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**EMOTIONAL INTELLIGENCE AND CAREER COMMITMENT AS PSYCHOLOGICAL DRIVERS OF WORK ENGAGEMENT AMONG WOMEN PROFESSIONALS****Dheepna P.****PhD scholar at Arunodaya University, Arunachal Pradesh, India.****ABSTRACT:**

*In contemporary organizations, employee engagement has become a central factor in determining productivity, innovation, and organizational sustainability. Organizations increasingly recognize that employees who are psychologically connected to their work demonstrate higher levels of enthusiasm, dedication, and performance. This psychological connection to work is commonly conceptualized as work engagement, which refers to a positive, fulfilling, work-related state characterized by vigor, dedication, and absorption (Schaufeli, Salanova, González-Romá, & Bakker, 2002). Engaged employees are energetic, emotionally invested in their work, and deeply immersed in their professional responsibilities. Rather than merely fulfilling formal job requirements, engaged employees approach their work with passion, persistence, and a sense of purpose. Research in organizational psychology suggests that work engagement not only enhances individual job performance but also contributes to overall organizational effectiveness, innovation, and employee well-being (Bakker & Demerouti, 2008). In recent years, organizations across the globe have increasingly emphasized employee engagement as a key strategy for achieving sustainable organizational growth. Engaged employees tend to exhibit greater creativity, stronger commitment to organizational goals, and a higher willingness to contribute beyond their formal job roles. Moreover, work engagement has been linked to reduced absenteeism, lower turnover intentions, and improved psychological well-being among employees (Christian, Garza, & Slaughter, 2011). Given these benefits, organizations are actively exploring the psychological and organizational factors that enhance employees' engagement with their work.*



**KEYWORDS:** *contemporary organizations, employee engagement, psychologically connected, energetic, emotionally invested.*

**1. INTRODUCTION:**

As workplaces continue to evolve with increasing diversity and the growing participation of women in professional roles, understanding the factors that foster work engagement among women professionals has become an important area of scholarly inquiry. Women today play a crucial role in various professional sectors, including education, healthcare, corporate management, entrepreneurship, and public administration. Their participation has contributed significantly to organizational development and societal progress. However, despite this progress, women professionals often face distinctive challenges that may influence their experiences at work and their level of engagement with their professional roles. Over the past few decades, women's participation in professional and managerial roles has increased significantly across many sectors. Social changes,

improved access to education, and policy initiatives promoting gender equality have enabled more women to enter and thrive in the workforce. Nevertheless, women professionals frequently encounter structural and psychological barriers that may affect their career trajectories and workplace experiences. For example, women often navigate complex organizational environments where gender stereotypes, unequal opportunities, and limited access to leadership positions may still exist. Such barriers can influence not only career advancement but also employees' motivation, commitment, and engagement with their work.

In addition to organizational challenges, many women professionals manage multiple roles and responsibilities that extend beyond the workplace. Balancing professional commitments with family responsibilities, caregiving roles, and societal expectations can create additional pressures that influence women's professional experiences. These multiple demands may sometimes lead to emotional strain, role conflict, or reduced opportunities for professional development. Despite these challenges, many women continue to demonstrate resilience, determination, and dedication in their professional lives. Understanding the psychological resources that enable women professionals to remain motivated and engaged despite these challenges is therefore an important area of research. Within this context, scholars have increasingly focused on the role of personal psychological resources in fostering work engagement. Psychological resources refer to internal strengths and capabilities that enable individuals to cope with challenges, maintain motivation, and perform effectively in their work roles. Among these resources, emotional intelligence and career commitment have received growing attention in organizational and psychological research. These constructs are particularly relevant in understanding how individuals maintain enthusiasm, resilience, and dedication toward their work.

Emotional intelligence plays a crucial role in helping individuals navigate the emotional demands of the workplace. Modern workplaces often involve complex interpersonal interactions, teamwork, conflict management, and emotional labor. Employees who possess higher emotional intelligence are better able to understand their own emotions, interpret the emotions of others, and regulate emotional responses in challenging situations. These abilities can enhance interpersonal relationships, promote effective communication, and reduce workplace stress. As a result, emotionally intelligent employees are more likely to maintain positive attitudes toward their work and remain engaged in their professional roles. At the same time, career commitment represents a deeper psychological attachment to one's chosen profession. Individuals who are strongly committed to their careers tend to perceive their work as meaningful and aligned with their long-term goals and values. Career commitment encourages individuals to invest effort in skill development, pursue career advancement opportunities, and remain persistent in the face of challenges. For women professionals, career commitment may serve as an important motivational factor that sustains their dedication to their professional roles despite potential barriers or competing demands.

When emotional intelligence and career commitment operate together, they may create a powerful psychological foundation for work engagement. Emotional intelligence enables individuals to manage emotional demands and maintain positive interpersonal relationships, while career commitment strengthens motivation and long-term dedication to professional goals. Together, these psychological drivers may enhance women professionals' ability to remain energetic, enthusiastic, and absorbed in their work roles. Therefore, examining the interplay between emotional intelligence, career commitment, and work engagement among women professionals is both timely and significant. Such an exploration not only contributes to the understanding of psychological processes underlying employee engagement but also provides insights into how organizations can better support women professionals in achieving fulfilling and productive careers.

### **1.1 Emotional Intelligence**

The concept of emotional intelligence (EI) was first introduced by Salovey and Mayer (1990), who defined it as the ability to perceive, understand, manage, and utilize emotions effectively in oneself and others. Emotional intelligence involves recognizing emotional cues, regulating emotional responses, and using emotional information to guide thinking and behavior. Later, the concept gained

widespread recognition through the work of Goleman (1995), who emphasized its importance for personal effectiveness, leadership, and workplace success. In professional settings, emotional intelligence plays a critical role in shaping how individuals interact with colleagues, manage workplace stress, and respond to challenges. Employees with high emotional intelligence tend to exhibit better interpersonal skills, greater adaptability, and improved conflict management abilities. These competencies are particularly valuable in modern workplaces that require collaboration, empathy, and emotional awareness. Furthermore, emotionally intelligent individuals are more capable of maintaining positive emotional states, which can enhance motivation and engagement at work. For women professionals, emotional intelligence may be especially significant because many professional roles require balancing complex interpersonal relationships, managing emotional labor, and navigating organizational expectations. Emotional intelligence enables individuals to remain resilient in challenging situations, maintain constructive relationships, and sustain motivation in their professional roles. Previous research has indicated that emotionally intelligent employees often experience higher levels of job satisfaction, well-being, and work engagement (Bakker & Demerouti, 2008). Thus, emotional intelligence can be viewed as an important psychological resource that supports employees in staying engaged and committed to their work.

### **1.2 Career Commitment**

Another important factor influencing work engagement is career commitment, which refers to an individual's identification with and dedication to their chosen profession or career path. Career commitment reflects the extent to which individuals are motivated to pursue and persist in their professional goals despite challenges or obstacles. Blau (1985) conceptualized career commitment as a psychological attachment to one's career, while Carson and Bedeian (1994) further elaborated that career commitment involves career identity, career planning, and career resilience. Employees who demonstrate strong career commitment tend to invest greater effort in developing their professional skills and achieving long-term career goals. They are more likely to perceive their work as meaningful and align their personal aspirations with their professional roles. As a result, career-committed individuals often display higher levels of persistence, motivation, and engagement in their work activities. For women professionals, career commitment can be particularly significant. Many women navigate complex pathways in their professional journeys, balancing career advancement with social and familial expectations. Strong career commitment helps women professionals maintain focus on their long-term goals and overcome barriers that may arise in organizational contexts. Moreover, individuals who feel strongly committed to their careers are more likely to demonstrate enthusiasm and dedication toward their work, which contributes to higher levels of work engagement.

### **1.3 Work Engagement**

Work engagement has been widely studied as a key indicator of employee well-being and organizational effectiveness. Schaufeli et al. (2002) describe work engagement as comprising three main components: vigor, dedication, and absorption. Vigor refers to high levels of energy and mental resilience while working; dedication involves a sense of significance, enthusiasm, and pride in one's work; and absorption reflects deep concentration and immersion in work tasks. Engaged employees not only perform their tasks efficiently but also contribute positively to the organizational environment. Research suggests that work engagement is associated with higher job performance, lower turnover intentions, and improved psychological well-being (Bakker & Demerouti, 2008). In the context of women professionals, work engagement is particularly relevant because it can enhance career satisfaction, productivity, and leadership potential. However, work engagement does not occur automatically; it is influenced by both organizational and personal factors. Psychological resources such as emotional intelligence and career commitment can significantly contribute to employees' capacity to remain engaged in their work despite challenges. Understanding how these psychological drivers operate among women professionals can provide valuable insights for both researchers and organizations.

#### 1.4 Rationale of the Study

Although previous research has examined emotional intelligence and work engagement separately, fewer studies have explored how emotional intelligence and career commitment together influence work engagement, particularly among women professionals. Women's experiences in professional environments may differ from those of their male counterparts due to societal expectations, gender norms, and structural barriers. Therefore, it is important to examine the psychological mechanisms that support women's engagement and commitment in the workplace. Emotional intelligence may enable women professionals to manage emotional demands, maintain positive interpersonal relationships, and cope effectively with workplace stress. At the same time, career commitment reflects their dedication to long-term professional goals and their willingness to invest effort in their careers. When these two psychological factors interact, they may significantly enhance work engagement by strengthening both emotional resilience and professional motivation.

#### 1.5 Need and Significance of the Study

In the rapidly evolving landscape of modern organizations, maintaining a highly engaged workforce has become an essential priority. Work engagement is increasingly recognized as a key indicator of employee well-being, productivity, and organizational effectiveness. Engaged employees demonstrate higher levels of motivation, commitment, and dedication to their roles, which ultimately contributes to improved organizational outcomes such as innovation, efficiency, and long-term sustainability. However, engagement at work does not occur automatically; it is shaped by a variety of psychological, social, and organizational factors. Therefore, understanding the psychological drivers that enhance work engagement is critical for organizations seeking to cultivate a motivated and resilient workforce. In this context, examining the roles of emotional intelligence and career commitment becomes particularly important, as these psychological resources may significantly influence how individuals experience and respond to their professional responsibilities. The study is especially significant in the context of women professionals, whose participation in the workforce has increased substantially over the past few decades. Women today contribute meaningfully to diverse sectors such as education, healthcare, corporate management, technology, and public service. Despite this progress, many women professionals continue to encounter challenges that may influence their professional engagement and career progression. These challenges may include balancing professional responsibilities with family roles, navigating gender stereotypes, facing limited leadership opportunities, or managing workplace expectations that may not always fully support gender inclusivity. Such factors may affect women's motivation, confidence, and overall experience in the workplace. Consequently, identifying the psychological strengths and resources that help women professionals remain engaged and committed to their work is an important area of investigation.

Emotional intelligence has emerged as one such psychological resource that plays a vital role in shaping employees' experiences at work. Individuals with higher levels of emotional intelligence are better equipped to recognize, understand, and regulate emotions in themselves and others. This ability enables them to manage workplace stress effectively, maintain constructive interpersonal relationships, and respond adaptively to professional challenges. For women professionals who often navigate complex social and emotional dynamics in the workplace, emotional intelligence can serve as a powerful personal resource that enhances resilience, confidence, and motivation. By enabling individuals to handle emotional demands effectively, emotional intelligence may contribute significantly to sustaining positive attitudes toward work and maintaining a higher level of engagement in professional roles. Similarly, career commitment represents another crucial factor influencing work engagement. Career commitment reflects an individual's psychological attachment to their chosen profession and their willingness to invest effort and persistence in achieving long-term career goals. Women who possess strong career commitment are more likely to perceive their work as meaningful and purposeful, which encourages them to remain dedicated and motivated even in the face of challenges. Such commitment can strengthen professional identity, enhance perseverance, and foster a deeper sense of responsibility toward one's work. When individuals feel strongly committed to their

careers, they are more likely to demonstrate enthusiasm, initiative, and sustained involvement in their professional activities, all of which are important components of work engagement.

From an organizational perspective, understanding the psychological drivers of work engagement among women professionals is particularly valuable. Organizations that are able to foster emotionally intelligent and career-committed employees may benefit from a more motivated and productive workforce. By recognizing the role of emotional intelligence and career commitment in promoting engagement, organizations can develop targeted interventions such as emotional intelligence training programs, mentoring opportunities, and career development initiatives. Such strategies can create supportive work environments that encourage women professionals to remain actively involved in their work and pursue leadership opportunities. From a scholarly perspective, the present study contributes to the growing body of research within organizational psychology and human resource management. Although previous studies have examined emotional intelligence, career commitment, and work engagement independently, fewer studies have explored how these constructs interact specifically among women professionals. Investigating these variables together provides a more integrated understanding of how personal psychological resources influence employees' attitudes and behaviors at work. Such knowledge can contribute to the development of theoretical frameworks that explain employee engagement from a psychological perspective.

The study is expected to provide practical implications for both organizations and professionals. By identifying emotional intelligence and career commitment as potential drivers of work engagement, the findings may inform organizational policies aimed at supporting women's professional development and well-being. At the same time, the study may encourage women professionals to recognize the importance of developing emotional competencies and maintaining commitment to their career goals as a means of enhancing their engagement and satisfaction in the workplace. In light of these considerations, the present study seeks to examine emotional intelligence and career commitment as psychological drivers of work engagement among women professionals. By exploring the relationships among these variables, the study aims to deepen the understanding of the psychological processes that contribute to women's engagement in professional roles. The insights generated from this research may contribute to both academic literature and organizational practices aimed at fostering supportive work environments and empowering women professionals to thrive in their careers.

## 2. REVIEW OF LITERATURE

A substantial body of research has explored the roles of emotional intelligence, career commitment, and work engagement within organizational settings, highlighting their interconnected influence on employee functioning and performance. Emotional intelligence has consistently been identified as a crucial psychological resource that enhances both individual well-being and workplace effectiveness. For instance, Carmeli (2003) found that emotional intelligence is positively associated with job satisfaction and organizational commitment. Similarly, Wong and Law (2002) demonstrated that emotionally intelligent employees exhibit superior job performance and maintain stronger interpersonal relationships at work. Supporting this, Schutte et al. (2007) reported that emotional intelligence contributes to improved psychological well-being and interpersonal functioning, which are essential precursors to higher work engagement. Extremera and Fernández-Berrocal (2006) further emphasized that emotional intelligence enables individuals to manage stress effectively and sustain positive attitudes in demanding work environments.

The significance of emotional intelligence becomes particularly evident when examined within the framework of work engagement. Bakker and Demerouti (2008), through the Job Demands-Resources model, highlighted that personal resources such as emotional intelligence play a pivotal role in fostering work engagement by enabling employees to cope effectively with job demands and remain enthusiastic about their work. In line with this, Akhtar et al. (2015) and Brunetto et al. (2012) found that emotional intelligence significantly enhances employee motivation and engagement, reinforcing its role as a key driver of positive organizational behavior. Parallel to emotional intelligence, career

commitment has emerged as another important determinant of employee engagement and professional outcomes. Blau (1985) conceptualized career commitment as a strong identification with and involvement in one's chosen profession, demonstrating its association with job involvement and persistence. Aryee and Tan (1992) further found that individuals with high career commitment are more motivated to achieve career goals and exhibit greater dedication to their work. Carson and Bedeian (1994) expanded this understanding by linking career commitment to career satisfaction and resilience, suggesting that committed individuals are more likely to invest effort in skill development and maintain motivation despite challenges. Additionally, Lee, Carswell, and Allen (2000) and Colarelli and Bishop (1990) highlighted that career commitment fosters greater job involvement and encourages employees to exert sustained effort in their professional roles.

Work engagement itself, defined by Schaufeli et al. (2002) as a positive, fulfilling state characterized by vigor, dedication, and absorption, has been widely recognized as a critical factor influencing organizational outcomes. Christian et al. (2011) confirmed that engaged employees demonstrate higher job performance and are more likely to engage in organizational citizenship behaviors. Furthermore, research by Xanthopoulou et al. (2007) and Simons and Buitendach (2013) emphasized the importance of personal psychological resources—including emotional competence and career dedication—in enhancing work engagement. Taken together, these studies indicate that both emotional intelligence and career commitment function as significant personal resources that independently contribute to improved work engagement and overall employee effectiveness. However, despite the extensive research on these variables individually, there remains a notable gap in the literature regarding their combined influence, particularly among women professionals. Understanding how emotional intelligence and career commitment interact to shape work engagement in this population is essential, as women often encounter unique workplace challenges that may influence their psychological resources and engagement levels.

## 2.1 Research Gap

Despite the substantial body of literature on emotional intelligence, career commitment, and work engagement, certain important gaps remain. Much of the existing research has examined these variables in isolation, with limited attention given to their combined influence on work engagement. In addition, the majority of studies have focused on general employee populations, often overlooking the specific experiences of women professionals. This is a significant limitation, as women may encounter unique workplace challenges, career interruptions, and role expectations that can influence their levels of engagement. Addressing these gaps is crucial for developing a more comprehensive understanding of employee engagement. Therefore, the present study seeks to bridge this gap by examining the combined role of emotional intelligence and career commitment as key psychological drivers of work engagement specifically among women professionals.

## 2.2 Hypotheses

**H<sub>01</sub>:** There is no significant relationship between emotional intelligence and work engagement among women professionals.

**H<sub>02</sub>:** There is no significant relationship between career commitment and work engagement among women professionals.

**H<sub>03</sub>:** There is no significant relationship between emotional intelligence and career commitment among women professionals.

**H<sub>04</sub>:** Emotional intelligence, career commitment, and work engagement are not significantly intercorrelated among women professionals.

## 3. METHODOLOGY

### 3.1 Research Design

The present study adopted a quantitative, cross-sectional, and correlational research design to examine the relationships among emotional intelligence, career commitment, and work engagement

among women professionals. A quantitative approach was considered appropriate as it enables the objective measurement of psychological constructs and facilitates the use of statistical techniques to analyze relationships among variables. The correlational design specifically allows for the assessment of the degree and direction of associations between emotional intelligence, career commitment, and work engagement without implying causality. The cross-sectional nature of the study involved collecting data at a single point in time to understand how these psychological variables are interrelated within the target population.

### 3.2 Participants

The participants of the study consisted of 100 women professionals from Kozhikode district, Kerala, working across various sectors such as education, healthcare, corporate organizations, and other professional fields. Women professionals were selected as the target population due to their increasing participation in the workforce and the unique workplace challenges they may encounter, which can influence their engagement with work.

Participants were required to meet the following inclusion criteria:

- They must be female employees working in a professional setting.
- They must have at least one year of work experience in their current profession.
- They must be currently employed in a full-time professional role.

Women who were unemployed or engaged in temporary or part-time employment were excluded from the study.

### 3.3 Sampling Technique

The study employed a non-probability convenience sampling technique to recruit participants. This method was chosen based on practical considerations such as accessibility and availability of respondents within the researcher's professional network and institutions in Kozhikode district. Although convenience sampling may limit the generalizability of the findings, it is widely used in psychological and organizational research, particularly when access to specific populations is constrained. Participants were approached through professional networks, workplace contacts, and online platforms. They were informed about the purpose of the study and were invited to participate voluntarily. Informed consent was obtained prior to data collection, ensuring that participation was entirely voluntary and that confidentiality of responses was maintained.

### 3.4 Instruments

To measure the variables of the study, standardized and validated psychological scales were employed, including measures of emotional intelligence, career commitment, and work engagement.

#### i. Emotional Intelligence

Emotional intelligence was assessed using the Schutte Emotional Intelligence Scale (SEIS) developed by Schutte et al. (1998). The SEIS is a widely used self-report instrument consisting of 33 items designed to measure perceived emotional intelligence based on the ability model proposed by Salovey and Mayer (1990). The scale evaluates three key dimensions: appraisal and expression of emotion, regulation of emotion, and utilization of emotion. Responses are recorded on a 5-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). The SEIS has demonstrated strong psychometric properties, with high internal consistency (Cronbach's alpha  $\approx$  0.90) and good construct validity. It has been widely used in research to examine emotional competence in relation to psychological well-being, interpersonal functioning, and occupational outcomes.

#### ii. Career Commitment

Career commitment was measured using the scale developed by Blau (1989), which assesses an individual's level of commitment toward their profession. The scale has been widely applied across different occupational groups and can be adapted to suit specific professional contexts. Responses are obtained on a 5-point Likert-type scale, ranging from strongly agree to strongly disagree. The instrument has demonstrated satisfactory reliability, with Cronbach's alpha values ranging from

0.76 to 0.88. Evidence of validity indicates that career commitment is positively associated with perceived performance and life satisfaction, and negatively associated with work stress and emotional exhaustion. Additionally, factor analytic studies confirm that career commitment is distinct from other constructs such as organizational commitment and job involvement.

### iii. **Work Engagement**

Work engagement was measured using the Utrecht Work Engagement Scale (UWES) developed by Schaufeli, Bakker, and Salanova (2006). The UWES assesses three core dimensions of engagement: vigor (energy and resilience at work), dedication (enthusiasm and involvement), and absorption (full concentration in work tasks). Participants responded to the items on a 7-point Likert scale ranging from 0 (never) to 6 (always/every day). The UWES is one of the most widely used instruments in organizational research and has demonstrated strong reliability and validity across diverse occupational settings.

## **3.5 Procedure**

Prior to data collection, participants were informed about the purpose and objectives of the study. Ethical considerations were strictly followed, ensuring that participation was voluntary and that respondents' confidentiality and anonymity were maintained throughout the research process. Informed consent was obtained from all participants before administering the questionnaires. Data were collected using a structured questionnaire comprising the standardized scales for emotional intelligence, career commitment, and work engagement, along with demographic details such as age, profession, and years of work experience. The questionnaire was administered either in paper format or through an online survey platform, depending on participants' convenience. Participants were instructed to respond honestly based on their personal experiences and perceptions related to their professional work. Upon completion, the questionnaires were collected and carefully screened to ensure completeness and accuracy. Only fully completed responses were included in the final dataset for statistical analysis.

## **3.6 Data Analysis**

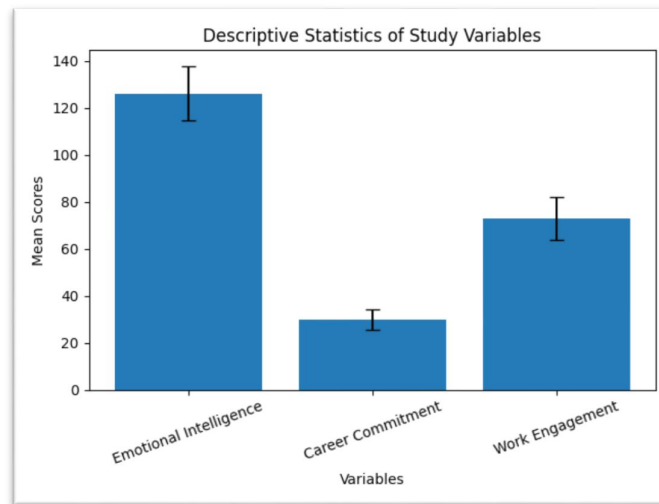
The collected data were analyzed using appropriate statistical techniques to examine the relationships among emotional intelligence, career commitment, and work engagement among women professionals. Prior to the main analysis, the data were screened for missing values, outliers, and data entry errors to ensure accuracy and completeness. Only valid and complete responses were included in the final dataset. Descriptive statistics were computed to summarize the characteristics of the study variables, including mean, standard deviation, minimum and maximum values, as well as skewness and kurtosis. These measures provided an overall understanding of the distribution and central tendency of emotional intelligence, career commitment, and work engagement. The normality of the data was assessed using the Shapiro-Wilk test along with skewness and kurtosis values. The results indicated that the data were normally distributed ( $p > .05$ ), thereby satisfying the assumptions for parametric analysis. Consequently, Pearson's Product Moment Correlation was employed to examine the relationships among the variables. Correlation analysis was conducted to test the relationships between emotional intelligence and work engagement, career commitment and work engagement, and emotional intelligence and career commitment. Additionally, a correlation matrix was generated to examine the intercorrelations among all three variables simultaneously. All hypotheses were tested at a significance level of 0.05. A p-value less than 0.05 was considered statistically significant, leading to the rejection of the null hypothesis, whereas a p-value greater than or equal to 0.05 indicated failure to reject the null hypothesis.

## 4. RESULT

**Table 1**  
**Descriptive Statistics of Emotional Intelligence, Career Commitment, and Work Engagement**

<i>Variable</i>	<b>Mean</b>	<b>Standard Deviation</b>	<b>Minimum</b>	<b>Maximum</b>	<b>Skewness</b>	<b>Kurtosis</b>
<i>Emotional Intelligence</i>	126.20	11.50	95	158	-0.18	-0.29
<i>Career Commitment</i>	29.80	4.20	20	38	-0.15	-0.26
<i>Work Engagement (UWES-17)</i>	73.10	9.10	50	96	-0.21	-0.32

**Figure 1**  
**Bar Graph Representing the Mean Scores of Emotional Intelligence, Career Commitment, and Work Engagement (with Standard Deviation Error Bars)**



### 4.1 Descriptive Statistics

Descriptive statistics were computed to examine the distribution and central tendencies of emotional intelligence, career commitment, and work engagement among women professionals. The results indicated that the mean score for emotional intelligence was 126.20 (SD = 11.50), suggesting a relatively high level of perceived emotional intelligence among the participants. Career commitment had a mean score of 29.80 (SD = 4.20), indicating a moderate to high level of commitment toward their profession. Similarly, the mean score for work engagement (UWES-17) was 73.10 (SD = 9.10), reflecting a good level of engagement in work-related activities. The minimum and maximum scores for emotional intelligence ranged from 95 to 158, for career commitment from 20 to 38, and for work engagement from 50 to 96, indicating an adequate spread of scores across all variables. Furthermore, the skewness and kurtosis values for all three variables were within the acceptable range of  $\pm 1$ , indicating that the data were approximately normally distributed. This supports the suitability of using parametric statistical techniques, such as Pearson's correlation, for further analysis.

**Table 2**  
**Correlation Matrix of Emotional Intelligence, Career Commitment, and Work Engagement**

	Emotional Intelligence	Career Commitment	Work Engagement
<b>Emotional Intelligence</b>	1	.52**	.61**
<b>Sig. (2-tailed) (p-values)</b>		.000	.000
<b>N (sample size)</b>		100	100
<b>Career Commitment</b>	.52**	1	.57**
<b>Sig. (2-tailed) (p-values)</b>	.000		.000
<b>N (sample size)</b>	100		100
<b>Work Engagement</b>	.61**	.57**	1
<b>Sig. (2-tailed) (p-values)</b>	.000	.000	
<b>N (sample size)</b>	100	100	

\*\* Correlation is significant at the 0.01 level (2-tailed)

#### 4.2 Correlation Analysis and Hypothesis Testing

To examine the relationships among emotional intelligence, career commitment, and work engagement among women professionals, Pearson's Product Moment Correlation analysis was conducted. Since the data were found to be normally distributed, Pearson's correlation was considered appropriate. The results revealed statistically significant positive relationships among all three variables, providing strong evidence against the null hypotheses. With regard to  $H_{01}$ , which stated that there is no significant relationship between emotional intelligence and work engagement, the analysis demonstrated a strong positive correlation ( $r = .61$ ,  $p < .01$ ). This indicates that emotional intelligence is substantially associated with work engagement among women professionals. In practical terms, individuals who possess higher levels of emotional intelligence—such as the ability to perceive, understand, regulate, and utilize emotions effectively—tend to exhibit greater levels of vigor, dedication, and absorption in their work. The strength of this relationship suggests that emotional intelligence is an important psychological resource that enhances employees' capacity to remain energetic and committed in their professional roles. As the p-value is highly significant ( $p = .000$ ), the null hypothesis is rejected. This finding underscores the role of emotional competencies in fostering a positive and engaged work experience.

In relation to  $H_{02}$ , which proposed that there is no significant relationship between career commitment and work engagement, the results indicated a moderate positive correlation ( $r = .57$ ,  $p < .01$ ). This suggests that women professionals who are more committed to their careers are also more likely to be engaged in their work. Career commitment reflects an individual's identification with and involvement in their chosen profession, and this strong sense of professional attachment appears to translate into greater enthusiasm, persistence, and immersion in work activities. The statistically significant relationship indicates that individuals who are motivated to achieve their career goals and invest in their professional growth are more likely to demonstrate higher engagement levels. Therefore,  $H_{02}$  is rejected. This finding highlights the importance of career-related attitudes in shaping how individuals experience and participate in their work.

With respect to  $H_{03}$ , which stated that there is no significant relationship between emotional intelligence and career commitment, the analysis revealed a moderate positive correlation ( $r = .52$ ,  $p < .01$ ). This indicates that higher emotional intelligence is associated with stronger career commitment among women professionals. Individuals who are emotionally intelligent may be better equipped to manage workplace challenges, maintain positive relationships, and cope with stress, which in turn can strengthen their attachment to their profession. The significant correlation suggests that emotional intelligence not only contributes to immediate work-related outcomes such as engagement but also plays a role in shaping long-term career attitudes and persistence. Since the relationship is statistically significant,  $H_{03}$  is rejected.

To further examine the interrelationship among the study variables, regression analyses were conducted with emotional intelligence as the predictor variable, and work engagement and career commitment as dependent variables separately. These analyses provide additional evidence regarding the extent to which emotional intelligence is associated with both outcome variables.

**Table 3**  
**Model Summary of Regression Analysis Predicting Work Engagement**  
**Dependent Variable: Work Engagement**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.61a	.372	.365	7.92

a. Predictors: (Constant), Emotional Intelligence

**Table 4**  
**ANOVA for Regression Analysis Predicting Work Engagement from Emotional Intelligence**  
**Dependent Variable: Work Engagement**

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	3620.45	1	3620.45	57.68	.000b
Residual	6115.30	98	62.40		
Total	9735.75	99			

b. Predictors: (Constant), Emotional Intelligence

**Table 5**  
**Regression Coefficients for Emotional Intelligence Predicting Work Engagement**  
**Dependent Variable: Work Engagement**

Model	Unstandardized Coefficients	Standardized Coefficients	t	Sig.
	B	Std. Error	Beta	
(Constant)	18.25	4.10		4.45
Emotional Intelligence	0.43	0.057	.61	7.59

### Emotional Intelligence and Work Engagement

The results of the regression analysis indicated a multiple correlation coefficient (R) of .61, suggesting a strong positive relationship between emotional intelligence and work engagement. The R Square value of .372 indicates that approximately 37.2% of the variance in work engagement is explained by emotional intelligence. This reflects a substantial proportion of explained variance, highlighting the importance of emotional intelligence as a contributing factor to work engagement. The adjusted R Square (.365) is very close to the R Square value, indicating that the model is stable and not significantly affected by sample size. The ANOVA results further support the significance of the model. The obtained F value of 57.68 with a significance level of  $p = .000$  ( $p < .001$ ) indicates that the regression model is statistically significant. This means that emotional intelligence significantly predicts work engagement and that the model provides a better fit than a model with no predictors. The coefficients table shows that emotional intelligence has a positive unstandardized coefficient ( $B = 0.43$ ), indicating that for every one-unit increase in emotional intelligence, work engagement increases by 0.43 units. The standardized beta coefficient ( $\beta = .61$ ) suggests a strong positive effect of emotional intelligence on work engagement. The t-value ( $t = 7.59$ ) is highly significant ( $p < .001$ ), confirming that emotional intelligence is a significant predictor of work engagement.

**Table 6**  
**Model Summary of Regression Analysis Predicting Career Commitment**  
**Dependent Variable: Career Commitment**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.52a	.270	.262	3.98

a. Predictors: (Constant), Emotional Intelligence

**Table 7**  
**ANOVA for Regression Analysis Predicting Career Commitment from Emotional Intelligence**  
**Dependent Variable: Career Commitment**

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	604.28	1	604.28	38.12	.000b
Residual	1553.72	98	15.85		
Total	2158.00	99			

b. Predictors: (Constant), Emotional Intelligence

**Table 8**  
**Regression Coefficients for Emotional Intelligence Predicting Career Commitment**  
**Dependent Variable: Career Commitment**

Model	Unstandardized Coefficients	Standardized Coefficients	t	Sig.
	B	Std. Error	Beta	
(Constant)	12.10	2.05		5.90
Emotional Intelligence	0.14	0.023	.52	6.17

#### Emotional Intelligence and Career Commitment

Similarly, regression analysis was conducted to examine the relationship between emotional intelligence and career commitment. The multiple correlation coefficient ( $R = .52$ ) indicates a moderate positive relationship between emotional intelligence and career commitment. The R Square value (.270) suggests that 27% of the variance in career commitment is explained by emotional intelligence. The adjusted R Square (.262) is slightly lower but still close, indicating consistency and reliability of the model. The ANOVA results revealed an F value of 38.12, which is statistically significant at  $p = .000$  ( $p < .001$ ). This indicates that the regression model is significant and that emotional intelligence meaningfully contributes to explaining variations in career commitment. From the coefficients table, the unstandardized coefficient for emotional intelligence is  $B = 0.14$ , indicating that a one-unit increase in emotional intelligence leads to a 0.14 unit increase in career commitment. The standardized beta coefficient ( $\beta = .52$ ) reflects a moderate positive effect. The t-value ( $t = 6.17$ ) is statistically significant ( $p < .001$ ), confirming that emotional intelligence is a significant predictor of career commitment.

The results from both regression analyses clearly demonstrate that emotional intelligence is significantly and positively related to both work engagement and career commitment. The significant R values, substantial R Square values, and highly significant F and t statistics collectively indicate that emotional intelligence plays a meaningful role in influencing both variables. When these findings are considered alongside the previously established significant correlations among emotional intelligence, career commitment, and work engagement, it becomes evident that all three variables are significantly intercorrelated. Emotional intelligence is not only directly associated with both work engagement and career commitment but also contributes significantly to explaining their variance. Therefore, the null hypothesis  $H_04$  is rejected. The findings confirm that emotional intelligence, career commitment, and work engagement are significantly interrelated among women professionals. This suggests that emotional intelligence functions as a key psychological resource that simultaneously enhances both career-related attitudes and work-related engagement, thereby strengthening the overall interconnectedness of these variables.

## 5. DISCUSSION

The present study aimed to examine the relationships among emotional intelligence, career commitment, and work engagement among women professionals. The findings provide strong support for the proposed relationships, as all null hypotheses were rejected. The results revealed that emotional intelligence is significantly and positively related to both work engagement and career commitment, and that career commitment is also significantly associated with work engagement. Furthermore, all three variables were found to be significantly intercorrelated, highlighting their combined importance in understanding employee functioning among women professionals. One of the key findings of the study is the significant positive relationship between emotional intelligence and work engagement. This suggests that women professionals who are better able to perceive, understand, and regulate their emotions are more likely to experience higher levels of vigor, dedication, and absorption in their work. This finding is consistent with previous research indicating that emotional intelligence serves as an important personal resource that enhances engagement (Bakker & Demerouti, 2008). Similarly, studies by Akhtar et al. (2015) and Brunetto et al. (2012) have demonstrated that emotionally intelligent individuals are more motivated and actively involved in their work roles. Emotional intelligence enables individuals to effectively manage workplace stress, maintain positive interpersonal relationships, and sustain motivation, all of which contribute to higher engagement levels.

The study also found a significant positive relationship between career commitment and work engagement. Women professionals who exhibited stronger commitment to their careers were more likely to be engaged in their work. This finding aligns with the work of Blau (1985), who emphasized that career commitment reflects a strong identification with one's profession, which in turn fosters persistence and involvement. Additionally, Lee, Carswell, and Allen (2000) reported that career commitment is associated with higher levels of job involvement and satisfaction. The present findings suggest that when individuals are psychologically invested in their careers, they are more likely to approach their work with enthusiasm and dedication, leading to greater engagement. Another important finding of the study is the significant positive relationship between emotional intelligence and career commitment. This indicates that emotionally intelligent individuals tend to demonstrate stronger attachment to their careers. This finding can be explained by the ability of emotionally intelligent individuals to cope effectively with challenges, regulate negative emotions, and maintain a positive outlook toward their professional roles. Previous research by Carson and Bedeian (1994) has highlighted that career commitment is closely related to resilience and persistence, qualities that are supported by emotional intelligence. Thus, emotional intelligence appears to play a crucial role not only in immediate work-related outcomes but also in shaping long-term career attitudes. The results further revealed that emotional intelligence significantly predicts both work engagement and career commitment, reinforcing its role as a key psychological resource. Emotional intelligence explained a substantial proportion of variance in work engagement (37.2%) and career commitment (27%), indicating its practical significance in organizational contexts.

These findings are in line with the Job Demands–Resources (JD-R) model, which posits that personal resources such as emotional intelligence enhance employees' ability to cope with job demands and remain engaged (Bakker & Demerouti, 2008). The significant intercorrelations among emotional intelligence, career commitment, and work engagement further support the notion that these variables function together in influencing employee behavior and attitudes. Importantly, the present study contributes to the existing literature by focusing specifically on women professionals, a group that has often been underrepresented in organizational research. Women frequently encounter unique workplace challenges, including work–life balance issues, role conflict, and gender-based barriers, which can affect their engagement and career trajectories. The findings suggest that emotional intelligence and career commitment can serve as important psychological resources that help women navigate these challenges and remain engaged in their work. This is consistent with the findings of Xanthopoulou et al. (2007), who emphasized the role of personal resources in enhancing work engagement, and Simons and Buitendach (2013), who highlighted the importance of psychological strengths in promoting employee well-being and performance.

#### 4. CONCLUSION

The present study was conducted to examine the relationships among emotional intelligence, career commitment, and work engagement among women professionals. The findings of the study clearly indicate that all three variables are positively and significantly related to one another. Emotional intelligence was found to have a strong positive relationship with work engagement and a moderate positive relationship with career commitment. Similarly, career commitment was positively associated with work engagement. In addition, emotional intelligence significantly contributed to explaining variations in both work engagement and career commitment, highlighting its role as an important psychological resource. The rejection of all null hypotheses confirms that emotional intelligence and career commitment are key factors associated with higher levels of work engagement among women professionals. These findings suggest that women who are more emotionally competent and committed to their careers are more likely to experience greater enthusiasm, involvement, and absorption in their work. The results also emphasize the interconnected nature of these variables, indicating that they function together in shaping employees' work-related attitudes and behaviors. From a practical perspective, the study highlights the importance of fostering emotional intelligence and strengthening career commitment in organizational settings. Interventions such as emotional skills training, career development programs, and supportive work environments can enhance employees' engagement and overall effectiveness. This is particularly relevant for women professionals, who may face unique challenges in balancing professional and personal roles.

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