

**YANGON UNIVERSITY OF ECONOMICS  
DEPARTMENT OF MANAGEMENT STUDIES  
MBA PROGRAMME**

**EFFECT OF EMOTIONAL INTELLIGENCE ON WORK  
ENGAGEMENT AND PROJECT EMPLOYEE  
PERFORMANCE OF EAGER COMMUNICATIONS  
GROUP CO., LTD.**

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EMBA II - 11  
EMBA 20<sup>th</sup> BATCH**

**MAY, 2025**

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**ACADEMIC YEAR (2023-2025)**

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This thesis is submitted to the Board of Examiners in partial fulfillment of the requirements for the degree of Master of Business Administration (MBA).

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# ACCEPTANCE

This is to certify that the thesis entitled “**Effect of Emotional Intelligence on Work Engagement and Project Employee Performance of Eager Communications Group Co., Ltd.**” has been accepted by the Examination Board for awarding Master of Business Administration (MBA) degree.

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**MAY, 2025**

## **ABSTRACT**

The objectives of the study are to analyze the effect of emotional intelligence on work engagement, to analyze the effect of work engagement on project employee performance, to analyze the moderating effect of competence of project manager on the relationship between emotional intelligence and work engagement, and to analyze the moderating effect of competence of project manager on the relationship between work engagement and project employee performance in Eager Communications Group Co., Ltd. Both primary and secondary data are used for this study. The population of this study consists of 221 employees in 2024 at Eager Communications Group Co., Ltd. By using the Raosoft sample size calculator, the sample size is 166. A simple random sampling method is used. Primary data are collected through an online survey using a structured questionnaire designed with 5-point Likert scale questions to measure variables. Secondary data are gathered from relevant reports, journals, and previous studies. For data analysis, both descriptive statistics and regression analysis are applied in this study. The survey period was starting from January, 2025 and concluding on April, 2025. The analysis shows that regulation of emotion and use of emotion have positive and significant effect on work engagement. Competence of project manager has the negative partial moderating effect on the relationship between use of emotion and work engagement. Work engagement has positive and significant effect on project employee performance. There is no moderating effect of competence of project manager on the relationship between work engagement and project employee performance. Based on these findings, competence of project manager from Eager Communications Group Co, Ltd influences employee performance directly but it does not significantly alter the impact of work engagement on performance.

## **ACKNOWLEDGEMENTS**

Firstly, I would like to respectfully express my regard and gratitude to Professor Dr. Tin Tin Htwe, Rector of Yangon University of Economics, for giving me an opportunity to submit the thesis for the EMBA degree.

Secondly, I would like to present my great appreciation and respect to Professor Dr. Thin Nwe Oo, Head of Department of Management Studies and Program Director of the Master of Business Administration Program.

Thirdly, I would like to show my sincere regard and gratitude to my supervisor, Professor Dr. Khin Thet Htwe, for her close supervision, advice, feedback, encouragement, and kind support in completing this thesis. Without her valuable guidance, this thesis would not have been completed successfully.

I would also like to extend my thanks to Professor Dr. Hla Hla Mon, Professor Dr. Than Thu Zar, Professor Dr. Myint Myint May, Associate Professor Dr. Kay Thi Soe, and Associate Professor Dr. May Win Kyaw, Department of Management Studies, for their kind permission to accomplish and constructive guidance for this thesis.

Additionally, I would like to express my gratitude to all the professors, lecturers, and visiting lecturers of the MBA program for their dedication and knowledge sharing throughout the academic years.

Special thanks are due to all the respondents who took the time to participate in the questionnaire survey. Their input was essential to the completion of this thesis.

Finally, I would like to express my gratitude to my family, colleagues, and classmates from EMBA 20<sup>th</sup> Batch for their willing support, continuous contribution, and inspiration accorded to me during the study.

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# CHAPTER 1

## INTRODUCTION

In today's interconnected world, the telecommunications sector serves as the backbone of various industries, leveraging cutting-edge technologies to transfer information across the globe. Unlike traditional infrastructures, telecommunications play a vital role in both corporate and personal communication, enabling the seamless exchange of information (Sharif, 2016). The continuous advancements in telecommunications technologies have revolutionized how people and businesses interact, making it a key driver of economic growth and globalization. As organizations strive to adapt to these rapid changes, they seek innovative solutions to improve their products, processes, and systems, a process known as organizational innovation (Tan & Nasurdin, 2011).

In Myanmar, as the country modernizes its telecommunications infrastructure, the role of effective project management becomes even more crucial. Projects in the telecommunications sector are complex and often require teams to work under high pressure and tight deadlines. To ensure projects are completed on time, within budget, and meet quality standards, strong project management practices are essential. Central to effective project management is emotional intelligence, the ability to recognize, understand, and manage one's own emotions, as well as the emotions of others.

In high-pressure environments like telecommunications, emotional intelligence plays an important role in fostering work engagement and enhancing project employee performance. Leaders with high emotional intelligence can better motivate their teams, communicate effectively, and solve problems, all of which are crucial for achieving project success. Moreover, the competence of the project manager moderates the relationship between emotional intelligence and employee performance. A competent project manager can leverage emotional intelligence to build stronger teams, improve communication, and ultimately drive better outcomes in both work engagement and overall performance.

Emotional intelligence refers to the ability to recognize, understand, and manage not only one's own emotions but also the emotions of others (Mayer & Salovey, 1997). This ability plays a significant role in how individuals process emotional information, directing their actions, decisions, and interactions. Emotional intelligence is vital for personal growth and success in professional environments, fostering better communication, relationship

management, and adaptability in challenging situations. Emotional intelligence has emerged as a key concept in both psychology and management over the past decade. It can be understood as a skill, ability, or talent that enables individuals to recognize, assess, and regulate their own emotions, as well as those of others, within organizations. Employees with high emotional intelligence are more likely to work effectively within teams, engage fully with their tasks, and contribute positively to project outcomes.

Self-emotion appraisal refers to an individual's ability to recognize, assess, and understand their own emotions, including identifying, interpreting, and expressing them naturally (Polat & Ulusoy, 2009). Emotional intelligence is foundational for self-awareness, enabling individuals to understand how their emotions influence thoughts, behaviors, and decision-making processes. Being attuned to their emotional states allows individuals to respond more effectively to various situations, thereby enhancing their ability to manage stress and make informed decisions. Research suggests that self-awareness enables individuals to align their emotional responses with their values and goals, improving interpersonal interactions and overall well-being (Goleman, 1995). The capacity for self-emotion appraisal fosters greater emotional regulation and contributes to better emotional health, as individuals who understand their emotions are more adept at managing them across different contexts (Mayer & Salovey, 1997).

Others-emotion appraisal refers to the ability to accurately perceive, interpret, and understand the emotions expressed by other people (Van Doorn et al., 2015). This aspect of emotional intelligence involves recognizing and understanding the emotions of others. It is critical for effective interpersonal relationships, as it enables individuals to empathize with others, identify their emotional needs, and respond appropriately. Accurately perceiving the emotions of others enhances communication, reduces misunderstandings, and fosters stronger relationships. Individuals with strong others-emotion appraisal skills are more effective at managing conflicts, offering emotional support, and fostering collaborative work environments (Goleman, 1998). This skill is especially important in leadership roles, where understanding team members' emotions leads to more effective guidance and support, ultimately improving team performance and morale (Mayer & Salovey, 1997).

Regulation of emotion refers to the processes individuals use to manage and respond to their emotional experiences in ways that are appropriate and adaptive (Guy Evans, 2023). It encompasses strategies to amplify, maintain, or diminish emotional

responses. Regulation of emotion can be both conscious (explicit) and unconscious (implicit), involving various strategies such as cognitive reappraisal, distraction, acceptance, suppression, and rumination (Kozubal et al., 2023). Effective emotion regulation is associated with better mental health, improved social functioning, and enhanced well-being. By regulating their emotions, individuals can maintain composure under pressure, navigate challenging situations with resilience, and respond to stress in ways that promote emotional stability.

Use of emotion refers to the ability to harness and apply emotions effectively in various situations to facilitate thinking, problem-solving, and adaptive behavior (Cherry, 2023). This involves recognizing how emotions can influence cognitive processes and decision-making, and then utilizing those emotional states to enhance motivation, creativity, and interpersonal interactions. Emotion can serve as a guide to making decisions that are aligned with personal and organizational goals. By understanding and utilizing their own emotions, as well as those of others, individuals can motivate themselves and others, fostering a positive work environment and encouraging goal achievement. Individuals who effectively use their emotions are more likely to excel in leadership and collaborative roles, as they can inspire others, maintain motivation, and navigate complex emotional dynamics within teams (Goleman, 1998).

Work engagement is defined as a positive, fulfilling, work-related state of mind characterized by three core dimensions: vigor, dedication, and absorption (Khusanova et al., 2021). Engaged employees exhibit high energy and mental resilience (vigor), a strong sense of involvement and enthusiasm for their work (dedication), and complete focus and immersion in their tasks, often losing track of time (absorption) (May et al., 2004). It reflects the extent to which employees invest their energy, enthusiasm, and cognitive focus into their roles, leading to higher job satisfaction and productivity.

Competence of project manager refers to the combination of knowledge, skills, abilities, attitudes, and personal characteristics that enable a project manager to effectively plan, execute, and deliver projects successfully (Cartwright & Yinger, 2007). It encompasses technical knowledge, leadership abilities, interpersonal skills, and emotional intelligence, elements that are critical for achieving organizational goals. A competent project manager not only guides their team through complex tasks but also fosters a supportive environment that promotes collaboration, motivation, and high performance. Research indicates that project managers with high competence are more likely to lead

successful projects by aligning team goals with organizational objectives while maintaining morale and productivity (Müller & Turner, 2010).

Project employee performance refers to the level of efficiency, quality, effectiveness with which employees' complete tasks within a project (Carmeli, 2003). It is a critical factor in project success and organizational effectiveness, involving not only the efficient completion of tasks but also aligning efforts with strategic goals, collaborating effectively, managing time well, and continuously improving through feedback and learning. Employee performance in project settings is influenced by various factors, including an individual's skill set, motivation, engagement, and the leadership they receive. High-performing employees significantly contribute to the timely and successful completion of project objectives by demonstrating commitment to achieving high standards, meeting deadlines, and collaborating effectively. Performance can be further enhanced through positive emotional intelligence, which promotes better communication, conflict resolution, and emotional regulation among team members. It is found that employees with high work engagement, guided by a competent project manager, tend to exhibit higher performance levels, establishing a direct relationship between emotional intelligence, engagement, and job outcomes (Carmeli, 2003; Goleman, 1998).

Eager Communications Group Co., Ltd established in 2014 by a team of highly experienced senior professionals, focuses on developing high-technology telecommunications infrastructures, operations, and services across Myanmar. As a leading communication company in the country, Eager Communications Group Co., Ltd aims to collaborate with both local and international professionals who possess unique industry knowledge and business ethics. The company is committed to providing infrastructure services to both local and foreign organizations, ensuring the highest technical standards, corporate governance, and cost-effectiveness, which align with global market competitiveness.

By examining this topic, the study seeks to understand how emotional intelligence and project manager competence influence work engagement and project employee performance within Eager Communications Group Co., Ltd.

## **1.1 Rationale of the Study**

In today's dynamic and project-driven business environment, especially within the telecommunications sector, project employee performance has become a crucial determinant of organizational success. Employees who perform effectively contribute directly to timely project delivery, service quality, and operational efficiency. However, high performance is not solely dependent on technical skills; it is also shaped by factors such as motivation, emotional stability, and leadership influence. One of the most influential drivers behind this performance is work engagement, which reflects how energetically and meaningfully employees involve themselves in their roles. Engaged employees are more likely to commit to their tasks, collaborate with others, and persist through challenges, all of which are vital in project-based work.

In connection with this, the competence of the project manager plays a vital role. A skilled and emotionally intelligent project manager not only ensures that plans and deadlines are met but also creates a work environment that supports engagement, trust, and collaboration. Through strong leadership and interpersonal skills, competent managers can motivate teams, resolve conflicts, and navigate complex project demands effectively. Their ability to connect with and lead people often determines how well a team performs under pressure.

At the heart of this dynamics lies emotional intelligence, a multidimensional capability that influences how individuals manage emotions in themselves and others. The self-emotion appraisal component refers to an individual's awareness and understanding of their emotional state, enabling better decision-making and stress management. Others-emotion appraisal involves accurately interpreting the emotions of colleagues and stakeholders, which enhances empathy and interpersonal relationships. Regulation of emotion is critical for maintaining composure and focus, especially in high-pressure situations common in project settings. Lastly, the use of emotion helps individuals' channel emotional energy toward goal achievement, motivation, and leadership. When these emotional intelligence skills are present in both employees and project leaders, they contribute significantly to enhanced engagement and performance.

This study was conducted at Eager Communications Group Co., Ltd., a leading telecommunications company in Myanmar. As the company expands and modernizes its services, understanding how emotional intelligence and leadership competence affect

employee engagement and performance becomes increasingly essential. The rationale of this research is to explore how these human-centered competencies interact within project environments and to provide insights that can support more emotionally intelligent leadership, higher engagement, and improved performance outcomes in similar organizational settings.

## **1.2 Objectives of the Study**

There are four main objectives in this study.

- (1) To analyze the effect of emotional intelligence on work engagement in Eager Communications Group Co., Ltd.
- (2) To analyze the moderating effect of competence of project manager on the relationship between emotional intelligence and work engagement in Eager Communications Group Co., Ltd.
- (3) To analyze the effect of work engagement on project employee performance in Eager Communications Group Co., Ltd.
- (4) To analyze the moderating effect of competence of project manager on the relationship between work engagement and project employee performance in Eager Communications Group Co., Ltd.

## **1.3 Scope and Method of the Study**

The study is focused on Eager Communications Group Co., Ltd., examining the technical department, which consists of 221 employees in 2024. Both primary and secondary data are collected for this study. By using the Raosoft sample size calculator, the sample size is 166. A simple random sampling method is used. Primary data are collected through an online survey using a structured questionnaire designed with 5-point Likert scale questions to measure variables. Secondary data are gathered from relevant reports, journals, and previous studies. For data analysis, the study applies descriptive statistics to describe the data and linear regression analysis to explore the relationships between the variables.

#### **1.4 Organization of the Study**

The study is structured into five chapters. Chapter one provides the rationale of the study, objectives of the study, scope and method of the study, and organization of the study. Chapter two presents the theoretical background, focusing on emotional intelligence, work engagement, project employee performance, previous study and conceptual framework of the study. Chapter three presents the profile, work engagement practices and competence of project manager, demographic profile of the respondents and reliability analysis study in Eager Communications Group Co., Ltd. Chapter four presents the analysis on the effect of emotional intelligence on work engagement and project employee performance of Eager Communications Group Co., Ltd. Finally, Chapter five is the conclusion part presenting the summary of the findings and discussions, suggestions and recommendations, and the needs for further research.

## **CHAPTER 2**

### **THEORETICAL BACKGROUND**

This chapter provides the theoretical foundation for the study, focusing on the key constructs of emotional intelligence, work engagement, competence of project manager, and project employee performance. By examining relevant theories and previous study, this chapter establishes the conceptual framework.

#### **2.1 Emotional Intelligence**

Emotional intelligence refers to the ability to recognize, understand, manage, and influence emotions in oneself and others (Goleman, 1995). It involves essential skills such as emotional awareness, empathy, self-regulation, and social skills, which are crucial for effective communication, relationship building, and conflict resolution. Emotional intelligence is recognized as a vital factor in personal and professional success, influencing how individuals interact with others and navigate emotional challenges.

Emotional intelligence is an essential psychological construct that enables individuals to process emotional information and use it to guide thinking, behaviors, and decision-making. Unlike traditional intelligence, which focuses on cognitive abilities, emotional intelligence emphasizes the understanding and regulation of emotions, significantly impacting personal well-being and professional success. It helps individuals recognize emotional cues, assess emotional responses, and adjust their behavior accordingly, enhancing communication and collaboration within various contexts, particularly in workplace settings where emotional dynamics are pivotal for productivity and teamwork.

According to Mayer and Salovey (1997), emotional intelligence consists of four interrelated dimensions: self-emotion appraisal, others-emotion appraisal, regulation of emotion, and the use of emotion. Each of these dimensions contributes to an individual's overall emotional intelligence and influences how they process and respond to emotional experiences in both personal and professional contexts.

### **2.1.1 Self-Emotion Appraisal**

Self-emotion appraisal, also known as emotional self-awareness, refers to the process by which individuals assess and adjust their emotional states constructively (Jiang et al., 2013). This dimension of emotional intelligence is critical, as it enables individuals to recognize and understand their own emotions, which form the foundation for regulation of emotion, decision-making, and interpersonal interactions. Employees who engage in self-emotional appraisal are more likely to thoughtfully re-evaluate their emotions, fostering a balanced approach to regulation of emotion and increasing emotional expression (Jiang et al., 2013).

Self-awareness involves the ability to identify both positive emotions, such as optimism and joy, and negative emotions, such as fear, anger, or anxiety, and comprehend how these emotions influence thoughts and behaviors. According to Goleman (1998), self-awareness allows individuals to understand emotional triggers, which enables them to make more informed choices and adjust their responses accordingly. This skill is particularly valuable in high-pressure situations, where emotional responses must be managed to make rational decisions.

According to Mayer and Salovey (1997), highly self-aware individuals can better align their emotions with their personal values and professional goals. This alignment enhances emotional regulation, enabling individuals to maintain composure in high-pressure situations, think critically, and act with intention. Self-emotion appraisal plays a pivotal role in emotional regulation. It helps individuals align their emotions with their values and goals, ensuring that emotions are managed constructively, especially under stress. By enhancing self-awareness, individuals are better equipped to navigate interpersonal dynamics, manage conflicts, and maintain composure, which is crucial for maintaining positive relationships and achieving professional success.

### **2.1.2 Others-Emotion Appraisal**

Others-emotion appraisal refers to the ability to recognize, understand, and appropriately respond to the emotions of others (Mayer & Salovey, 1997). This critical dimension of emotional intelligence significantly influences interpersonal interactions in both personal and professional settings. Others-emotion appraisal is particularly essential in work environments, where effective communication, collaboration, and relationship

management are key to achieving success (Bar-On, 2006). By accurately perceiving the emotional states of others, individuals can engage in more empathetic and supportive interactions, which are vital for building trust and fostering cooperation (Goleman, 1995). Empathy, a core component of others-emotion appraisal, allows individuals to connect with colleagues on an emotional level, offering the appropriate support and responding in ways that address others-emotional needs (Goleman, 1995).

Managers who excel in this dimension of emotional intelligence are better equipped to navigate emotional challenges by identifying emotional cues, facilitating communication, and resolving conflicts in a timely and constructive manner (Salovey & Mayer, 1990). The skill of others-emotion appraisal becomes particularly important in project management due to the dynamic and often high-pressure nature of project teams. These teams are typically composed of individuals with varied personalities, backgrounds, and emotional responses, which can sometimes lead to conflicts or misunderstandings.

In business, where achieving collective goals is paramount, interpersonal skills such as others-emotion appraisal are crucial for maintaining a harmonious work environment, boosting team morale, and driving project success (Caruso et al., 2002). The individuals who are adept at understanding the emotions of others are more likely to engage in cooperative behaviors, leading to improved teamwork, better decision-making, and more productive relationships (Salovey & Mayer, 1990). Thus, others-emotion appraisal is integral to effective leadership and plays a key role in enhancing overall team performance and achieving successful project outcomes.

### **2.1.3 Regulation of Emotion**

Regulation of emotion refers to the ability to manage and control one's emotional responses in various situations (Gross, 2002). This dimension is central to emotional self-control and plays a crucial role in enabling individuals to maintain composure in the face of stress, adversity, and challenging circumstances. Emotional regulation involves strategies such as rethinking situations to alter emotional reactions, utilizing relaxation techniques to reduce stress, and maintaining a calm and thoughtful demeanor under pressure (Saarni, 1999).

In environments where tasks often involve tight deadlines, unexpected obstacles, and team conflicts, the ability to regulate emotions is essential. By preventing emotional

reactions from undermining decision-making or team collaboration, emotional regulation ensures that individuals continue to think clearly and act rationally under pressure. This skill not only enhances personal performance but also contributes to the overall success of the project by fostering a focused, positive, and collaborative team atmosphere (Tugade & Fredrickson, 2004).

In project management, regulation of emotion is particularly significant as it allows both project managers and team members to navigate high-stakes scenarios effectively. Research has demonstrated that individuals with high regulation of emotion are better equipped to handle stress, maintain clarity of thought, and demonstrate resilience in the face of adversity (Schmeichel et al., 2008). Project managers, in particular, benefit from regulation of emotion, as their ability to stay composed during crises directly impacts team morale, performance, and overall project success. By effectively managing their own emotions, project managers are better positioned to create a supportive environment where team members feel motivated, valued, and equipped to engage fully with the project. This, in turn, fosters work engagement and enhances productivity, leading to more successful outcomes in complex and dynamic project environments (Gooty et al., 2009).

#### **2.1.4 Use of Emotion**

Use of emotion refers to the ability to harness and apply emotional information to enhance cognitive processes, decision-making, and behavior (Gabb & Singh, 2015). This dimension of emotional intelligence allows individuals to use their emotional awareness constructively to motivate themselves, inspire others, and maintain focus in challenging situations. Emotion, when properly aligned with goals, can be used to stimulate creativity, foster collaboration, and generate positive outcomes, particularly in high-pressure environments. Through strategies such as emotion mapping, individuals can visualize emotional dynamics, facilitating self-reflection and improving communication, which is crucial in both personal and professional contexts (Fredrickson, 2001). By aligning emotional responses with objectives, they create an environment where emotional energy contributes to achieving personal and organizational goals.

Emotional intelligence, particularly the use of emotion, becomes a strategic tool to influence behavior, enhance problem-solving capabilities, and drive individuals toward productive outcomes (Salovey & Mayer, 1997). The use of emotion plays a pivotal role in

motivating teams, fostering collaboration, and maintaining focus on the project's goals. Such emotional expressions help project managers foster a sense of purpose and connection within the team, ensuring that employees remain committed and engaged throughout the project life cycle. Furthermore, using emotions in decision-making allows project managers to adapt to dynamic circumstances, make decisions that are both logical and emotionally attuned to team dynamics, and resolve conflicts with sensitivity. Emotional intelligence fosters an environment of trust, innovation, and high performance, aligning emotional responses with organizational goals and enhancing overall project success (Caruso et al., 2002).

## **2.2 Work Engagement**

Work engagement is a psychological state characterized by vigor, dedication, and absorption, where employees experience a deep sense of emotional commitment to their work (Schaufeli et al., 2002). It has been defined as the extent to which individuals invest themselves physically, cognitively, and emotionally in their work roles. Engaged employees display high levels of energy and enthusiasm, a strong sense of purpose, and a deep connection to their tasks. This dimension of employee experience is essential for fostering a productive work environment, particularly in high-pressure project management settings, where deadlines and complexity demand high levels of commitment and effort.

The theoretical foundations of work engagement are rooted in the Job Demands-Resources model proposed by Bakker and Demerouti (2007), which emphasizes the interaction between job demands and resources. According to this model, when employees have sufficient resources to meet job demands, they are more likely to experience work engagement. In project management contexts, work engagement is critical, as engaged employees are more likely to persist through challenges, contribute to team efforts, and achieve project goals. Previous research has shown that work engagement is positively correlated with performance outcomes, such as task performance, creativity, and organizational citizenship behavior (Harter et al., 2002).

Work engagement is also linked to job satisfaction, employee well-being, and overall organizational effectiveness. Highly engaged employees tend to have a greater sense of accomplishment and fulfillment, which fosters positive workplace attitudes and behaviors. Moreover, work engagement is not only influenced by individual factors such

as personality and motivation but also by organizational factors, including leadership styles, work culture, and the availability of resources. Organizations that actively foster work engagement through supportive leadership, recognition, and professional development opportunities see improvements in employee retention, job satisfaction, and organizational outcomes (Bakker & Demerouti, 2007).

### **2.3 Competence of Project Manager**

The competence of a project manager plays a pivotal role in determining the overall success of a project. As highlighted by Müller and Turner (2010), project success is significantly influenced by the project manager's ability to combine knowledge, skills, and experience in managing various project phases effectively. Project manager competence refers to the integrated capabilities required to plan, execute, monitor, and control project activities to meet defined objectives. A competent project manager exhibits a balance of leadership capabilities, technical knowledge, emotional intelligence, and decision-making skills. These competencies collectively enhance the project manager's ability to lead diverse teams, manage resources efficiently, and deliver outcomes that align with time, cost, and quality constraints (Zhang et al., 2014).

Competence of project manager can be categorized into two core dimensions: technical competence and interpersonal competence. Technical competence involves proficiency in project management tools, frameworks, and methodologies, enabling the project manager to organize work structures, manage project timelines, and ensure effective risk and quality management. In contrast, interpersonal competence refers to the ability to manage human interactions, motivate team members, facilitate communication, and resolve conflicts within the team environment. Kerzner (2013) emphasized that successful project managers must possess both sets of competencies to achieve project goals while maintaining team cohesion and productivity.

Furthermore, emotional intelligence is a critical component of project manager competence. According to Goleman's (1998) framework, emotional intelligence comprises self-awareness, self-regulation, motivation, empathy, and social skills. Project managers who possess high emotional intelligence are more capable of managing their own emotions and understanding the emotional dynamics of team members. This emotional awareness allows them to foster trust, facilitate collaboration, and navigate complex interpersonal

challenges that may arise during the project lifecycle. Emotionally intelligent project managers are more likely to cultivate positive work environments where employees feel supported and engaged.

Competence of Project Manager is perceived as a key driver of team motivation and project alignment. In practice, competent project managers often take the lead in resolving interdepartmental issues and ensuring smooth communication across functions. When conflicts arise between project employees and other stakeholders, managers with strong interpersonal and emotional skills are able to mediate effectively and maintain focus on project goals. Moreover, in situations where project timelines become compressed due to changing client requirements, technically competent managers are able to quickly restructure workflows and prioritize tasks without compromising quality. Employees working under such managers' report higher levels of work engagement and are more likely to feel ownership of their responsibilities. These real-world dynamics support the view that project manager competence not only influences project outcomes but also enhances employee performance through better leadership and emotional support.

## **2.4 Project Employee Performance**

Project employee performance refers to the capacity of individual team members to accomplish the goals and objectives assigned to them within the framework of a specific project (Kerzner,2017). According to Schaufeli and Bakker (2004), high-performing employees significantly contribute to the success of a project by producing high-quality deliverables, adhering to deadlines, and collaborating constructively with their colleagues. In the context of project-based work, employee performance is a fundamental factor that affects the overall success of the project. It directly influences key project outcomes such as timely task completion, cost-effectiveness, service quality, and customer satisfaction.

Multiple factors shape project employee performance, including individual competencies, motivational levels, work engagement, and the quality of leadership provided by the project manager. While technical expertise remains important, project performance increasingly depends on soft skills such as teamwork, communication, adaptability, and effective time and resource management. Research by Bakker et al. (2008) demonstrates that high levels of work engagement are positively associated with superior performance outcomes. Engaged employees are more likely to invest discretionary effort

in their tasks, display creativity when solving problems, and persist in the face of challenges. Therefore, maintaining high engagement levels is essential for achieving consistent employee performance.

In addition, the alignment between individual goals and organizational or project-level objectives plays a critical role in influencing performance. Locke and Latham (2002) emphasize that when employees perceive a strong connection between their personal values and the goals of the organization, they are more likely to feel motivated and committed to their work. This sense of purpose often translates into greater focus, enthusiasm, and dedication to achieving project targets. Similarly, the nature of the work environment significantly impacts employee performance. Ryan and Deci (2000) argue that a supportive environment that fosters trust, autonomy, and recognition can enhance intrinsic motivation. Employees who perceive their workplace as fair, inclusive, and growth-oriented are more likely to perform at optimal levels.

In the specific context of Eager Communications Group Co., Ltd., project employee performance is closely tied to the leadership style of the project manager and the availability of resources. For example, employees report that when they receive clear instructions, constructive feedback, and emotional support from their project managers, they are more likely to remain motivated and meet their performance targets. In projects involving cross-functional teams or client-driven changes, performance tends to improve when managers provide transparent communication and facilitate decision-making through inclusive discussions. Moreover, the company has recently implemented a performance review system that includes both individual achievement tracking and peer feedback. This system has helped employees better understand expectations and has encouraged more accountability and collaboration across project teams.

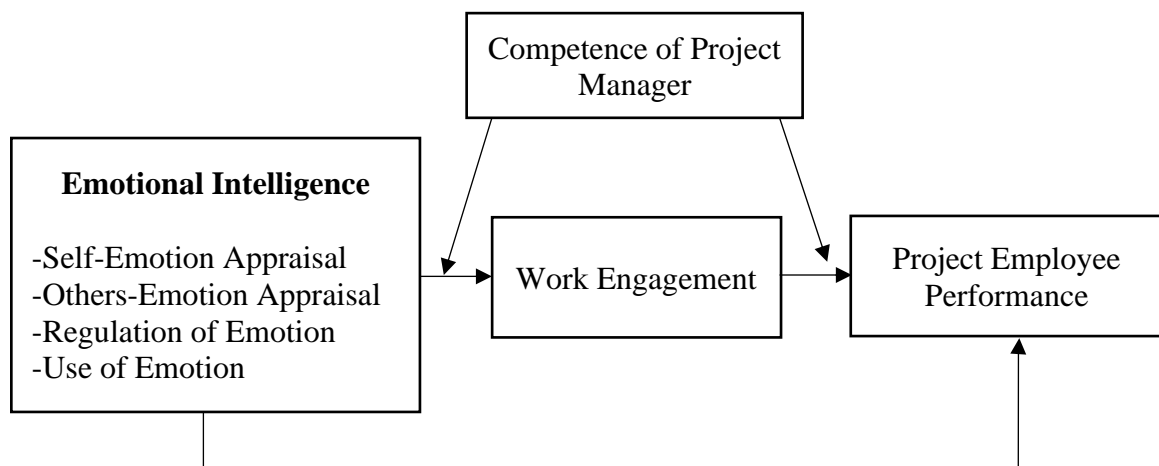
Additionally, in high-pressure situations such as tight deadlines or client escalation scenarios, employees who feel supported by leadership and peers are more resilient and productive. Access to necessary tools, flexibility in problem-solving, and opportunities for skill development have been observed as critical elements that enhance performance within project teams. These findings highlight the importance of not only individual effort but also organizational support structures in determining project employee performance. Therefore, a combination of personal motivation, managerial competence, and organizational environment contributes to shaping how employees perform within project settings

## 2.5 Previous Study

Javed (2018) conducted a quantitative study to investigate the impact of emotional intelligence on employee performance in project management. The primary aim of the study was to explore the impact of emotional intelligence on employee performance in project management. The study also sought to understand the mediating role of work engagement and the moderating effect of the project manager's competence between emotional intelligence and employee performance. By addressing these variables, the objective was to improve the understanding of how emotional intelligence could contribute to better project outcomes by enhancing employee engagement and performance.

The research population was composed of employees working in various project-based organizations. Data were collected from project-based organizations in the Islamabad and Rawalpindi regions. A total of 250 questionnaires were distributed, with 220 responses retrieved. The sample was selected using a convenience sampling technique, and responses from both employees and their supervisors were collected separately to minimize common method variance. The conceptual framework of Javed (2018) was shown in Figure (2.1).

**Figure (2.1) Conceptual Framework of Javed**



Source: Javed (2018)

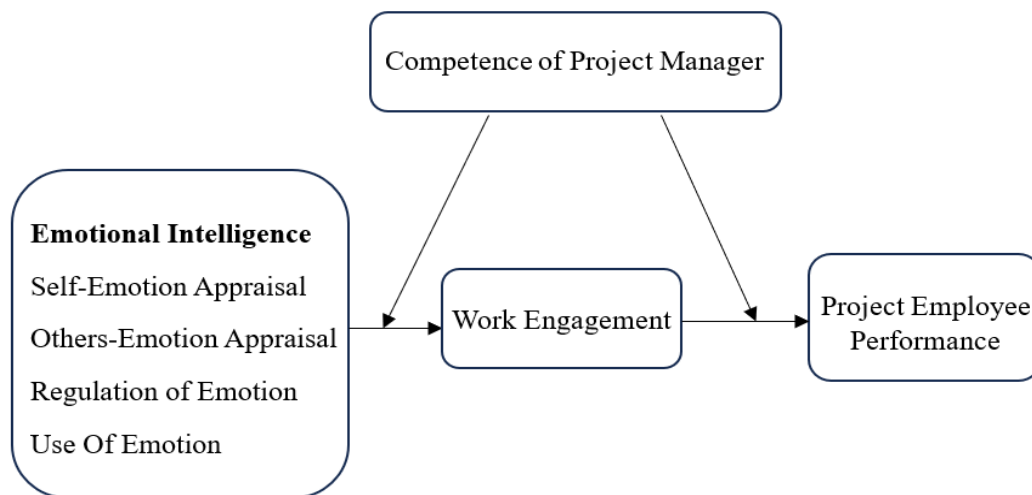
The conceptual framework of Javed (2018) was shown in Figure (2.1). According to the study findings, work engagement was found to have a significant positive effect on and was partially mediating the relationship between emotional intelligence and project employee performance. Furthermore, the research revealed that the competence of the

project manager was strongly moderating the relationship between emotional intelligence and work engagement, with work engagement being partially mediating this relationship. This study was considered a significant contribution to the field of project management, offering valuable insights for both academic and managerial applications.

## 2.5 Conceptual Framework of the Study

This study aims to find how much the mentioned independent variable has an effect on the dependent variable, which is project employee performance. The conceptual framework is presented in Figure (2.2).

**Figure 2.2 Conceptual Framework of the Study**



Source: Adapted from Javed (2018)

The conceptual framework is divided into two key parts. In the first part, emotional intelligence serves as the independent variable, and work engagement is the dependent variable, as referenced from Javed (2018). In the second part, emotional intelligence is the independent variable, and project employee performance is the dependent variable. In this framework, the competence of project manager acts as the moderating variable, influencing the relationship between emotional intelligence and work engagement, as well as the relationship between work engagement and project employee performance. This framework sets the foundation for understanding the factors influencing project employee performance in Eager Communications Group Co., Ltd.

## **CHAPTER 3**

### **PROFILE, WORK ENGAGEMENT PRACTICES AND COMPETENCE OF PROJECT MANAGER IN EAGER COMMUNICATIONS GROUP CO., LTD.**

This chapter provides an overview of Eager Communications Group Co., Ltd including its company profile, work engagement practices, and the role of emotional intelligence in the competence of project manager. Emotional intelligence is explored through its dimensions such as self-emotion appraisal, others-emotion appraisal, regulation of emotion, use of emotion and the competencies of project managers within the company. Demographic profile of the respondents and reliability test are also presented.

#### **3.1 Profile of Eager Communications Group Co.,Ltd**

Eager Communications Group Co., Ltd established in 2014 is a leading telecommunications infrastructure provider in Myanmar. Founded by a team of experienced professionals, the company focuses on advancing telecommunication infrastructure, operations, and services across the country. Initially starting with a team of 56 staff members, Eager Communications Group Co., Ltd concentrated on developing high-technology telecommunication infrastructure specially in underground fiber.

Since its inception, the company has experienced significant growth. By 2018, it opened its third branch in Mandalay and Mawlamyine, marking the company's expansion across Myanmar. In 2021, with an expanding workforce and operational needs, Eager Communications Group Co., Ltd moved to a new four-story office building, doubling the size of its operations to accommodate its growing team.

As a key player in Myanmar's telecommunication sector, Eager Communications Group Co., Ltd is committed to providing services that meet the highest technical standards while maintaining corporate governance. The company emphasizes offering cost-effective solutions that remain competitive on the international market and contribute to Myanmar's socio-economic development. Eager Communications Group Co., Ltd has established a high-quality fiber optic network across Myanmar, including major installations in Yangon

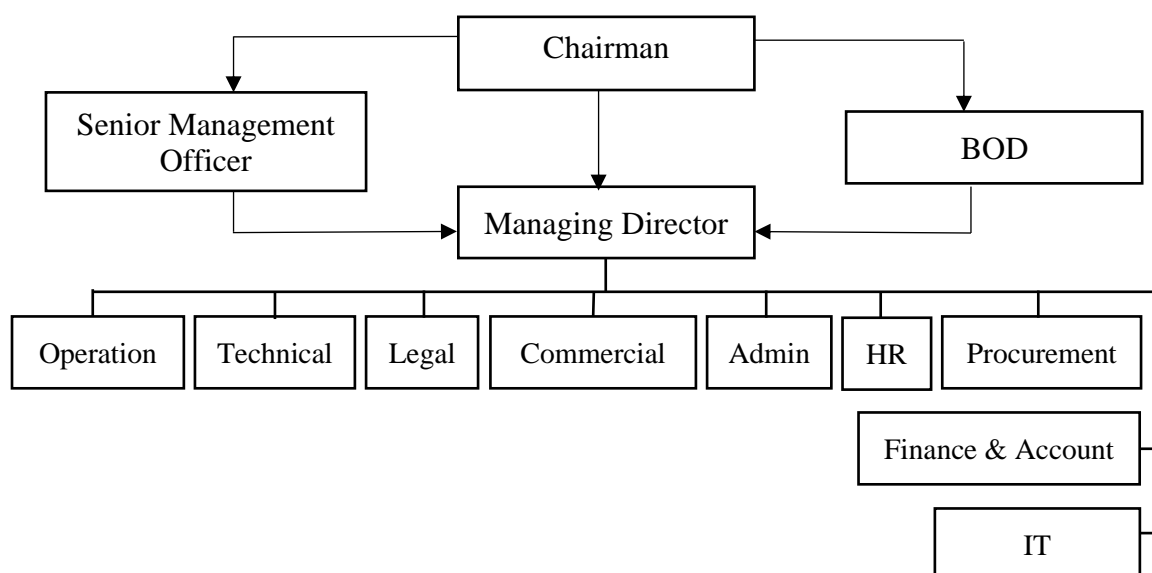
and Mandalay. This network serves a wide array of clients, including the Yangon City Development Committee (YCDC), Mandalay City Development Committee (MCDC), mobile network operators, internet service providers, and financial institutions which are banks.

The vision of Eager Communications Group Co., Ltd is to become the leading provider of telecommunication solutions in Myanmar, distinguished by advanced technology and superior support services. The company strives to set the standard for innovation and excellence in the telecommunications industry, contributing significantly to Myanmar's development. The mission of the company is to offer reliable, efficient, and cost-effective services that promote the socio-economic growth of local communities across Myanmar. The goal is to make affordable telecommunication services accessible nationwide, ensuring that all communities, regardless of their cultural backgrounds, have access to modern communication technologies. In 2023, Eager Communications Group Co., Ltd was awarded the Global Business Outlook Award for being the fastest-growing fiber optic infrastructure solutions provider and for emerging as the best entrepreneur in telecom for 2023.

### **3.2 Organization Chart of Eager Communications Group Co., Ltd.**

The organizational structure of Eager Communications Group Co., Ltd. is designed to efficiently manage its diverse range of telecommunication services and infrastructure projects across Myanmar. The company's structure is hierarchical and division-based, ensuring clear roles, responsibilities, and communication channels at all levels of the organization. Figure (3.1) shows the organization chart of Eager Communications Group Co., Ltd.

**Figure (3.1) Organization Chart of Eager Communications Group Co., Ltd.**



Source: Eager Communications Group Co., Ltd (2025)

At the top of the hierarchy, the board of directors is the highest governing body of the company. The chairman responsible for making key decisions regarding the company's directions, strategies and policies. The chairman heads the board of directors and typically presides over meetings, ensuring the board functions properly and aligns decisions with the company's long-term objectives. The managing director, a senior executive, oversees the daily operations of the company. The managing director is often the chief executive of the company and has authority over various departments, acting as the link between senior management and the board of directors.

Directly beneath the managing director, Eager Communications Group Co., Ltd operates with nine critical departments, each playing a vital role in the company's success. The operations department is responsible for managing and overseeing all operational activities, ensuring the efficient delivery of services across various projects. The technical department, one of the largest divisions, handles the design, installation, and maintenance of telecommunication infrastructure, ensuring that all technological capabilities meet industry standards. The commercial department focuses on business development, client relations, and managing sales, as well as handling contractual negotiations with external parties. The admin department manages essential administrative functions, such as facilities management, scheduling, and ensuring smooth internal coordination across departments.

The human resource department is responsible for recruitment, training, employee relations, and performance management, working to attract and retain top talent aligned

with the company's goals and values. The procurement department ensures the sourcing of materials, equipment, and services necessary for the company's projects, focusing on efficiency and cost-effectiveness. The finance department manages the company's financial operations, including budgeting, forecasting, and maintaining compliance with financial regulations. Lastly, the IT department oversees the company's information technology infrastructure, including network security, software, hardware, and internal systems that support operations, ensuring the technological backbone of the company runs smoothly and securely. Each department works collaboratively to support the company's growth and efficient operations across Myanmar.

These departments work together to ensure the company's continued growth and success. The structure promotes clear responsibilities while fostering collaboration and communication across teams. With a workforce of skilled professionals, Eager Communications Group Co., Ltd can deliver high-quality telecommunication services across Myanmar.

### **3.3 Services Provided by Eager Communications Group Co., Ltd.**

Eager Communications Group Co., Ltd offers a wide range of telecommunication services, focusing on the development and management of telecommunication infrastructure. Key services include the design and installation of fiber optic ducts, and fiber optic cables, which are essential for establishing high-speed communication networks. The company also offers site preparation, civil works, and ongoing maintenance to ensure the infrastructure operates smoothly.

Additionally, Eager Communications Group Co., Ltd provides international gateway connections and data center services, enabling reliable global communication. The company also offers wholesale bandwidth services to internet service providers and other telecommunications providers. For remote areas, Eager Communications Group Co., Ltd provides satellite-based VSAT (very small aperture terminal) communications. The company supports seamless integration of public and private networks, enhancing data flow across platforms. Eager Communications Group Co., Ltd also offers fixed-line services, including plain old telephone service, digital subscriber line, and fiber-to-the-home technologies. To extend high-speed internet access across both urban and rural areas, the company provides wireless broadband solutions.

To further enhance communication reliability, the company utilizes microwave radio systems and mobile trunked radio systems. Eager Communications Group Co., Ltd

also offers internet services to businesses and individuals, contributing to Myanmar's digital connectivity. The company's technological expertise spans all phases of network development, from design and installation to ongoing operations and maintenance, ensuring long-term, scalable solutions for clients. Eager Communications Group Co., Ltd is also committed to corporate social responsibility, focusing on improving health services, education, and creating employment opportunities while maintaining environmental sustainability.

### **3.4 Work Engagement Practices**

At Eager Communications Group Co., Ltd, employee engagement is treated as a practical necessity, particularly due to the dynamic and project-based nature of its work environment. Work engagement is directly influenced by the integration of emotional intelligence practices across the company. These practices—centered on self-emotion appraisal (SEA), others-emotion appraisal (OEA), regulation of emotion (ROE), and use of emotion (UOE), help foster stronger team relationships, greater resilience, and improved project outcomes.

The company understands that successful project delivery relies not only on technical skills but also on the emotional well-being and interpersonal capabilities of its employees. As such, it has taken deliberate steps to incorporate emotional intelligence into daily work life, leadership style, and employee support systems.

Eager Communications Group Co., Ltd promotes self-emotion appraisal through structured practices that enable employees to recognize and reflect on their emotional states. Employees are encouraged to engage in self-reflection by journaling or using personal assessments. Additionally, periodic one-on-one sessions with managers allow individuals to explore their emotional patterns and growth areas in a private and constructive setting.

Eager Communications Group Co., Ltd also hosts workshops and seminars focused on emotional intelligence, with a strong emphasis on self-awareness and self-reflection. These training sessions are designed to help employees understand how their emotions influence workplace behavior, productivity, and collaboration. Emotional intelligence is also included as part of performance evaluations, encouraging individuals to be more conscious of how they manage and respond to emotions in different work scenarios.

Furthermore, Eager Communications Group Co., Ltd fosters open communication through team meetings and informal gatherings, where employees are invited to express

both positive and negative emotions in a supportive environment. Managers lead by example, often acknowledging their own emotional states during discussions. This transparency helps normalize emotional expression and supports a culture where employees feel psychologically safe to share their feelings and experiences.

Eager Communications Group Co., Ltd promotes understanding through others-emotion appraisal places importance on the ability of employees to understand the emotions of others is a key factor in improving collaboration and team dynamics. Employees are trained in active listening through role-playing exercises and communication workshops. These programs focus on improving sensitivity to non-verbal cues such as tone, posture, and facial expressions.

In regular team check-ins and feedback sessions, managers encourage employees to articulate how they feel about their work and team environment. These interactions serve as opportunities to assess emotional well-being and offer support where needed. Structured team meetings also help create space for honest conversations, encouraging team members to recognize and respond appropriately to one another's emotional expressions.

Eager Communications Group Co., Ltd supports a culture of transparency and empathy, recognizing that emotions such as stress, frustration, and excitement are meaningful forms of feedback. Conflict resolution training is also provided, enabling employees to manage emotionally charged situations constructively through active listening and mutual understanding.

Regulation of emotion is another area of focus at Eager Communications Group Co., Ltd. Given the high-pressure demands of project work, employees are encouraged to develop emotional control skills to manage stress and maintain performance.

The Eager Communications Group Co., Ltd organizes stress management workshops where techniques such as mindfulness, breathing exercises, and cognitive reframing are taught. These sessions are designed to help employees remain calm and composed during demanding periods, such as project deadlines or client escalations.

Employees are also encouraged to participate in mindfulness activities, including meditation and guided reflection. These sessions are conducted regularly to help employees reset, maintain focus, and avoid emotional burnout. Digital tools are made available to support emotion tracking and self-assessment, allowing individuals to better understand their emotional triggers and apply regulation techniques in real time.

Support networks such as peer mentoring programs, informal coaching, and access to counseling services further help employees manage emotional difficulties. These

resources provide safe outlets for emotional expression and contribute to a more emotionally balanced work environment.

Eager Communications Group Co., Ltd also emphasizes the use of emotion as a motivational tool to improve work performance and team cohesion. Employees are trained to use their emotional insights to guide decision-making, energize their teams, and maintain a positive attitude toward challenges.

Employees are encouraged to draw from emotions such as excitement, curiosity, and empathy when engaging in projects or supporting colleagues. Eager Communications Group Co., Ltd provides team-building activities and workshops that emphasize the positive use of emotions in group settings and regularly acknowledges the emotional contributions of employees in team meetings and performance reviews. By recognizing the positive use of emotions, such as empathy, optimism, and motivation, Eager Communications Group Co., Ltd ensures that employees understand the value of emotional intelligence in the workplace.

In addition, employees are guided to set personal and emotional goals as part of their career development plans. These goals are reviewed in one-on-one meetings and aligned with broader professional objectives. This practice helps employees stay connected to their work on an emotional level and enhances their long-term engagement.

By modeling emotionally intelligent behavior such as regulating their own emotions, empathizing with team members, and using positive emotions to inspire action project managers contribute directly to a culture of engagement.

### **3.5 Competence of Project Manager**

At Eager Communications Group Co., Ltd, project manager competence is recognized as a cornerstone for successful project execution, especially in the dynamic and technically complex telecommunications sector. The company accepts and evaluates project managers based on a comprehensive set of competencies, including academic qualifications, technical knowledge, emotional intelligence, managerial capability, and hands-on experience in the field. These competencies align with Eager's strategic goals of operational excellence, innovation, and customer satisfaction. To qualify for a project manager role at Eager Communications Group, candidates are expected to possess a bachelor's degree in telecommunications, electrical engineering, information technology, or related fields.

Project managers at Eager Communications Group Co.,Ltd are required to have strong technical expertise, particularly in fiber optic infrastructure, broadband networks, and IP technologies. This technical background is crucial for understanding project requirements, evaluating engineering solutions, and effectively communicating with both internal technical teams and external vendors. Familiarity with industry-standard tools like MS Project, Primavera, Jira, and AutoCAD is expected to support efficient planning, task assignment, risk management, and progress tracking.

Within the workplace, Eager Communications Group Co., Ltd's project managers are entrusted with end-to-end project responsibility from initiation and planning to execution, monitoring, and closure. They are expected to develop detailed project plans, use Gantt charts and work breakdown structure to visualize and break down tasks, and monitor resources through ERP systems. Effective budget planning and resource allocation are essential, as project managers must maintain cost-efficiency while ensuring timely delivery. Managers are also responsible for vendor coordination and contract management, ensuring that outsourced services meet project specifications and timelines.

Project managers must demonstrate excellent stakeholder management skills, regularly engaging with cross-functional teams, clients, and government regulators. Internal communication is key to aligning teams with project goals, while external communication ensures transparency and trust with clients. Eager values leaders who can manage diverse teams, delegate tasks clearly, and lead by example. They are also expected to conduct regular project review meetings and submit timely reports to the PMO and executive management.

At Eager Communications Group Co.,Ltd, emotional intelligence is considered a vital asset. Project managers are expected to possess strong self-awareness and self-regulation, particularly in high-pressure situations. They should be capable of managing stress, adapting to unexpected challenges, and maintaining team morale. Motivational leadership is encouraged, along with empathy and conflict resolution abilities especially when dealing with multi-cultural teams or inter-departmental differences. Managers who can foster trust and cooperation within teams are seen as valuable contributors to long-term company performance.

Eager Communications Group Co., Ltd. evaluates project manager competence not only based on qualifications and technical skill but also on the ability to handle real-world telecom projects effectively within a collaborative, quality-driven, and fast-paced work environment. Competence is both a hiring criterion and a continuous evaluation standard,

supported by ongoing training and development opportunities to help project managers grow in line with evolving industry demands.

### **3.6 Demographic Profile of the Respondents**

To study the factors affecting on work engagement and project employee performance of Eager Communications Group Co., Ltd, the first analysis is the demographic characteristics of the respondents. The data are collected with structured questionnaire from 166 out of 221 employees in the technical department at Eager Communications Group Co., Ltd. They are gender, age (years), marital status, educational background, working experience, team of technical department, job position and monthly salary (MMK). Table (3.1) presents a summary of demographic details.

**Table (3.1) Demographic Profile of the Respondents**

<b>Sr. No.</b>	<b>Demographic Factors</b>	<b>Descriptions</b>	<b>No of Respondents</b>	<b>Percentage</b>
		<b>Total</b>	<b>166</b>	<b>100.0</b>
1	Gender	Male	82	49.4
		Female	84	50.6
2	Age (Year)	21 -30	57	34.3
		31 - 40	73	34.3
		41 - 50	30	18.1
		Above 50	6	3.6
3	Marital Status	Married	61	57.7
		Single	105	63.3
4	Educational Background	Diploma	28	16.9
		Bachelor's Degree	70	42.2
		B.Tech's Degree	7	4.2
		B.E's Degree	37	22.3
		Master's Degree and higher	24	14.5
5	Working Experience (Year)	Less than 1year	20	12.0
		1-3	36	21.7
		4-6	37	22.3
		7-10	31	18.7
		Over 10	42	25.3
6	Team of Technical Department at Eager	Cable and Network	14	8.4
		Engineering	66	39.8
		Operation	11	6.6
		Project	21	12.7
		Service Provider	54	32.5
7	Job Position	Entry-Level	27	16.3
		Mid-Level	40	24.1
		Senior Level	51	30.7
		Managerial	48	28.9
8	Monthly Salary (MMK)	Less than 500,000	47	28.3
		500,001 to 1,000,000	64	38.6
		1,000,001 to 1,500,000	6	3.6
		1,500,001 - 2,000,000	19	11.4
		Above 2,000,000	30	18.1

Source: Survey Data (2025)

Regarding gender, the sample consists of a nearly equal distribution, with 49.4% male and 50.6% female, reflecting a balanced gender representation within the technical department. The age distribution indicates that the majority of employees are relatively young, with 68.6% falling in the age group of 21-40 years. Smaller percentages of employees belong to the 41-50 years' group 18.1% and those above 50 years 3.6%, showing that the department has a predominantly younger workforce with a smaller representation of older employees. In terms of marital status, the majority of employees are single 63.3%, while 57.7% are married. This distribution provides insights into the personal circumstances of the workforce, which may impact their work-life balance and engagement levels. When looking at educational background, the largest group holds a Bachelor's degree 42.2%, followed by those with Diplomas 16.9%, and Bachelor's or equivalent degrees, such as B.Tech 4.2% and B.E 22.3%. Additionally, 14.5% of respondents have Master's degrees or higher, indicating that the workforce at Eager Communications Group Co., Ltd is well-educated, with a broad range of qualifications.

Regarding working experience, the sample shows a mix of seasoned professionals and those newer to the field. The largest group, 25.3%, has more than 10 years of experience, while employees with less than 1 year of experience comprise 12.0%. The remaining respondents are fairly evenly distributed among those with 1-3 years 21.7%, 4-6 years 22.3%, and 7-10 years 18.7% of experience, demonstrating a blend of both new and experienced talent within the department. The team structure within the technical department reveals that most employees are involved in Engineering and Technical roles 39.8%, followed by those working with Service Providers 32.5%. Smaller groups are found in Cable and Network 8.4% and Project teams 12.7%, indicating a concentration of employees in core technical and engineering roles. In terms of job positions, there is a balanced representation across different levels, with 30.7% of employees in Senior-Level positions and 28.9% in Managerial roles. Additionally, 16.3% of employees are in Entry-Level positions, and 24.1% hold Mid-Level roles, suggesting a well-distributed mix of experience across the workforce.

Lastly, the monthly salary distribution shows that the majority of employees earn between 500,001 to 1,000,000 MMK 38.6%, while 28.3% earn less than 500,000 MMK. A smaller percentage falls within higher salary ranges, with 18.1% earning over 2,000,000 MMK, indicating that the department includes both lower and higher salary earners, depending on the role and level of responsibility.

This demographic breakdown provides valuable insights into the composition of the workforce at Eager Communications Group Co., Ltd technical department, highlighting

the diversity in terms of gender, age, marital status, educational background, working experience, team of technical department at Eager Communications Group Co.,Ltd, job position and monthly salary.

Summary of respondents' Demographic Profile consists of a balanced gender distribution, both male and female respondents. A large proportion of employees fall within the 21–40 age range, indicating a predominantly young workforce. In terms of marital status, single respondents are more than married, possibly reflecting overlapping status due to data reporting. Most employees are well-educated, holding Bachelor's degrees. Regarding work experience, most of the employees have over 4 and 5 years of experience, while the rest are fairly distributed across other experience levels, showing a balanced mix of new and seasoned professionals. The majority of employees work in the engineering and service provider teams. Job positions are also well-distributed, in senior-Level, Managerial, and Mid-Level roles. Most employees earn between MMK 500,001 and 1,000,000 monthly. Overall, the demographic profile reflects a diverse and capable workforce at Eager Communications Group Co., Ltd

### **3.7 Reliability Test**

Reliability is essential for ensuring accurate, stable, and reproducible results in data collection. It assesses whether the measurement tool consistently yields the same outcomes. In this study, Cronbach's Alpha is used to evaluate the internal consistency of the variables. This coefficient measures the consistency of scales composed of multiple items. A Cronbach's Alpha value of 0.9 or higher indicates excellent reliability, 0.8-0.9 is good, 0.7-0.8 is acceptable, 0.6-0.7 is questionable, 0.5-0.6 is poor, and below 0.5 is unacceptable. The reliability of the variables in this study is summarized in Table (3.2).

**Table (3.2) Reliability Analysis**

<b>Variables</b>	<b>Cronbach's Alpha</b>	<b>Number of Items</b>	<b>Interpretation</b>
Self-Emotion Appraisal	0.858	5	Good
Others-Emotion Appraisal	0.734	5	Acceptable
Regulation of Emotion	0.862	5	Good
Use of Emotion	0.823	5	Good
Work Engagement	0.823	6	Good
Competence of Project Manager	0.845	5	Good
Project Employee Performance	0.842	5	Good

Source: Survey Data (2025)

When analyzing the results using Cronbach's Alpha, it is evident that all variables in the study exhibit good reliability, with Cronbach's Alpha values exceeding 0.8 for most variables. The highest value is observed in the regulation of emotion variable, which has a Cronbach's Alpha of 0.862, indicating excellent reliability. The lowest value is found in others-emotion appraisal, with a Cronbach's Alpha of 0.734, which is considered acceptable. Since all Cronbach's Alpha values are above 0.7, it can be concluded that the questionnaire variables are both reliable and valid for use in this study.

**CHAPTER 4**

**ANALYSIS ON THE EFFECT OF EMOTIONAL  
INTELLIGENCE ON WORK ENGAGEMENT AND PROJECT  
EMPLOYEE PERFORMANCE OF EAGER  
COMMUNICATIONS GROUP CO., LTD.**

In this chapter, the descriptive analysis of emotional intelligence, work engagement, competence of project manager and project employee performance in Eager Communications Group Co., Ltd is presented. Following that, the chapter discusses the effect of emotional intelligence on work engagement, effect of emotional intelligence on project employee performance, the moderating effect of competence of project manager on the relationship between emotional intelligence and work engagement, and the moderating effect of competence of project manager on the relationship between work engagement and project employee performance in Eager Communications Group Co., Ltd.

**4.1 Employee Perception on Emotional Intelligence, Work Engagement, Competence of Project Manager, and Project Employee Performance**

The analysis is carried out by distributing structured questionnaires with five-point Likert scales to 166 respondents. The mean interpretation relies on the identification of Best (1977). According to Best (1977), the mean values of five-point Likert scale are interpreted as follows:

The score between 1.00 and 1.80 is considered to be “Strongly Disagree.”

The score between 1.81-2.60 is considered to be “Disagree.”

The score between 2.61-3.40 is considered to be “Neutral.”

The score between 3.41-4.20 is considered to be “Agree.”

The score between 4.21–5.00 is considered to be “Strongly Agree.”

The perception of employees regarding emotional intelligence, work engagement, competence of project manager, and project employee performance is collected through a structured questionnaires at Eager Communications Group Co., Ltd.

#### 4.1.1 Employee Perception on Emotional Intelligence

In this part, the analysis is to explore emotional intelligence among employees is measured using four dimensions: self-emotion appraisal, others-emotion appraisal, regulation of emotion, and use of emotion. Based on the findings, the analysis involves the mean values for each individual variable, and additionally, an overall mean value that summarizes the average across all the variables.

##### (1) Self-emotion Appraisal

This section aims to explore the perception on self-emotion appraisal of Eager Communications Group Co., Ltd employees. The respondents are asked with five structured questions. The survey findings for self-emotion appraisal are described in Table (4.1).

**Table (4.1) Self-emotion Appraisal**

<b>Sr. No.</b>	<b>Description</b>	<b>Mean</b>	<b>Standard Deviation</b>
1	Having a good understanding of emotions	4.23	0.75
2	Understanding the feelings	4.20	0.72
3	Knowing whether happiness is present or not	4.22	0.67
4	Being aware of strengths and weaknesses	3.98	0.79
5	Presenting with self-assurance and confidence	4.08	0.70
	Overall mean	<b>4.14</b>	

Source: Survey Data (2025)

According to the mean values except 4.22 and 4.23 (including overall mean) between 3.41 and 4.20 for most items, as shown in Table (4.1), it can be concluded that respondents agree that they understand what they feel, reflecting those activities applied at Eager Communications Group Co., Ltd like self-reflection practices, workshops and seminars on emotional intelligence and one to one discussion sessions with the managers are helpful in assisting the employees to recognize their emotions and understand how those emotions affect their work and interactions. Respondents also agree that they present themselves with self-assurance and confidence and they are aware of their strengths and

weaknesses. This highlights that through the structured feedback system, open communication culture and managers leading by examples, they encourage the employees to understand themselves better and hence develop more confidence and self-assuredness via a deeper understanding about themselves.

On the other hand, the mean values between 4.21 and 5.00, respondents also strongly agree with certain statements as shown in Table (4.1). Respondents agree that they understand their own emotions and can assess themselves whether they feel happy or not. This indicates that respondents feel they possess a solid awareness of emotional cues, both within themselves and possibly in others, demonstrating a well-developed sense of emotional intelligence in these aspects.

## (2) Others-emotion Appraisal

This section aims to explore the perception on others-emotion appraisal of Eager Communications Group Co., Ltd employees. The respondents are asked with five structured questions. The survey findings for others-emotion appraisal are described in Table (4.2).

**Table (4.2) Others-emotion Appraisal**

<b>Sr. No.</b>	<b>Description</b>	<b>Mean</b>	<b>Standard Deviation</b>
1	Knowing friends' emotions from their behavior	3.66	0.75
2	Being a good observer of others' emotions	3.78	0.72
3	Being sensitive to the feelings and emotions of others	3.67	0.95
4	Having a good understanding of the emotions of people around	3.80	0.68
5	Having a strong urge to help when seeing someone upset	3.89	0.92
	<b>Overall mean</b>	<b>3.76</b>	

Source: Survey Data (2025)

According to the mean values (including overall mean) between 3.41 and 4.20, as shown in Table (4.2), it is states that employees agree on others-emotion appraisal at Eager Communications Group Co., Ltd. Most of the employees agree that knowing friends' emotions from their behavior, being a good observer of others' emotions and being sensitive to the feelings and emotions of others. Also, respondents agree that having a good

understanding of the emotions of people around and having a strong urge to help when seeing someone upset. These statements contribute to a more supportive and productive work environment, where emotional awareness is a cornerstone of strong team cohesion and overall success.

### (3) Regulation of Emotion

This section aims to explore the perception on regulation of emotion of Eager Communications Group Co., Ltd employees. The respondents are asked with five structured questions. The survey findings for regulation of emotion are described in Table (4.3).

**Table (4.3) Regulation of Emotion**

<b>Sr. No.</b>	<b>Description</b>	<b>Mean</b>	<b>Standard Deviation</b>
1	Being able to control temper and handle difficulties rationally	3.89	0.77
2	Being quite capable of controlling emotions	3.87	0.73
3	Having good control of emotions	3.92	0.71
4	Managing impulsive feelings and distressing emotions well	3.80	0.67
5	Staying composed, positive, and unflappable even in difficult and stressful situations	3.77	0.70
	Overall mean	<b>3.85</b>	

Source: Survey Data (2025)

According to the mean values (including overall mean) presented in Table (4.3), which range from 3.41 to 4.20, it can be observed that respondents generally agree with their ability to regulate their emotions. It can be concluded that most of the respondents agree on being able to control temper and handle difficulties rationally, being quite capable of controlling emotions and having good control of emotions. Also, respondents agree that managing impulsive feelings and distressing emotions well and staying composed, positive, and unflappable even in difficult and stressful situations. Therefore, these results indicate that regulation of emotion is an area of strength for employees, contributing to a positive and controlled work environment.

#### (4) Use of Emotion

This section aims to explore the perception on use of emotion of Eager Communications Group Co., Ltd employees. The respondents are asked with five structured questions. The survey findings for use of emotion are described in Table (4.4).

**Table (4.4) Use of Emotion**

<b>Sr. No.</b>	<b>Description</b>	<b>Mean</b>	<b>Standard Deviation</b>
1	Setting goals and trying best to achieve them	4.10	0.72
2	Telling oneself as a competent person	3.82	0.80
3	Encouraging oneself to try best	4.08	0.41
4	Acknowledging and rewarding people's strengths, accomplishments, and development	4.08	0.73
5	Offering useful feedback and identifying people's needs for development	3.97	0.72
	Overall mean	<b>4.01</b>	

Source: Survey Data (2025)

According to the mean values (including overall mean) between 3.41 and 4.20 as shown in Table (4.4), employees agree with the statements related to goal-setting, self-motivation, and supporting others in their development. It states that employees agree with the setting goals and trying best to achieve them, telling oneself as a competent person and encouraging oneself to try best. Employees also agree with the acknowledging and rewarding people's strengths, accomplishments, and development and offering useful feedback and identifying people's needs for development. Overall, the results show that employees at Eager Communications Group Co., Ltd understand the value of using emotions to enhance both individual and team performance.

#### 4.1.2 Employee Perception on Work Engagement

This section explores the perception of work engagement of Eager Communications Group Co., Ltd employees. The respondents are asked six structured questions designed to analyze financial literacy. The survey findings for work engagement are summarized in Table (4.5).

**Table (4.5) Work Engagement**

<b>Sr. No.</b>	<b>Description</b>	<b>Mean</b>	<b>Standard Deviation</b>
1	Feeling bursting with energy at work	3.86	0.79
2	Being enthusiastic about the job	3.95	0.68
3	Feeling like going to work when getting up in the morning	3.83	0.74
4	Feeling happy when working intensely	3.93	0.69
5	Being proud of the work done	4.25	0.69
6	Being immersed in the work	3.96	0.67
	Overall mean	<b>3.96</b>	

Source: Survey Data (2025)

According to the mean values except 4.25 (including overall mean) between 3.41 and 4.20 as shown in Table (4.5), the employees generally feel positive about their works. Respondents agree that feeling bursting with energy at work, being enthusiastic about the job and feeling like going to work when getting up in the morning. Also, they agree that feeling happy when working intensely and being immersed in the work.

On the other hand, the mean value of 4.25 is within the range between 4.21 – 5.00, which shows that the respondents strongly agree on being proud of the work done. This indicates that employees feel particularly confident and proud of their contributions. This deeper level of agreement reflects a strong sense of accomplishment and personal investment in their work, which can significantly boost morale and motivation across the team.

#### **4.1.3 Employee Perception on Competence of Project Manager**

This section explores the perception of competence of project manager of Eager Communications Group Co., Ltd employees. The respondents are asked seven structured questions designed to analyze competence of project manager. The survey findings for work engagement are summarized in Table (4.6).

**Table (4.6) Competence of Project Manager**

<b>Sr. No.</b>	<b>Description</b>	<b>Mean</b>	<b>Standard Deviation</b>
1	Engaging all stakeholders involved in the project successfully	3.95	0.66
2	Managing ambiguous situations satisfactorily while supporting the project's goal	3.95	0.61
3	Maintaining self-control and responding calmly and appropriately in all situations	3.96	0.66
4	Encouraging teamwork consistently	4.16	0.76
5	Responding to and acting on expectations, concerns, and issues raised by others on the project	3.87	0.74
	Overall mean	<b>4.00</b>	

Source: Survey Data (2025)

According to the mean values (including overall mean) between 3.41 and 4.20 as shown in Table (4.6), it states that employees generally agree with the competence of project manager at Eager Communications Group Co., Ltd. Respondents agree that engaging all stakeholders involved in the project successfully, managing ambiguous situations satisfactorily while supporting the project's goal and maintaining self-control and responding calmly and appropriately in all situations. Furthermore, they agree with the face that encouraging teamwork consistently and responding to and acting on expectations, concerns, and issues raised by others on the project.

#### **4.1.4 Employee Perception on Project Employee Performance**

This section explores the perception of project employee performance of Eager Communications Group Co., Ltd employees. The respondents are asked seven structured questions designed to analyze financial literacy. The survey findings for project employee performance are summarized in Table (4.7).

**Table (4.7) Project Employee Performance**

<b>Sr. No.</b>	<b>Description</b>	<b>Mean</b>	<b>Standard Deviation</b>
1	Working at the best performance level	3.98	0.76
2	Using all sick leave allowance	3.30	1.07
3	Being one of the best at the work done	3.78	0.83
4	Setting very high standards for the work	3.83	0.76
5	Being proud of the work performance	3.88	0.79
	Overall mean	<b>3.75</b>	

Source: Survey Data (2025)

According to the mean value (including overall mean) between 3.41 and 4.20 as shown in Table (4.7), Most of the respondents agree on project employee performance except using all sick leave allowance. It states that employees agree with working at the best performance level, being one of the best at the work done, setting very high standards for the work and being proud of the work performance. These responses show that individuals are committed to maintaining high standards, take pride in their work, and feel confident in their abilities.

However, the item using all sick leave allowance received a lower mean score of 3.30, placing it closer to a neutral response. This score implies that employees neither strongly agree nor disagree with the idea of using up all their sick leave, suggesting mixed behaviors or attitudes toward time off. Some may use their leave only, when necessary, while others might use it fully due to various reasons such as stress, health, or personal needs. This neutral response may reflect a potential area for further exploration regarding employee well-being, attendance behavior, or workplace health culture.

#### **4.2 Analysis on Effect of Emotional Intelligence on Work Engagement**

This section explores the effect of emotional intelligence on work engagement of employees in the technical department at Eager Communications Group Co., Ltd. The multiple regression analysis is conducted to determine how emotional intelligence explains the variance in work engagement. Emotional intelligence is used as the independent

variable, and work engagement is the dependent variable. The outcomes of the multiple linear regression model are summarized in Table (4.8).

**Table (4.8) Effects of Emotional Intelligence on Work Engagement**

Variables	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	VIF
	B	Std. Error	Beta			
(Constant)	1.290	.280		4.608	0.000	
Self-emotion Appraisal	0.098	0.062	0.110	1.578	0.117	1.414
Others-emotion Appraisal	-0.094	0.064	-0.102	-1.466	0.145	1.421
Regulation of Emotion	0.106*	0.062	0.118	1.709	0.089	1.388
Use of Emotion	0.556***	0.067	0.598	8.306	0.000	1.507
R Square	0.447					
Adjusted R Square	0.433					
F value	32.541***					
Durbin-Watson	2.044					

Source: Survey Data (2025)

Note: \*\*\* Significant at 1% level; \*\* Significant at 5% level; \* Significant at 10% level

Based on Table (4.8), R Square value is 0.447. it means the study model can explain the variation in work engagement in Eager Communications Group Co., Ltd well. Since the adjusted R square value is 0.433, the model is able to explain 43.3% when it comes to the variance of both the independent variable and the dependent variable. The VIF value is also under 10, suggesting the lack of multicollinearity issues with the independent variable. With the Durbin-Watson value of 2.044, the sample does not consist autocorrelation issue. Based on the F value which is 32.541, the overall model is highlight significant at 1% level and can be assumed that the model of the study is valid.

Regulation of emotion has a positive and significant effect on work engagement at 10% level. Use of emotion has a positive and significant effect on work engagement at 1% level. The Standardized Coefficient (Beta) values of the use of emotion and regulation of emotion are all positive, showing that regulation of emotion and use of emotion have significant and positive effects on the dependent variable which is work engagement.

However, self-emotion appraisal and other-emotion appraisal do not indicate significant effects on work engagement. It means work engagement of Eager Communications Co., Ltd is influenced by regulation of emotion and use of emotion. It means employees who are better at managing their emotions and effectively use their emotions to direct thinking and behavior are more engaged at their work.

At Eager Communications Co., Ltd, work engagement is developed through promotion the regulation and use of emotion among its employees. Regulation of emotion and use of emotion have a positive and significant effect on work engagement at 10% and 1% levels. They encourage their employees to manage their emotions effectively in the workplace through various initiatives. This helps them stay composed, focused and resilient in various situations, allowing them to remain engaged and motivated. Moreover, the organization encourages their employees to use their emotions effectively in cases like teambuilding, innovation and problem-solving. Thus, these emotional intelligence abilities lead to higher work engagement in Eager Communications Co., Ltd.

#### **4.3 Analysis on the Moderating Effect of Competence of Project Manager on the Relationship between Emotional Intelligence and Work Engagement**

In this section, linear regression analysis is used to determine the moderating effect of competence of project manager on the relationship between emotional intelligence and work engagement. The multiplication of emotional intelligence and the moderating effect of competence of project manager are independent variables in the regression model, and work engagement is dependent variable. Work engagement is regressed by multiplying emotional intelligence (self-emotion appraisal, others-emotion appraisal, regulation of emotion, and use of emotion) and competence of project manager to determine the moderating effect of competence of project manager on the relationship between emotional intelligence and work engagement. Table (4.9) describes the results of the regression analysis.

**Table (4.9) Moderating Effect of Competence of Project Manager on the Relationship Between Emotional Intelligence and Work Engagement**

Variable	Model 1				Model 2			
	Unstandardized Coefficient		Standardized Coefficient (Beta)	Sig	Unstandardized Coefficient		Standardized Coefficient (Beta)	Sig
	B	Std Error			B	Std Error		
(Constant)	1.290	0.280		0.000	0.847	1.563		0.589
SEA	0.098	0.062	0.110	0.117	0.085	0.408	0.095	0.836
OEA	-0.094	0.064	-0.102	0.145	-0.591	0.522	-0.643	0.259
RE	0.106*	0.062	0.118	0.089	-0.342	0.577	-0.379	0.555
UoE	0.556***	0.067	0.598	0.000	1.242***	0.402	1.335	0.002
CPM	0.384***	0.065	0.399	0.000	0.335	0.412	0.348	0.418
SEA*CPM					0.018	0.109	0.122	0.871
OEA*CPM					0.131	0.131	0.871	0.319
RoE*CPM					0.097	0.142	0.705	0.494
UoE*CPM					-0.234*	0.109	-1.702	0.033
$\Delta$ R Square	0.119							
R Square	0.447				0.566			
Adjusted R Square	0.433				0.541			
F Value	32.541***				6.171***			
Durbin Watson					2.037			

Source: Survey Data (2025)

Note: \*\*\*Significant at 1% level, \*\*Significant at 5% level, \*Significant at 10% level

SEA = Self-emotion appraisal, OEA = others-emotion appraisal, RE = regulation of emotion,

UoE = use of emotion, and CPM = Competence of Project Manager

Table (4.9) shows that the effect of moderating variable (competence of project manager) on the relationship between independent variable emotional intelligence (self-emotion appraisal, others-emotion appraisal, regulation of emotion, and use of emotion)

and dependent variable (work engagement). And there is the partial negative moderating effect of use of emotion on the relationship between emotional intelligence and work engagement.

According to the regression results in Model 1, use of emotion has a positive and statistically significant effect on work engagement, with significance at 1% level. Regulation of emotion has a positive and statistically significant effect on work engagement, significant at 10% level. Additionally, the competence of project manager also shows a significant positive effect on work engagement, confirming that higher competence in project managers is linked to greater work engagement among employees.

According to the regression results in Model 2, after adding the interaction term, use of emotion with competence of project manager, there is a negative significant effect on work engagement, significant at 10% level, indicating that competence of the project manager weakens the positive relationship between use of emotion and work engagement. Specifically, as the competence of the project manager increases, the positive effect of using emotions on work engagement becomes weaker, although it remains statistically significant. Additionally, the main effect of competence of the project manager remains significant, but slightly weaker when interaction terms are included.

Use of emotion and competence of the project manager are both key determinants of work engagement. While the use of emotion has a strong, positive effect on engagement, the moderating effect of competence of the project manager indicates that as project managers become more competent, the influence of emotional intelligence (specifically, the use of emotion) on work engagement diminishes. This may suggest state that highly competent project managers are able to foster work engagement through other means, such as strategic leadership, task delegation, and work environment, which reduces the reliance on emotional intelligence alone. Despite this, the impact of use of emotion on engagement remains statistically significant, highlighting that emotional intelligence continues to be an important factor for work engagement in the workplace, regardless of the project manager's competence.

This means when project managers are less competent, the employees may need to rely more on their emotional intelligence to stay motivated and focused at their jobs. On the other hand, as the managers become more competent, they can be more involved in motivating their teams which generally reduces the need for the team members to rely more

on their emotional intelligence management. In order to enhance work engagement effectively, Eager Communications Group Co., Ltd should train project managers not only in technical and leadership skills aspect but also in developing emotional intelligence within their teams. Even with the competence of the managers of Eager Communications Group Co., Ltd need to promote emotional intelligence via workshops, team activities, and feedback sessions so that the team members can maintain their motivation and resilience.

#### 4.4 Analysis on Effect of Work Engagement on Project Employee Performance

This section presents the analysis of the effect of work engagement on project employee performance of the employees in the technical department at Eager Communications Group Co., Ltd. The multiple regression analysis is conducted to determine how work engagement explains the variance in project employee performance. Work engagement is used as the independent variable, and project employee performance is the dependent variable. The outcomes of the multiple linear regression model are summarized in Table (4.9).

**Table (4.10) Effects of Work Engagement on Project Employee Performance**

Variables	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	VIF
	B	Std. Error	Beta			
(Constant)	1.240	0.348		3.561	0.000	
Work Engagement	0.634	0.087	0.494	7.277	0.000	1.000
R Square	0.244					
Adjusted R Square	0.239					
F value	52.951***					
Durbin-Watson	1.946					

Source: Survey Data (2025)

Note: \*\*\* Significant at 1% level; \*\* Significant at 5% level; \* Significant at 10% level

Based on Table (4.10), R Square value is 0.244. it means the study model can explain the variation in project employee performance in Eager Communications Group Co., Ltd well. Since the adjusted R square value is 0.239, the model is able to explain 23.9% when it comes to the variance of both the independent variable and the dependent variable.

The VIF value is also under 10, suggesting the lack of multicollinearity issues with the independent variable. With the Durbin-Watson value of 1.946, the sample does not consist autocorrelation issue. Based on the F value which is 52.591, the overall model is highlight significant at 1% level and can be assumed that the model of the study is valid.

The significant value of work engagement is 0.000, it is significant at 1% level. The Standardized Coefficient (Beta) value of work engagement is positive, showing that work engagement has a significant and positive effects on the dependent variable which is project employee performance. It means employees who are engaged in their jobs indicates better employee performance.

When the employees are engaged, they become more focused, motivated and committed to their jobs which increases improved individual and team performance results. Eager Communications Group Co., Ltd needs to develop a work environment that supports employee engagement through activities as high work engagement leads to productivity, efficiency and improved output quality.

#### **4.5 Analysis on the Moderating Effect of Competence of Project Manager on the Relationship between Work engagement and Project Employee Performance**

In this section, linear regression analysis is used to determine the moderating effect of competence of project manager on the relationship between work engagement and project employee performance. The multiplication of work engagement and the moderating effect of competence of project manager are independent variables in the regression model, and project employee performance is dependent variable. Project employee performance is regressed by multiplying work engagement and competence of project manager to determine the moderating effect of competence of project manager on the relationship between work engagement and project employee performance. Table (4.11) describes the results of the regression analysis.

**Table (4.11) Moderating Effect of Competence of Project Manager on the Relationship Between Work engagement and Project Employee Performance**

Variable	Model 1				Model 2			
	Unstandardized Coefficient		Standardized Coefficient (Beta)	Sig	Unstandardized Coefficient		Standardized Coefficient (Beta)	Sig
	B	Std Error			B	Std Error		
(Constant)	0.476	0.346		0.170	1.638	1.891		0.388
WE	0.254**	0.104	0.198	0.015	-0.041	0.484	-0.032	0.932
CPM	0.570***	0.100	0.462	0.000	0.263	0.502	0.213	0.601
WE*CPM					0.077	0.124	0.436	0.533
ΔR Square	0.002							
R Square	0.370				0.372			
Adjusted R Square	.362				0.362			
F Value	47.899***				0.390			
Durbin Watson					2.004			

**Source: Survey Data (2025)**

Note: \*\*\*Significant at 1% level, \*\*Significant at 5% level, \*Significant at 10% level

WE = work engagement, and CPM = Competence of Project Manager

Table (4.11) shows the effect of the moderating variable competence of project manager on the relationship between the independent variable work engagement and the dependent variable project employee performance.

According to the regression results in Model 1, work engagement has a positive and statistically significant effect on project employee performance, with a standardized coefficient of 0.198 ( $p = 0.015$ ), indicating that higher levels of work engagement are associated with better performance. Competence of project manager also has a significant positive effect on employee performance, with a standardized coefficient of 0.462 ( $p < 0.001$ ), showing that more competence of project managers are linked to higher employee performance.

In Model 2, after adding the interaction term, competence of project manager and work engagement, there is no significant effect. Competence of project manager does not significantly moderate the relationship between work engagement and project employee performance. While the competence of the project manager still positively impacts employee performance, its moderating effect on the relationship between work engagement and performance is not significant in this model.

The findings indicate that while both work engagement and competence of the project manager have significant positive effects on employee performance, the moderating role of competence in the relationship between work engagement and employee performance is not supported in this analysis. The lack of significance in the interaction term competence of project manager and work engagement, implies that although both factors contribute to performance, they do so independently rather than in an interactive manner. This indicates that work engagement and competence of the project manager may enhance employee performance independently of each other, without a significant moderating or amplifying effect between the two variables.

Based on the findings, even though work engagement contributes to positive outcomes, it does not depend on competence level of the project manager, meaning that engaged employees are able to contribute towards achieving positive work outcomes regardless of their skill level of their managers. Moreover, high competent project managers are effective and does not depend on engagement level of the employees. That means Eager Communications Group Co., Ltd needs to continue to invest in increasing employee engagement as it has a direct and positive effect on workplace outcomes. The competence of project managers is still crucial since their competence directly influences the organizational performance. As there is no interaction, improving employee engagement and the competence of the project manager can be conducted in parallel to each other.

## **CHAPTER 5**

### **CONCLUSION**

This chapter is the conclusion of the study that includes the findings and discussion of the previous chapter, the suggestions and recommendations of the study, and needs for further research of the study. The main objective of this study is to explore the effect of emotional intelligence on work engagement and project employee performance of Eager Communications Group Co., Ltd.

#### **5.1 Findings and Discussions**

This study aimed to examine the effect of emotional intelligence on work engagement and project employee performance at Eager Communications Group Co., Ltd. The focus was on the technical department, consisting of 221 employees in 2024. The study used both primary and secondary data collected to measure the variables of interest. The sample size was determined to be 166 using the Raosoft sample size calculator, and a simple random sampling method was employed. Primary data were collected through an online survey using a structured questionnaire with a 5-point Likert scale.

According to the analysis of demographic profiles, the majority of the respondents are male, as men are more likely to be involved in project-based roles at Eager Communications Group Co., Ltd. Most of the respondents are between the ages of 31 to 40 years, followed by the group aged 41 to 50 years. Regarding educational status, most respondents hold a bachelor's degree. In terms of job roles, nearly half of the respondents are project managers, followed by project team members. More than half of the respondents have been with the company for four to five years. The overall well-educated nature of the workforce also suggests that employees are likely to possess higher levels of emotional intelligence, which can positively influence both individual and collective performance.

According to the descriptive analysis results, the overall mean value of the Employees generally demonstrates a strong sense of emotional intelligence in the workplace. Self-emotion appraisal shows that respondents generally agree on their ability to appraise their emotions, understanding the feelings, being aware of strengths and weaknesses, and presenting with self-assurance and confidence. The integration of structured programs, feedback mechanisms, open communication, and managerial role-

modeling serves as a solid foundation for promoting self-emotion appraisal within the organization. These efforts ultimately enhance employees' emotional intelligence and improve the overall work culture at Eager Communications Group Co., Ltd.

Employees agree on others-emotion appraisal at Eager Communications Group Co., Ltd. Most of the employees agree that knowing friends' emotions from their behavior, being a good observer of others' emotions, and being sensitive to the feelings and emotions of others. Respondents agree that having a good understanding of the emotions of people around and having a strong urge to help when seeing someone upset. This indicates that employees generally feel they are capable of recognizing and reacting to the emotions of others in the workplace. Eager Communications Group Co., Ltd helps employees improve their others-emotion appraisal by developing critical emotional skills, including recognizing emotions in others, responding with empathy, and managing interpersonal dynamics effectively.

According to the descriptive analysis results, the overall mean value of the regulation of emotion shows that respondents generally agree with their ability to regulate their emotions. This indicates that regulation of emotion is perceived positively across the organization, with employees expressing confidence in their ability to manage their emotions effectively, even in stressful or challenging circumstances. The relatively small standard deviations further show that there is consistency in employees' perceptions of regulation of emotion within the company.

According to the results of use of emotion, the overall mean value shows that Employees agree with the statements related to goal-setting, self-motivation, and supporting others in their development. Employees agree with setting goals and trying best to achieve them, telling oneself as a competent person, and encouraging oneself to try best. Employees also agree with acknowledging and rewarding people's strengths, accomplishments, and development and offering useful feedback and identifying people's needs for development

According to the results of work engagement, employees generally feel positive about their work. Respondents agree that feeling bursting with energy at work, being enthusiastic about the job, and feeling like going to work when getting up in the morning. They agree that feeling happy when working intensely and being immersed in the work.

This indicates that employees at Eager Communications Group Co., Ltd feel a high level of pride in their work, contributing to overall engagement

According to the results of competence of project manager, employees generally agree with the competence of project managers at Eager Communications Group Co., Ltd. Respondents agree that engaging all stakeholders involved in the project successfully, managing ambiguous situations satisfactorily while supporting the project's goal, and maintaining self-control and responding calmly and appropriately in all situations. They agree with the fact that encouraging teamwork consistently and responding to and acting on expectations, concerns, and issues raised by others on the project.

According to the results of project employee performance, most of the respondents agree on project employee performance except for using all sick leave allowance. Employees agree with working at the best performance level, being one of the best at the work done, setting very high standards for the work, and being proud of the work performance. The statement that using all sick leave allowance indicates a slight tendency to utilize sick leave, which shows occasional absenteeism. Overall, the results indicate that employees are generally proud of their work and feel they meet high standards, contributing to positive perceptions of project employee performance at Eager Communications Group Co., Ltd

According to the regression results in Model 2, after adding the interaction term, use of emotion with competence of project manager, there is a negative significant effect on work engagement, significant at 10% level, indicating that competence of the project manager weakens the positive relationship between use of emotion and work engagement. Specifically, as the competence of the project manager increases, the positive effect of using emotions on work engagement becomes weaker, although it remains statistically significant. Additionally, the main effect of competence of the project manager remains significant, but slightly weaker when interaction terms are included. This means when project managers are less competent, the employees may need to rely more on their emotional intelligence to stay motivated and focused at their jobs. On the other hand, as the managers become more competent, they can be more involved in motivating their teams which generally reduces the need for the team members to rely more on their emotional intelligence management. In order to enhance work engagement effectively, Eager Communications Group Co., Ltd should train project managers not only in technical and

leadership skills aspect but also in developing emotional intelligence within their teams. Even with the competence of the managers of Eager Communications Group Co., Ltd need to promote emotional intelligence via workshops, team activities, and feedback sessions so that the team members can maintain their motivation and resilience.

The interaction term of work engagement and competence of project manager are not significant, indicating that competence of the project manager does not significantly moderate the relationship between work engagement and project employee performance. This finding that while competence of project manager influences employee performance directly, it does not significantly alter the impact of work engagement on performance.

Furthermore, work engagement has a significant and positive effects on the dependent variable which is project employee performance. It means employees who are engaged in their jobs indicates better employee performance. When the employees are engaged, they become more focused, motivated and committed to their jobs which increases improved individual and team performance results. Eager Communications Group Co., Ltd needs to develop a work environment that supports employee engagement through activities as high work engagement leads to productivity, efficiency and improved output quality.

## **5.2 Suggestions and Recommendations**

Based on the analysis of findings, several steps can be taken to enhance the impact of emotional intelligence on work engagement and project employee performance at Eager Communications Group Co., Ltd. One key area for development is the use of emotion, which was found to have a strong positive effect on work engagement. It is recommended that the company focus on further developing employees' ability to leverage their emotions for motivation and goal-setting. Offer training workshops on emotional intelligence, particularly focusing on how to effectively use emotions to inspire and motivate oneself and others. Conduct regular team-building activities and one-on-one sessions with managers to provide opportunities for self-reflection and emotional insight. Additionally, incorporate emotion-based leadership programs to foster a culture where emotional awareness is strategically used to engage employees and drive productivity.

Another area for improvement is regulation of emotion, which although positively perceived, showed a weaker effect on work engagement compared to the use of emotion.

To address this, Eager Communications Group Co., Ltd should introduce stress management programs and mindfulness training to help employees better manage their emotions during high-pressure situations. Ensuring that regulation of emotion is prioritized in leadership training should also help project managers maintain a balanced and calm work environment, especially during stressful project phases. And, Eager Communications Group Co., Ltd should equip employees with the emotional regulation strategies necessary for staying focused and productive.

While self-emotion appraisal and others-emotion appraisal did not have a significant effect on work engagement and performance in this study, these dimensions are still essential for creating a supportive and emotionally aware work environment. It should be beneficial for the company to provide more opportunities for employees to engage in emotional awareness workshops that improve their ability to recognize and understand both their own emotions and the emotions of their colleagues. Additionally, implementing peer feedback mechanisms would foster emotional awareness and team cohesion, ultimately contributing to a more harmonious and collaborative work environment.

Although competence of the project manager was found to positively influence work engagement and employee performance, its moderating role was not significant. This suggests that other factors might be influencing the relationship between work engagement and employee performance more strongly. To enhance the impact of project managers on work engagement, the company should focus on strengthening their emotional intelligence. This can be done by offering leadership development programs that emphasize emotional intelligence and situational leadership, where project managers learn to adapt their leadership styles based on the emotional needs of their teams. Additionally, mentoring programs for senior managers to guide junior managers could foster a culture of continuous emotional intelligence development, ensuring that project managers can lead with emotional insight and adapt to the needs of their teams.

To support the employee engagement, Eager Communications Group Co., Ltd should continue to focus on deepening employee engagement initiatives. Since work engagement positively correlates with employee performance, it is important to regularly measure engagement levels and use the findings to adjust organizational strategies. Programs that offer recognition, career development opportunities, and a positive work culture could further enhance employee motivation and performance. Additionally, involving employees in decision-making processes and project planning would increase

their sense of ownership and alignment with organizational goals, leading to higher engagement levels.

Lastly, to ensure the success of these initiatives, it is essential for Eager Communications Group Co., Ltd to establish a system for continuous feedback and evaluation. Conducting quarterly surveys on emotional intelligence, work engagement, and project performance would help track progress and identify areas for improvement. Encouraging open communication between employees and management would ensure that feedback is heard and addressed in a timely manner, creating a more responsive and adaptive work environment.

In conclusion, by focusing on the development of emotional intelligence, particularly the use of emotion and enhancing work engagement, Eager Communications Group Co., Ltd can create a more emotionally intelligent and engaged workforce. Strengthening project managers' emotional intelligence helps them become more adaptive leaders, further enhancing their ability to moderate the relationship between work engagement and employee performance. These recommendations are lead to a more supportive, productive, and emotionally aware workplace, ultimately contributing to improved organizational performance and employee satisfaction.

### **5.3 Needs for Further Research**

While this study provides valuable insights into the effect of emotional intelligence on work engagement and project employee performance at Eager Communications Group Co., Ltd., several areas warrant further research to deepen our understanding of these relationships and explore additional factors that may influence employee performance and engagement.

Firstly, future research could explore the longitudinal effects of emotional intelligence on work engagement and employee performance over time. This would provide a clearer understanding of whether the positive impacts of emotional intelligence persist or evolve as employees gain more experience in the organization. A longitudinal study could also reveal the long-term benefits of training programs focused on emotional intelligence and whether these programs lead to sustained improvements in engagement and performance.

Secondly, it would be beneficial to investigate the role of other moderating variables in the relationship between emotional intelligence and work engagement. For example, organizational culture, leadership style, or work environment may influence how emotional intelligence impacts work engagement and performance. Identifying other key moderators could help tailor strategies to enhance engagement and performance at both the individual and organizational levels.

Additionally, future research could examine the individual differences in emotional intelligence and how they relate to different work roles. For instance, exploring whether employees in technical roles require different emotional intelligence skills compared to those in managerial or service-oriented roles could lead to more role-specific training and development programs.

Another area for further exploration is the interaction between emotional intelligence and other personal traits, such as resilience, adaptability, or motivation, and their collective impact on work engagement. Investigating how these traits interact with emotional intelligence may reveal a more comprehensive understanding of what drives high performance and engagement in diverse work environments.

Lastly, while this study focused on the technical department at Eager Communications Group Co., Ltd, future research could expand to other departments within the company or across different industries. This would help determine whether the findings are specific to the technical domain or if they can be generalized to other sectors, providing broader insights into the role of emotional intelligence in workplace dynamics.

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**APPENDIX – I**  
**Questionnaire**

**EFFECT OF EMOTIONAL INTELLIGENCE ON WORK ENGAGEMENT AND  
PROJECT EMPLOYEE PERFORMANCE OF EAGER COMMUNICATIONS  
GROUP CO., LTD.**

Dear Sir/Madam

I request that you answer the following questions. The questions are purely for academic purpose and they do not intend/ there was no intention to victimize any person in one way or another. Therefore, there is no need to hesitate to answer these questions transparently. Your contribution in answering these questions will assist me in writing a thesis report, which is a partial fulfillment of the requirements for the Master Degree of Master of Business Administration of Yangon University of Economics (YUE).

I need your valuable cooperation. Thank you.

***Remark:** Confidentiality is highly essential for the respondents in this survey.*

**Sweety Thein Aung**  
**EMBA (20<sup>th</sup> Batch)**  
**Yangon University of Economics**

## Structured Questionnaire

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### Section A: Demographic Information

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Please tick the option that best represent your opinion.

**1. Gender**

Male

Female

**2. Age**

21-30 years

31-40 years

41-50 years

50 years and above

**3. Marital Status**

Single

Married

**4. Educational Background**

Diploma

Bachelor's Degree

B.Tech's Degree

B.E's Degree

Master's Degree or higher

**5. Working experience**

Less than 1 year

1-3 years

4-6 years

7-10 years

Over 10 years

**6. Department within the organization**

Cable and Network Team

- Engineering & Technical Team
- Operator Team
- Project Team
- Service Provider Team
- Other: \_\_\_\_\_

**7. Job Position**

- Entry-Level
- Mid-Level
- Senior-Level
- Managerial

**8. Monthly Salary (Kyats)**

- ≥ 500,000
- 500,001 - 1,000,000
- 1,000,001 - 1,500,000
- Above 1,500,000

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**Section B Emotional Intelligence**

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Please select the appropriate box to indicate the extent to which you " Agree" to "Disagree" with each statement. The item scales are five-point Likert type scales with “1=Strongly Disagree, 2= disagree, 3 neutral, 4= agree, 5=strongly agree”:

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**Self-Emotion Appraisal**

Please indicate the extent to which you agree or disagree with the following statements:

Sr. No.	Statement	1	2	3	4	5
1.	I have good understanding of my own emotions.					
2.	I really understand what I feel.					
3.	I always know whether or not I am happy.					
4.	I am aware of my strengths and weaknesses.					
5.	I present myself with self-assurance; and confidence.					

### Others-Emotion Appraisal

Please indicate the extent to which you agree or disagree with the following statements:

Sr.	Statement	1	2	3	4	5
1.	I always know my friends emotions from their behavior.					
2.	I am a good observer of others emotions.					
3.	I am sensitive to the feelings and emotions of others.					
4.	I have good understanding of the emotions of people around me.					
5.	I have a strong urge to help when I see someone upset.					

### Regulation of Emotion

Please indicate the extent to which you agree or disagree with the following statements:

Sr.	Statement	1	2	3	4	5
1.	I am able to control my temper and handle difficulties rationally.					
2.	I am quite capable of controlling my own emotions.					
3.	I have good control of my own emotions.					
4.	I manage my impulsive feelings and distressing emotions well.					
5.	I stay composed, positive, and unflappable even in difficult and stressful situations.					

### Use of Emotion

Please indicate the extent to which you agree or disagree with the following statements:

Sr.	Statement	1	2	3	4	5
1.	I always set goals for myself and then try my best to achieve them.					
2.	I always tell myself I am a competent person.					
3.	I would always encourage myself to try my best.					
4.	I acknowledge and reward people's strengths, accomplishments, and development.					
5.	I offer useful feedback and identify people's needs for development.					

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**Section C Work Engagement**

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Please select the appropriate box to indicate the extent to which you " Agree" to "Disagree" with each statement. The item scales are five-point Likert type scales with "1=Strongly Disagree, 2= disagree, 3 neutral, 4= agree, 5=strongly agree":

Please indicate the extent to which you agree or disagree with the following statements:

<b>Sr. No.</b>	<b>Statement</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
1.	At my work, I feel bursting with energy.					
2.	I am enthusiastic about my job.					
3.	When I get up in the morning I feel like going to work.					
4.	I feel happy when I am working intensely.					
5.	I am proud of the work that I do.					
6.	I am immersed in my work.					

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**Section D Competence of Project Manager**

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Please select the appropriate box to indicate the extent to which you " Agree" to "Disagree" with each statement. The item scales are five-point Likert type scales with "1=Strongly Disagree, 2= disagree, 3 neutral, 4= agree, 5=strongly agree":

Please indicate the extent to which you agree or disagree with the following statements:

<b>Sr. No.</b>	<b>Statement</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
1.	I successfully engage all stakeholders involved in the project.					
2.	I manage ambiguous situations satisfactorily while supporting the project's goal.					
3.	I maintain self-control and respond calmly and appropriately in all situations.					
4.	I encourage teamwork consistently.					
5.	I respond to and act on expectations, concerns, and issues raised by others on the project.					

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**Section E Project Employee Performance**

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Please select the appropriate box to indicate the extent to which you " Agree" to "Disagree" with each statement. The item scales are five-point Likert type scales with “1=Strongly Disagree, 2= disagree, 3 neutral, 4= agree, 5=strongly agree”:

<b>Sr. No.</b>	<b>Statement</b>	<b>Degree</b>				
		<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
1.	He is currently working at his best performance level.					
2.	He uses all his sick leave allowance.					
3.	He is one of the best at the work he does.					
4.	He set very high standards for his work.					
5.	He is proud of his work performance.					

**Thank you for your very kind cooperation, help, and precious time.**

## APPENDIX – II

### Analysis on Effect of Emotional Intelligence on Work Engagement

Model Summary<sup>b</sup>

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df 1	Df 2	Sig. F Change	
1	.669 <sup>a</sup>	.447	.433	.390	.447	32.541	4	161	.000	2.044

a. Predictors: (Constant), UoEM, RoEM, SEAM, OEAM

b. Dependent Variable: WEM

ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	19.814	4	4.954	32.541	.000 <sup>b</sup>
	Residual	24.509	161	.152		
	Total	44.323	165			

a. Dependent Variable: WEM

b. Predictors: (Constant), UoEM, RoEM, SEAM, OEAM

Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
		1	(Constant)	1.290				
	SEAM	.098	.062	.110	1.578	.117	.707	1.414
	OEAM	-.094	.064	-.102	-1.466	.145	.704	1.421
	RoEM	.106	.062	.118	1.709	.089	.720	1.388
	UoEM	.556	.067	.598	8.306	.000	.664	1.507

a. Dependent Variable: WEM

## Moderating Effect of Competence of Project Manager on the Relationship Between Emotional Intelligence and Work Engagement

Model Summary <sup>c</sup>							
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics		
					R Square Change	F Change	df1
1	.669 <sup>a</sup>	.447	.433	.390	.447	32.541	4
2	.752 <sup>b</sup>	.566	.541	.351	.119	8.551	5

Model Summary <sup>c</sup>			
Model	Change Statistics		
	df2	Sig. F Change	
1	161	.000	
2	156	.000	2.037

a. Predictors: (Constant), UoEM, RoEM, SEAM, OEAM

b. Predictors: (Constant), UoEM, RoEM, SEAM, OEAM, CoPMM, SEA\_CPM, OEA\_CPM, UoE\_CPM, RoE\_CPM

c. Dependent Variable: WEM

ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	19.814	4	4.954	32.541	.000 <sup>b</sup>
	Residual	24.509	161	.152		
	Total	44.323	165			
2	Regression	25.086	9	2.787	22.605	.000 <sup>c</sup>
	Residual	19.236	156	.123		
	Total	44.323	165			

a. Dependent Variable: WEM

b. Predictors: (Constant), UoEM, RoEM, SEAM, OEAM

c. Predictors: (Constant), UoEM, RoEM, SEAM, OEAM, CoPMM, SEA\_CPM, OEA\_CPM, UoE\_CPM, RoE\_CPM

Coefficients <sup>a</sup>							
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics
		B	Std. Error	Beta			Tolerance
1	(Constant)	1.290	.280		4.608	.000	
	SEAM	.098	.062	.110	1.578	.117	.707
	OEAM	-.094	.064	-.102	-1.466	.145	.704
	RoEM	.106	.062	.118	1.709	.089	.720
	UoEM	.556	.067	.598	8.306	.000	.664
2	(Constant)	.847	1.563		.542	.589	
	SEAM	.085	.408	.095	.208	.836	.013
	OEAM	-.591	.522	-.643	-1.133	.259	.009
	RoEM	-.342	.577	-.379	-.592	.555	.007
	UoEM	1.242	.402	1.335	3.088	.002	.015
	CoPMM	.335	.412	.348	.812	.418	.015
	SEA_CPM	.018	.109	.122	.162	.871	.005
	OEA_CPM	.131	.131	.871	1.000	.319	.004
	RoE_CPM	.097	.142	.705	.685	.494	.003
	UoE_CPM	-.234	.109	-1.702	-2.151	.033	.004

Coefficients <sup>a</sup>		
Model		Collinearity Statistics
		VIF
1	(Constant)	
	SEAM	1.414
	OEAM	1.421
	RoEM	1.388
	UoEM	1.507
2	(Constant)	
	SEAM	74.957
	OEAM	115.934
	RoEM	147.298
	UoEM	67.226
	CoPMM	66.100
	SEA_CPM	203.850
	OEA_CPM	272.901
	RoE_CPM	380.785
	UoE_CPM	225.036

a. Dependent Variable: WEM

## Analysis on Effect of Work Engagement on Project Employee Performance

### Model Summary<sup>b</sup>

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.494 <sup>a</sup>	.244	.239	.5799	.244	52.951	1	164	.000	1.946

a. Predictors: (Constant), WEM

b. Dependent Variable: PEPM

### ANOVA<sup>a</sup>

Model	Sum of Squares	df	Mean Square	F	Sig.
1					
Regression	17.806	1	17.806	52.951	.000 <sup>b</sup>
Residual	55.148	164	.336		
Total	72.953	165			

a. Dependent Variable: PEPM

b. Predictors: (Constant), WEM

### Coefficients<sup>a</sup>

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B		Correlations			Collinearity Statistics	
		B	Std. Error	Beta			Lower Bound	Upper Bound	Zero-order	Partial	Part	Tolerance	VIF
		1	(Constant)	1.240			.348		3.561	.000	.552	1.928	
	WEM	.634	.087	.494	7.277	.000	.462	.806	.494	.494	.494	1.000	1.000

a. Dependent Variable: PEPM

## Moderating Effect of Competence of Project Manager on the Relationship Between Work Engagement and Project Employee Performance

Model Summary <sup>d</sup>							
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics		
					R Square Change	F Change	df1
1	.608 <sup>a</sup>	.370	.362	.5309	.370	47.899	2
2	.610 <sup>b</sup>	.372	.360	.5319	.002	.390	1
3	.654 <sup>c</sup>	.428	.403	.5139	.056	3.893	4

Model Summary <sup>d</sup>			
Model	df2	Sig. F Change	Change Statistics
1	163	.000	
2	162	.533	
3	158	.005	2.004

a. Predictors: (Constant), CoPMM, WEM

b. Predictors: (Constant), CoPMM, WEM, WE\_CPM

c. Predictors: (Constant), CoPMM, WEM, WE\_CPM, OEAM, SEAM, RoEM, UoEM

d. Dependent Variable: PEPM

ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	27.005	2	13.502	47.899	.000 <sup>b</sup>
	Residual	45.949	163	.282		
	Total	72.953	165			
2	Regression	27.115	3	9.038	31.943	.000 <sup>c</sup>
	Residual	45.838	162	.283		
	Total	72.953	165			
3	Regression	31.228	7	4.461	16.892	.000 <sup>d</sup>
	Residual	41.726	158	.264		
	Total	72.953	165			

a. Dependent Variable: PEPM

b. Predictors: (Constant), CoPMM, WEM

c. Predictors: (Constant), CoPMM, WEM, WE\_CPM

d. Predictors: (Constant), CoPMM, WEM, WE\_CPM, OEAM, SEAM, RoEM, UoEM

Coefficients <sup>a</sup>							
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics
		B	Std. Error	Beta			Tolerance
1	(Constant)	.476	.346		1.378	.170	
	WEM	.254	.104	.198	2.448	.015	.590
	CoPMM	.570	.100	.462	5.713	.000	.590
2	(Constant)	1.638	1.891		.866	.388	
	WEM	-.041	.484	-.032	-.085	.932	.027
	CoPMM	.263	.502	.213	.524	.601	.023
	WE_CPM	.077	.124	.436	.625	.533	.008
3	(Constant)	-1.031	1.968		-.524	.601	
	WEM	.570	.506	.444	1.128	.261	.023
	CoPMM	.756	.510	.613	1.482	.140	.021
	WE_CPM	-.071	.126	-.402	-.564	.574	.007
	SEAM	-.070	.083	-.061	-.843	.401	.691
	OEAM	.078	.085	.066	.914	.362	.690
	RoEM	.311	.088	.269	3.530	.001	.623
	UoEM	-.138	.110	-.116	-1.256	.211	.427

**Coefficients<sup>a</sup>**

Model	Collinearity Statistics	
	VIF	
1	(Constant)	
	WEM	1.695
	CoPMM	1.695
2	(Constant)	
	WEM	36.698
	CoPMM	42.651
	WE_CPM	125.442
3	(Constant)	
	WEM	42.899
	CoPMM	47.183
	WE_CPM	140.485
	SEAM	1.447
	OEAM	1.449
	RoEM	1.605
	UoEM	2.342