

# The influence of Human resource development affects the Employee's creativity in the organization: Mediating Role of Employee Engagement

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## Abstract

Emotion regulation, emotion management, self motivation and happiness are some of the psychological factors that play a crucial role in the satisfaction of the employees in the workplace and result in improving their output quality and quantity. The basic motive of the current study was to find out the impact on four independent variables i.e. emotion management, emotion regulation, self motivation and happiness on employee creativity in the presence of the mediating role of employee engagement. For this purpose, the researcher collected data from 465 employees of pharmaceutical companies through self administered questionnaires. After the analysis of the collected data through structure equation modeling, it was found out that all hypotheses generated by the researcher in the earlier sections of the study have been accepted. In other words, there is significant relationship between emotion management, emotion regulation, self motivation and happiness and employee creativity. In addition, the mediating impact of employee engagement in organization is also significant in all cases i.e. between the relationship of emotion regulation, emotion management, self motivation and happiness, being the independent ones and employee creativity, being the dependent one. This study has various implications and limitations and may also be improved by following the recommendations discussed by the author.

**Keywords:** Creativity, Emotional Intelligence, Happiness, Employee Engagement.

## I. INTRODUCTION

Emotional intelligence enables the employees to perform well under stress conditions (Pérez-Fuentes, Molero Jurado, Gázquez Linares, & Oropesa Ruiz, 2018; Waldron, 2017; Yan, Yang, Su, Luo, & Wen, 2018). During stress conditions, the performance of the workers gets effected and the high emotional intelligence among the workers enable them to efficiently utilize the available resources so that the negative impacts could be reduced (Extremera, Mérida-López, Sánchez-Álvarez, & Quintana-

Orts, 2018; Jena, Pradhan, & Panigrahy, 2018; Nanda & Randhawa, 2019). It has been observed that the high emotional intelligence among the workers and managers results in the improvement of job performance and thus, the overall business performance also gets improved. The job burnout and work related stress are also found to be reduced with the higher levels of emotional intelligence (Devi, 2016; Devonish, 2016).

Workplace bullying has also found to be reduced with the high levels of emotional

intelligence. Thus, bringing more happiness by reducing psychological stress (Carvalho, Guerrero, & Chambel, 2018; Nadeem, Akram, Ali, Iftikhar, & Shamshad, 2019; Sannes & Kim, 2018). The emotional intelligence also increases the engagement of employees at work, as it is found to be significantly increase the interest of employees in research and development related activities and bringing innovative solutions to problems (Gangai & Agrawal, 2018; Verma, Aggarwal, & Bansal, 2017; Washington, 2017). Research studies have shown proves of positive correlation of emotional intelligence with the dedication, vigour and also the absorption dimensions. Employee engagement also get increased with the higher levels of emotional intelligence as the employees become able to meet the additional demands of the job (Lewangka, Sudirman, & Munizu, 2018; Mérida-López, Extremera, & Rey, 2017; Toyama & Mauno, 2016). It has also been found that the self-efficacy and the engagement of the employees is affected by the satisfaction and emotional intelligence of the employees.

Table 1: *Dimensions of emotional intelligence among the employees.*

DIMENSIONS OF EI	PERCENTAGE OF EMPLOYEE (%)
EMOTION UTILIZATION	78
EMOTION REGULATION	69
EMOTIONAL APPRAISAL	66
EMOTIONAL RESILIENCE	62

Source: (Researchgate)

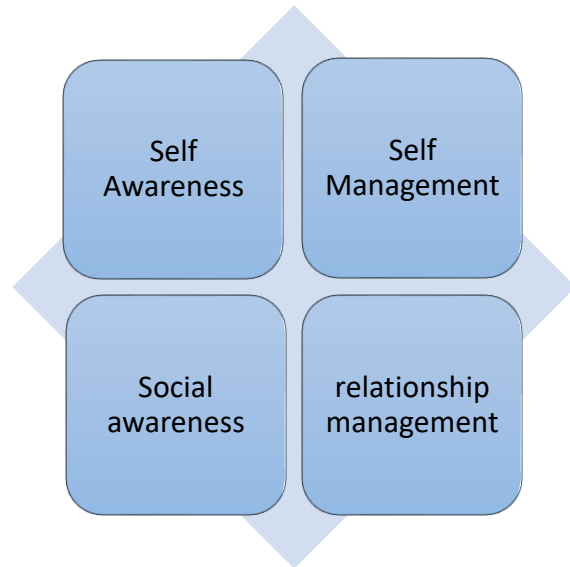


Figure 1: *Four core skills of emotional intelligence.*

Source: (Forbes)

The objectives that have been designed for the study are:

1. To determine the impact of emotion management on the employee engagement.
2. To determine the impact of emotion regulation on the employee engagement.
3. To determine the impact of self-motivation on the employee engagement.
4. To determine the impact of happiness on the employee engagement.
5. To determine the impact of the employee engagement on the employee creativity.

The present study will focus on the factors that improves the work related engagement of employees and how the emotional management, regulation and self-motivation increases job performance and engagement of the employees. The study will provide empirical evidence for the better explanation of the employee engagement at the workplace and the role of emotional intelligence in improving the employee participation in the various tasks and how it effects their happiness and psychological aspects (Lewangka et al., 2018;

Mérida-López et al., 2017; Toyama & Mauno, 2016). Therefore, the research study will contribute in the theoretical evidence for the improvement of work performance of the employees through the emotional intelligence and happiness and their engagement in the work activities.

## 2. Review of literature and Theoretical background

Bar-On's Emotional Intelligence Competencies model helps the better understanding of the emotional intelligence of the people and how it effects the participation of people in different activities and also their responsibilities and problem solving skills. According to the model, the emotional intelligence is defined as a system that have interconnectivity of the behavior of people that arises from the social and emotional competencies. In addition, these competencies have a significant impact on the behavior of the people and also on their working performance. Therefore, the use of this model is highly suitable for the research study as it will help in the understanding of the relation of employee emotional intelligence with the employee engagement at work and their happiness levels, self-motivation and also their creativity.

### 2.1 The impact of emotion management on the employee engagement

According to the literature studies, the emotion management skills of the employees have been found to be beneficial for improving the working environment (Lewangka et al., 2018; Mérida-López et al., 2017; Toyama & Mauno, 2016). As the employees that have better skills of emotional management tends to look out for the fellow employees who are emotionally disturbed and motivate them (Blasco-Belled, Rogoza, Torrelles-Nadal, & Alsinet, 2019; Gupta, 2017; Thapayom, Ussahawanitchakit, & Boonlua, 2018). Thus, this increases their engagement at work and in activates that improves the working performance of the whole team (Nanda & Randhawa, 2019; Pérez-Fuentes et al., 2018; Waldron, 2017; Yan et al.,

2018). Therefore, the following hypothesis has been generated form the studies literature:

H1: There is a significant relationship between the emotion management of the employees and their engagement.

### 2.2 The impact of emotion regulation on the employee engagement

Emotion regulation is a bit different from the emotional management. As the employees that have better emotional regulation tends to hide their emotions that might affect their working performance and thus, shows better results at work. Research studies (Carvalho et al., 2018; Devi, 2016; Devonish, 2016; Extremera et al., 2018; Jena et al., 2018) have shown proves that the lower levels of emotional regulation of employees disturbs their psyche and therefore, they shows more fluctuations at work. Contrary to this, the employees having higher emotional regulation levels tends to show stable performance and less fluctuations (Nanda & Randhawa, 2019; Pérez-Fuentes et al., 2018; Waldron, 2017; Yan et al., 2018). Therefore, the following hypothesis has been generated form the studies literature:

H2: There is a significant relationship between the emotion regulation of the employees and their engagement.

### 2.3 The impact of self-motivation on the employee engagement

Self-motivation is an important aspect of work life, as it directly effects the working performance of the employees (Gangai & Agrawal, 2018; Nadeem et al., 2019; Sannes & Kim, 2018; Washington, 2017). Organizations cannot always work on giving motivation to the employees especially during crisis. Therefore, the employee that work on external motivation, get disturb during time of crisis and shows more fluctuations in their performance (Lewangka et al., 2018; Mérida-López et al., 2017; Toyama & Mauno, 2016; Verma et al., 2017). Contrary to this, the employees that have internal need of motivations does not depends upon the external situations but rather they work according to their inner self and motivates themselves to show more batter

performance (Blasco-Belled et al., 2019; Gupta, 2017; Thapayom et al., 2018). Therefore, the following hypothesis has been generated from the studies literature:

H3: There is a significant relationship between the self-motivation of the employees and their engagement.

#### 2.4 The impact of happiness on the employee engagement

Happiness of the employees have been found to increase the engagement of the employees. According to the research studies (Carvalho et al., 2018; Devi, 2016; Devonish, 2016; Extremera et al., 2018; Jena et al., 2018), the employees having dispositional happiness at higher levels results in improving the working performance and also the interest in the work. Enthusiasm of the employees gets increased with the increased feelings of happiness that encourages their working engagements (Nanda & Randhawa, 2019; Pérez-Fuentes et al., 2018; Waldron, 2017; Yan et al., 2018). Happiness also increases the level of satisfaction in the employees and thus, the job related satisfaction encourages them to work more and provide effective outcomes and results (Blasco-Belled et al., 2019; Gupta, 2017; Thapayom et al., 2018). Therefore, the following hypothesis has been generated from the studies literature:

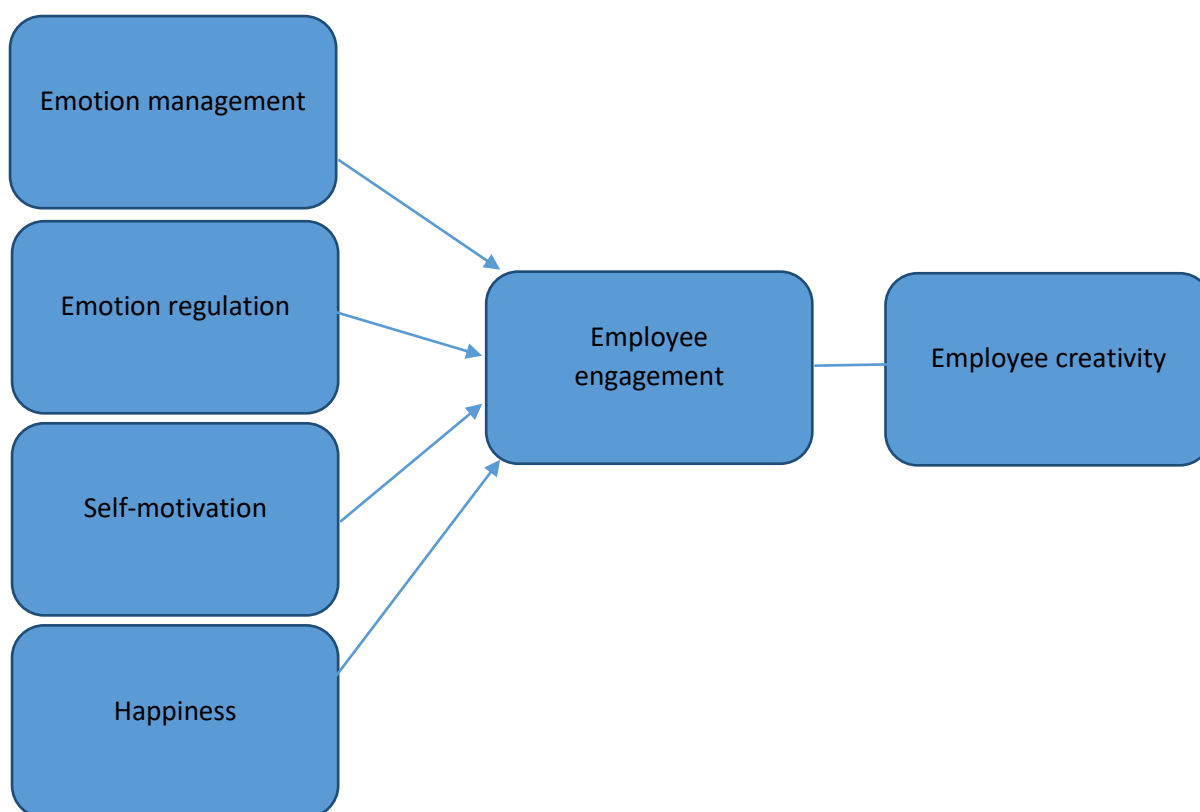
H4: There is a significant relationship between the happiness of the employees and their engagement.

#### 2.5 The impact of the employee engagement on the employee creativity

The engagement of employees to various activities at work results in increasing their creativity skills. As according to the studied literature (Nanda & Randhawa, 2019; Pérez-Fuentes et al., 2018; Waldron, 2017; Yan et al., 2018), the employees that have emotional stability tends to engage themselves at various working activities and look out for more creative solutions to the problems at work. Researchers (Carvalho et al., 2018; Devi, 2016; Devonish, 2016; Extremera et al., 2018; Jena et al., 2018) have argued that even during times of stress, the employees who are more engaged in work shows better performance than the others (Devi, 2016; Devonish, 2016; Extremera et al., 2018; Jena et al., 2018). Although the direct relation between the engagements of employees and their creativity is not found but the mediating role is significant. Therefore, the following hypothesis has been generated from the studies literature:

H5: There is a significant relationship between the employee engagement and the employee creativity.

#### 2.6 Theoretical model



### 3. Methodology

#### 3.1 Participants

For research purpose, data has been collected by the researcher from the pharmaceutical companies' employees and the focus of the researcher while selecting the organizations was that they must be having different policies and regulations in association with the development of emotional intelligence and employee engagement. 465 employees from the pharmaceutical companies that fulfill the aforementioned criteria have been considered as the respondents of the study. The data collection process has been performed in an ethical way by fulfilling all the ethical considerations in context of the organizations and employees of these organizations.

#### 3.2 Materials

The only material that has been used by the researcher for the research purpose was a carefully designed questionnaire. The questionnaire was designed in such a way that it was free of ambiguity and the questions were ordered and designed in an interesting way so

that the interest of the respondents can be held. These questionnaires were also pretested by the experts of pharmaceutical companies so that the validity of the collected data may be increased. There was no error found out as the result of pretest.

#### 3.3 Measurement

The variables used in the study along with their measurement items have been discussed and explored in this particular section. The variables associated with the study include emotion management, emotion regulation, self motivation, happiness, and employee engagement and employee creativity. The dependent variable, employee creativity has been measured by 7 items taken from the past study (Gong, Huang, & Farh, 2009). The first independent variable i.e. emotion management has been measured by 10 items, one of which is "capable of influencing other people's feelings". The next independent variable, emotion regulation has been measured by 10 items, one of which is "capable of controlling their emotions". The next independent variable, self motivation has been measured by using 10

items, one of which is “driven and unlikely to give up in the face of adversity”. The last independent variable, happiness has been measured by using 10 items, one of which is “cheerful and satisfied with their lives”. All the items that are used to measure the independent variables of the study have been taken from a similar past study conducted in context of emotional intelligence (Petrides, Pita, & Kokkinaki, 2007). It must be noted that there is a mediating variable in this study too i.e. employee engagement. It has been measured by using 7 items that have been categorized into three classes i.e. vigor, dedication and absorption, with three items for each of them. These items have been taken from the past study by Karatepe (2013). By using all these measurement items, the researcher has designed the questionnaire and all these items have been measured on a five point Likert scale in the questionnaire.

### 3.4 Statistical Analysis

The collected data has been effectively analyzed by using SPSS and AMOS, by the researcher. These are used for various tests and techniques that are applied on the collected data. Demographic analysis, descriptive analysis and factor analysis can be obtained from SPSS. On the other hand, confirmatory factor analysis and structure equation modeling can be obtained by using AMOS.

## 4. Data Analysis

### 4.1 Demographics

According to the demographic data collected, it has been found out that the total number of respondents is 465 and it includes both males and females by 55.1% and 44.9% respectively. In addition, the percentage of these respondents having graduation, post graduation, masters and other educational qualifications is 12.7%, 51.2%, 28.0% and 8.2% respectively. In context of age of the respondents, 23.7% of them were having the age from 18 to 25 years, 31.4% of the respondents were of the age ranging from 26 to 30 years, 29.9% of them were of the age from 31 to 35 years and remaining 15.1% of the respondents were having the age above 36 years. These demographics of the respondents are crucial in the study.

### 4.2 Descriptive Statistics

The results of descriptive statistics can be seen in the table 1. According to these results, it is quite clear that there is no outlier present in the gathered data and this is based on the fact that minimum and maximum values lie in between the two extremes i.e. 1 and 5. In addition to this, the normality of data can also be indicated based on the fact that the skewness of the collected data is present between the required threshold range i.e. between -1 and +1.

Table 1: *Descriptive Statistics*

	N	Minimum	Maximum	Mean	Std. Deviation	Skewness	Std. Error
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	
EmoMang	465	1.00	5.00	3.4254	1.15624	-.615	.113
EmoRegu	465	1.00	5.00	3.5430	1.13798	-.716	.113
SelfMotiv	465	1.00	5.00	3.4632	1.15857	-.730	.113
Happiness	465	1.00	5.00	3.5538	1.17589	-.669	.113
EmpEng	465	1.00	5.00	3.6857	1.13596	-.652	.113
EmpCreativ	465	1.00	5.00	3.5747	1.11108	-.679	.113
Valid N (listwise)	465						

### 4.3 KMO and Bartlett's Test

There are two tests that are significantly used in order to find out the usefulness of factor analysis for a particular study. These include KMO and Bartlett's test. The value of KMO test close to 1.00 and the value of Bartlett's test less than 0.05 is the indication that the factor

analysis of the indicators is useful for the study and these conditions have been effectively met in the current study.

Table 2: *KMO and Bartlett's Test*

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.978
Bartlett's Test of Sphericity	Approx. Chi-Square	48787.298
	df	1485
	Sig.	.000

## 4.4 Rotated Component Matrix

According to the results presented in table 3, no cross loading has been observed in the indicators of the study. In addition, it is quite

clear that the values of factor loading are also greater than 70% which is the condition for the eligibility of the collected data to be used in a particular study.

Table 3: *Rotated Component Matrix<sup>a</sup>*

	Component					
	1	2	3	4	5	6
EM1	.803					
EM2	.795					
EM3	.816					
EM4	.802					
EM5	.788					
EM6	.882					
EM7	.866					
EM8	.874					
EM9	.872					
EM10	.872					
ER1			.735			
ER2			.762			
ER3			.764			
ER4			.791			
ER5			.774			
ER6			.762			
ER7			.750			
ER8			.781			
ER9			.778			
ER10			.778			
SM1				.708		
SM2				.732		
SM3				.733		
SM4				.728		
SM5				.798		
SM6				.793		
SM7				.794		
SM8				.795		
SM9				.801		
SM10				.784		
HP1		.749				
HP2		.785				
HP3		.760				
HP4		.767				
HP5		.849				
HP6		.836				
HP7		.838				
HP8		.834				
HP9		.843				
HP10		.844				
EE1						.682
EE2						.700

EE3	.685
EE4	.665
EE5	.742
EE6	.747
EE7	.731
EC1	.745
EC2	.699
EC3	.721
EC4	.704
EC5	.765
EC6	.766
EC7	.776
EC8	.774

4.5 Convergent and Discriminant Validity

The results of convergent and discriminant validity can be seen in table 4. It can be observed that the composite reliability values for all variables are more than 0.7 while the

average variance extracted values are more than 0.5. On the other hand, it has been found out that the variables are having loadings very different from each other thus ensuring the validity and normality of the collected data.

Table 4: *Convergent and Discriminant Validity*

	CR	AVE	MSV	EE	EM	ER	SM	HP	EC
<b>EE</b>	0.933	0.890	0.540	<b>0.944</b>					
<b>EM</b>	0.910	0.835	0.367	0.603	<b>0.914</b>				
<b>ER</b>	0.935	0.872	0.551	0.719	0.606	<b>0.934</b>			
<b>SM</b>	0.917	0.886	0.551	0.710	0.536	0.742	<b>0.941</b>		
<b>HP</b>	0.948	0.891	0.540	0.735	0.523	0.646	0.680	<b>0.944</b>	
<b>EC</b>	0.923	0.820	0.516	0.718	0.581	0.672	0.704	0.636	<b>0.906</b>

4.6 Confirmatory Factors Analysis

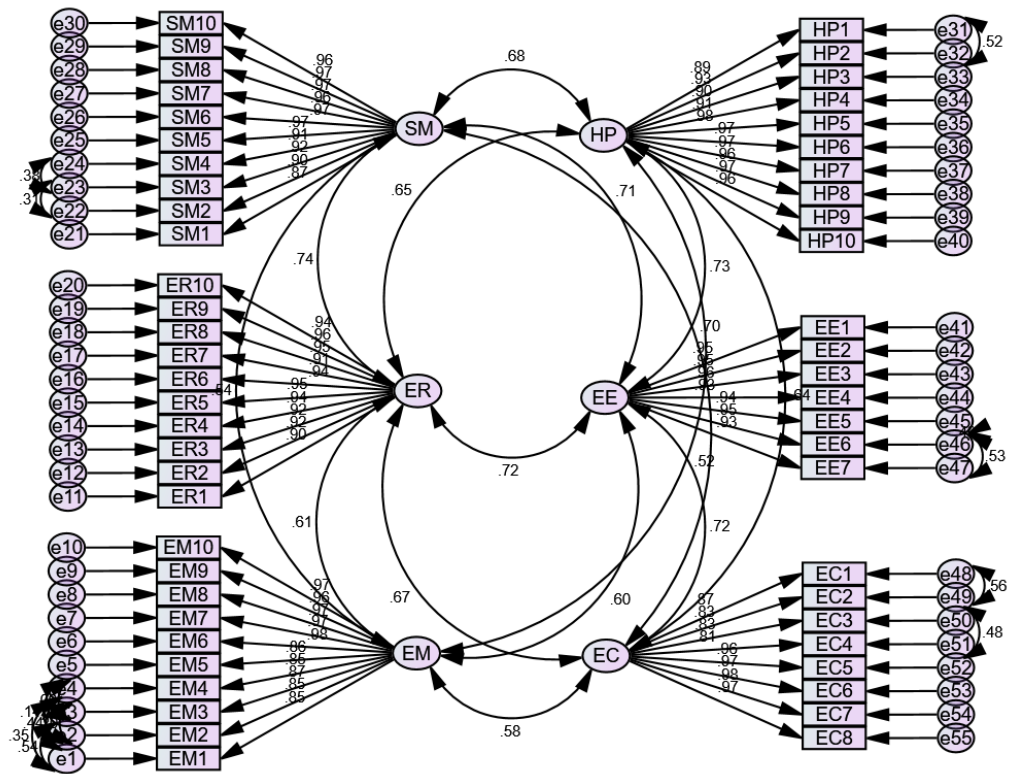
The results of confirmatory factor analysis are given in table 5 (Hassan, Hameed, Basheer, & Ali, 2020; Iqbal & Hameed, 2020). According to these results, the values for all the indicators of CFA are found to be within the threshold range which is given by the researcher in the table. This clearly shows that the hypothetical model has good fitness level.

Table 5: *Confirmatory Factors Analysis*

Indicators	Threshold range	Current values
CMIN/DF	Less or equal 3	2.114
GFI	Equal or greater .80	.802
CFI	Equal or greater .90	.940
IFI	Equal or greater .90	.940
RMSEA	Less or equal .08	.068



Figure 1: CFA



4.7 Structural Equation Modeling

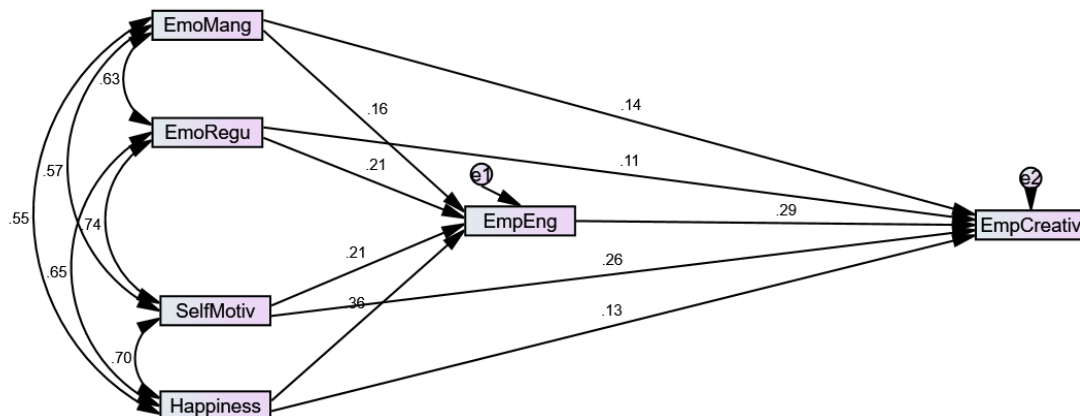
According to the results of structure equation modeling presented in table 6, it has been evident that all the independent variables i.e. emotion management, emotion, regulation, self motivation and happiness are having direct and significant impact on the employee creativity, which is the dependent variable. In the similar

way, it can also be seen that the mediating impact of employee engagement in organization is also significant in all cases that is between the relationship of all the independent and dependent variables i.e. emotion regulation, emotion management, self motivation and happiness, being the independent ones and employee creativity, being the dependent one.

Table 6: Structural Equation Modeling

Total Effect	Happiness	SelfMotiv	EmoRegu	EmoMang	EmpEng
EmpEng	.358***	.207**	.215**	.163**	.000
EmpCreativ	.237**	.316***	.173**	.185**	.287**
<b>Direct Effect</b>	Happiness	SelfMotiv	EmoRegu	EmoMang	EmpEng
EmpEng	.358***	.207**	.215	.163**	.000
EmpCreativ	.134**	.256**	.111**	.138**	.287**
<b>Indirect Effect</b>	Happiness	SelfMotiv	EmoRegu	EmoMang	EmpEng
EmpEng	.000	.000	.000	.000	.000
EmpCreativ	.103**	.059**	.062**	.047**	.000

Figure 2: SEM



## 5. Discussion and Conclusion

### 5.1 Discussion

The basic aim of the current study was to find out the impact on four independent variables i.e. emotion management, emotion regulation, self motivation and happiness on employee creativity in the presence of the mediating role of employee engagement. The first four hypothesis of the study indicated that there is significant relationship between emotion management, emotion regulation, self motivation and happiness and employee creativity. All of these hypotheses have been accepted as per the results of the study. These results are strengthened on the basis of the studies that have been conducted in the past in the similar context (Bailey, Madden, Alfes, & Fletcher, 2017; Fields et al., 2017; Ryan & Deci, 2017). The next four hypotheses were related to the mediating variable and indicate that employee engagement has significant mediating impact between the relationship of emotion management, emotion regulation, self motivation and happiness and employee creativity. These hypotheses, according to the results of the current study have also been accepted and are exactly in accordance with the past studies on similar topics (Hon & Lui, 2016; Roth, Vansteenkiste, & Ryan, 2019; Shiota et al., 2017).

### 5.2 Conclusion

There are various psychological factors that are very significant in the satisfaction of the employees in the workplace and result in better output from them. In this context, the basic aim of the current study was to find out the impact on four independent variables i.e. emotion management, emotion regulation, self motivation and happiness on employee creativity in the presence of the mediating role of employee engagement. As per the results obtained from the study, it has been estimated that the entire hypothesis generated by the researcher in the earlier portions of the study have been accepted. In other words, there is significant relationship between emotion management, emotion regulation, self motivation and happiness and employee creativity. In addition, the mediating impact of employee engagement in organization is also significant in all cases i.e. between the relationship of emotion regulation, emotion management, self motivation and happiness, being the independent ones and employee creativity, being the dependent one.

### 5.3 Implications

Researchers and authors may find this study useful in getting enough information and knowledge about the aspects such as the emotion regulation, emotion management, self motivation and happiness, employee creativity and employee engagement and their impacts on each other. In addition, the organizations may

get help from this study in managing the psychology of the employees and improving their creativity.

#### 5.4 Limitations and Future Research Indications

The researchers must increase the sample size in their future studies and consider some other country or group of countries in the context of either the similar study or some other topic as per their interest. There are various other analysis techniques and approaches that can be used to analyze the collected data and these can be used by other researchers.

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