The results obtained were found to be consistent with the results of previous studies in the literature (Lopes et al., 2011; Youssef-Morgan & Luthans, 2014; Gkorezis et al., 2016; Miao et al., 2018; Firdaus, 2019; George et al., 2022; George et al., 2023; Widowati & Satrya, 2023).

The study was limited to the employees of the General Personnel Council in the Gaza Strip and only the council employees were taken as the sample. In future research, comparative studies can be conducted in both the public and private sectors. Different country comparisons may also be useful in future studies on both the subject and the application area. The study also summarizes the landscape during the time period of the research. Researchers may conduct longitudinal research to unveil the dynamic mechanisms underpinning this relationship, unraveling the potential mediating and moderating factors that come into play. There are many studies in the literature in which work engagement is handled with different concepts. However, there is a limited number of studies in which these concepts are handled together with emotional capital. It is suggested that researchers should direct their research towards emotional capital by taking this point into consideration.

Meanwhile, businesses are urged to integrate emotional capital development into their human resource strategies. Designing training programs to cultivate emotional intelligence and facilitating open communication channels can aid in nurturing a workforce that is not only highly engaged but also resilient in the face of challenges. By understanding and capitalizing on the synergy between emotional capital and work engagement, both researchers and practitioners can collectively contribute to the advancement of individual and organizational success in the dynamic realm of modern business.

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