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Emotional Intelligence, Employee Engagement, and Psychological Well-being on Managerial Competence in Nonprofit Organizations

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Article Info

Abstract

The present study examines how emotional intelligence, employee engagement, and psychological well-being interact in a nonprofit organization to influence managerial competence. The demands of the sector make this management a challenge that requires a complex mix of mission-mandate and organizational sustainability. Quantitative methodology was used in which structured questionnaires were used in collecting data with 160 managers as respondents. A multiple linear regression analysis, as modeled in JASP software, indicated that managerial competence is highly predicted by emotional intelligence, employee engagement and psychological well-being levels. The model including predictors (M_1) explained 84.7 percent of the variance in managerial competence ($R^2 = 0.849$, Adjusted $R^2 = 0.847$) and showed significant improvements over the intercept only model (M_0) with an R^2 of 0.000. The coefficients of emotional intelligence (beta = 0.450, t = 7.223, p < 0.001), employee engagement (beta = 0.473, t = 7.826, p < 0.001) as well as psychological well-being (beta = 0.465, t = 7.419, p < 0.001) were all significant. Of these, employee engagement was closest as far as managerial competence is concerned. ANOVA test was also significant to prove that all these variables combined have a significant impact on explaining variance in managerial competence and the value of F (293.461; p < 0.001) is significant too. The paper shows that incorporation of these issues can lead to increased managerial competence in the nonprofit world.

INTRODUCTION

The nonprofit sector plays a critical role in addressing societal needs, often operating under constraints that include limited resources, complex stakeholder expectations, and high demands for accountability. In this context, managerial competence is essential for organizational success, as it ensures effective resource allocation, decision-making, and leadership. However, despite its importance, managerial competence in nonprofit organizations is often challenged by the unique operational

environment, which requires a balance between mission-driven goals and organizational sustainability (Karimi et al., 2021).

One notable area that can lead to better inculcation of managerial competence in this field is the occurrence of emotional intelligence, employee engagement and psychological well-being. EI, or emotional intelligence, or the possession of the skills to identify, comprehend and control emotions in other people and yourself has been known to have an effect on both leadership success and company performance. Employee engagement is the degree of involvement and interest that an employee can show towards their company and its values and is essential to drive the performance and meet the targets of the organization (Kundi et al., 2020). Moreover, psychological well-being, or the mental health, mental wellness, and general happiness of workforce, is an important factor to keep a supportive and favorable work environment (Rahi, 2022).

The issue in this study is that there is no research that takes into consideration the joint impact of emotional intelligence, employee engagement and psychological well-being on managerial competence in nonprofit organizations. Although the factors have been examined in a different context independently, there is no available source that addresses the combination of all these factors in the peculiar setting of nonprofit organizations (Karimi et al., 2021). This study will be able to fill this gap by exploring the interaction between these factors that can promote competence among managers, thus, leading to the effectiveness of overall performance of nonprofit institutions (Lai et al., 2024).

In addition, the nonprofit entities are frequently distinguished with the presentation of intrinsic motivators such as personal values versus the organizational missions, and they contrast with the for-profit organizations. The importance of this dependence only increases the relevance of having managers who would most effectively utilize emotional intelligence and engagement to synchronize the different motivations of diversified workforce (Rahi, 2022). Psychological well-being is all the more important in this case, as the employees of nonprofits are often subjected to emotionally stressful conditions that may result in a risk of burnout and eventual reduced performance unless managed and addressed in an appropriate manner.

The novelty of the study is that the integrated approach was applied and the combined effect of emotional intelligence, employee engagement, and psychological well-being on the competence of managers was considered. Due to the specificity of nonprofit organizations, the proposed study can also be regarded as an addition to this sphere, making it possible to learn more about ways to use such factors to enhance leadership and management processes, a ratherectoral area in the context of management research and one that can subsequently help change the situation in the sector (Rahi, 2022). It is also the first study that introduces the notion of a synergistic effect, in which the combination of emotional intelligence, employee engagement and psychological well-being yields stronger outcomes than the sum of its constituents effects, thus providing a comprehensive perspective of managerial competence (Lai et al., 2024).

This study can be used to supplement the already existing body of knowledge through gathering empirical data on the interrelationship of these two elements of psychological and organizational relatedness to offer a detailed insight into how the two relate in impacting the managerial competence within nonprofit-making organizations (Karimi et al., 2021). The findings will have practical implications since it will provide non profit leaders and managers with strategies that can aid them optimize their leadership, attain higher levels of employee satisfaction and subsequently attain their organizational missions more effectively. Additionally, this paper can be used to support the debate on leadership and management in the

nonprofit sector, which should include the emotional and psychological aspects as the important elements of managerial competence (Rahi, 2022).

Literature Review

Emotional Intelligence (EI) is the description of understanding feelings, using feelings, and controlling feelings to be part of the greatest option to reduce stress and to communicate, empathize with others, combat challenges, and solve conflicts. Based on Mayer et al. (2016), EI is the ability to process emotional information and use it to think and act on it (Kotsou et al., 2019). Further characterize EI as not merely the skill to identify personal feelings, comprehend their effects and apply the emotional data in decision-making (Wong & Law, 2017). Emphasize that there are 4 main dimensions of EI: self-emotional appraisal, others' emotional appraisal, regulation of emotion, and use of emotion (Goleman, 2020). Identifies four major dimensions of Emotional Intelligence; self-awareness, self-regulation, motivation and empathy. Self-recognition includes understanding and acknowledging emotions, self-control is concerned with thoughts and feelings to regulate and control or manage it in a positive way or manner, motivation is the inner drive and persistence in achieving goals and empathy is the ability to understand and react in a positive or appropriate way of the feelings of other people.

Employee Engagement is defined as the degree to which the employee feels enthusiastic and engaged at the place of work and reflects in the dedication, energy, and commitment to work (Knight et al., 2017; Schaufeli & Bakker, 2010; Abdulrahman et al., 2022). What is Employee Engagement? The way to put it is active participation in work, which has the nature of enthusiasm, dedication, and energy (Bailey et al., 2017). Mention that Employee Engagement can have a great effect on productivity and retention. According to Saks (2019), Employee Engagement has three dimensions of cognitive, emotional, and behavioral aspects, which affect the job performance. Also define Employee Engagement as having three major elements: vigor, (energy and enthusiasm), dedication (commitment and sense of significance), and absorption (immersion and focus in work tasks).

Psychological Well-being is a stat where people are content living their lives and they possess a clear outlook of their goals in life and are capable of dealing with stress factors (Diener et al., 2018). Emphasize that Psychological Well-being represents the balancing the positive and negative affects, and attainment of the goals of life (Huppert, 2014; Lailatul Widha et al., 2021). Reflects the significance of social conditions to the improvement of compositional well-being of people (Ryff, 2018). Distinguishes six major aspects of Psychological Well-being, which include self-acceptance, positive relations, autonomy, environmental mastery, purpose in life, and growth. Psychological well-being is linked closely with the physical health and the ability to have a worthwhile life.

According to Dutta (2018), there is a set of skills, knowledge and attitude which can be defined as managerial competence required to lead and manage teams or organizations (Boyatzis, 2018; Modric et al., 2024). Further underlines the relevance of adaptability and building of interpersonal skills to successful managerial competence (Boyatzis, 2018.) Identifies three principle dimensions of Managerial Competence, the cognitive competence, emotional competence, and social competence. Cognitive competence is analytical and problem solving; emotional competence is management of emotions and self motivation; and social competence is development of effective interpersonal relations, communications and teamwork skills.

METHODS

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The present research paper will use a quantitative research design to explore how emotional intelligence, engagement of the employees, and psychological well-being influence the performance of managers in nonprofit-making organizations. In this study, the researcher will use a structured questionnaire to collect the information among the managers of nonprofit organizations. To calculate the adequate sample size, the formula suggested by Hair et al. (2019) was used, which made 160 participants. This sample is large enough to carry out a strong analysis and establish definite connections among the variables. The data shall be analyzed with the help of JASP statistical software, which enables multiple types of statistical tests, in particular, the multiple linear regression. Therefore, in this research study, multiple linear regression is selected to determine the predictive capability of the triad psychological well-being, employee engagement, and emotional intelligence on managerial competence. This is a method that will enable the investigation of the cumulative and separate effects these independent variables have on the dependent variable, giving an all-round picture of how they affect managerial competence in the distinct nonprofit making organization context. Findings of the analysis conducted will provide important information on the factors that are critical in effective management practices in the nonprofit sector.

RESULTS AND DISCUSSION

A validity test is a crucial step in research to ensure that the instruments used accurately measure what they are intended to measure. According to Hair et al. (2019), validity is essential for ensuring that the constructs in a study accurately represent the phenomena being measured. Validity refers to the extent to which the variables in a study are correlated with each other and support the proposed hypothesis. In this research, a validity test was conducted using JASP statistical software to measure the relationships between the key variables: Emotional Intelligence (EI), Employee Engagement (EE), Psychological Well-being (PWB), and Managerial Competence (MC). (Boateng et al., 2018) emphasized that conducting a proper validity test helps determine whether the instruments used are capable of assessing the contribution of each variable to managerial competence, particularly in nonprofit organizations. The results of the validity test are expressed through the correlation between variables, indicated by the p-values and correlation coefficients (r).

Table 1. Validity Test

Variables	Total EI	Total EE	Total PWB	Total MC
Total EI	1.000	0.786	0.850	0.764
		p < .001	*p < .001*	*p < .001*
Total EE	0.786	1.000	0.873	0.829
	p < .001		*p < .001*	*p < .001*
Total PWB	0.850	0.873	1.000	0.853
	p < .001	*p < .001*		*p < .001*
Total MC	0.764	0.829	0.853	1.000
	p < .001	*p < .001*	*p < .001*	

Source: Data Processed (2024)

The results of the validity test shown in Table 1, suggest that there are significant relations between the variables examined: EI, EE, PWB, MC. All the variables have a high degree of correlation linking them to each other and indicating the high level of their joint importance in the managerial profession. Emotional Intelligence (EI) records high correlations to Employee Engagement (r = 0.786, p <.001) and Psychological Well-being (r = 0.850, p <.001). This implies that high-EI managers are more likely to employee employees and get involved in their psychological well-being.

These types of managers are able to traverse the territory of the emotional complexities and create an environment that is supportive to the process of optimum employee performance.

In the similar fashion, Employee Engagement (EE) records significant relationships with Psychological Well-being (r = 0.873, p < .001) and Managerial Competence (r = 0.829, p < .001). These interconnections indicate that engaged employees are more likely to have a good psychological well-being, and this quality promotes a positive attitude towards the competency of managers. As nonprofit organizations rely in part on intrinsic rather than extrinsic motivation as a source of employee motivation, PWB is also strongly related to Managerial Competence (r = 0.853, p < .001). The good psychological condition can help managers to make proper decisions, address conflicts and motivate their followership to realize organizational objectives. Lastly, Emotional Intelligence and Managerial Competence had a strong relationship (r = 0.764, p < .001) thus further affirming the decisive role of EI in influencing managerial efficacy within the nonprofit-making context.

Reliability test is essential part of the research in measuring how well scales measure what to depend on them. As Gilad, 2012, explains, reliability is the measure of how consistently a set of items can repeat the same underlying construct at a given moment. It is to test whether the items in each scale measure the same construct reliably. The most prevalent one is assessing reliability using Cronbach alpha(R). The alpha indicates how well a series of questions are connected. A high value of Cronbach alpha (the value usually considered high is 0.70) denotes that there is a strong measure of connectivity amongst the items and that they measure similar variables. In this research, reliability analysis was conducted on four main variables, which include Emotional Intelligence (EI), employee engagement (EE), psychological well-being (PWB), and managerial competence (MC), which are the basic considerations in the performance of the managers of a nonprofit organization.

Table 2. Reliability Test

Frequentist Scale Reliability Statistics	
Estimate	Cronbach's α
Emotional Intelligence	0.950
Employee Engagemnet	0.934
Psychological Well-Being	0.940
Managerial Competence	0.920

Source: Data Processed (2024)

As it can be seen in Table 2, reliability test outcomes show high internal consistency of the four variables. The highest Cronbach alpha measures was EI at 0.950 followed by PWB at 0.940, EE at 0.934, and MC at 0.920. These are significantly higher than the standard 0.70 rule of thumb, meaning that the overall reliability is excellent. The reliability scores indicate that the scales adopted in the study are valid and can replicate the similar structures used in measuring the constructs, which makes them viable to be used in further analysis within the realm of nonprofit organizational research.

In a study, the model fit is vital in testing how effective the independent variables are in explaining the variance present in the dependent variable. There have been many measures of goodness of fit that include R-squared (R^2), Adjusted R-squared (Adjusted R^2), and Root Mean Square Error (RMSE)(Frost, 2019). R^2 reflects what proportion of the variance is taken up by the model, whereas adjusted R^2 adjusts to the number of predictors so that a more accurate picture is provided. MSE evaluates the error of prediction by the model, and the lower the number, the closer the fit.

Table 3. R Square

Model Summary - TOTAL MC				
Model	**R**	**R²**	**Adjusted R²**	**RMSE**
M_0	0.000	0.000	0.000	5.937
M_1	0.922	0.849	0.847	2.326
Note. M_1 includes Total Ei, Total Ee, Total Pwb				

Source: Data Processed (2024)

Within Table 3, the values of R 2, and the adjusted R 2 give the insight as to the explanatory ability of the models. The model (M_0), the baseline model explaining nothing, has an P 2 and Adjusted P 2 value of 0.000, which implies that the model explains no variance of Managerial Competence (MC). In comparison, the second model (M_1) using Emotional Intelligence (E1), Employee Engagement (EE), and Psychological Well-being (PW B) would work out to a higher R 2 of 0.849 and Adjusted R 2 of 0.847. This indicates that 84.7 percent of the variance in Managerial Competence is predicted by these three predictors. Also, the RMSE of M 1 (2.326) is far much smaller than that of M 0 (5.937) reflecting a better fit of the data when the predictors are incorporated.

In order to determine the contribution of each independent variable, coefficients and significance levels are looked at. As described in (Hair et al., 2019), t-test is one of the most important procedures that can help determine whether the coefficients of independent variables in regression models differ significantly to zero. Standardized effects are utilized in order to compare relative effect of each predicting variable on the dependent outcome. The t-values of high and p- value of low indicate that there is a significant and meaningful impact of a predictor on the outcome.

Table 4. t Test

Model	Coefficients	Unstandardized	Standard Error	Standardized	t	p
M_0	(Intercept)	30.006	0.469	-	63.927	< .001
M_1	(Intercept)	4.426	0.982	-	4.505	< .001
	Total Ei	0.400	0.055	0.450	7.223	< .001
	Total Ee	0.069	0.034	0.473	7.826	< .001
	Total Pwb	0.418	0.056	0.465	7.419	< .001

Source: Data Processed (2024)

The results of the t-test of the coefficients of the predictor variables in the second model (M_1) are presented in Table 4. The value of intercept reduces remarkably by reducing 30.006 (M_0) to 4.426 (M_1) indicating that there is variation when the predictors are included in the model. These coefficients of Emotional Intelligence (TOTAL EI), Employee Engagement (TOTAL EE) and Psychological Well-being (TOTAL PWB) are much significant with p- values being less than 0.001. The standardized coefficients indicate that both Employee Engagement and Psychological Well-being have presented the highest coefficient on Managerial Competence (473), with Psychological Well-being presenting the next-highest coefficient (465) on the Employee Engagement and Emotional Intelligence (450). This implies that all of the three predictors are significant but Employee Engagement has a slightly greater influence to the explanation of Managerial Competence. These results give strong evidence that Emotional Intelligence, Employee Engagement, and Psychological Well-

being, along with Managerial Competence play an important business role in nonprofit organizations.

Table 5 ANOVA test is also known as analysis of variance test which is incorporated to test the overall significance of the regression model. The test is used to explain whether all the independent Licent variables used, taken collectively, are significant in explaining the dependent variable. As (Frost, 2019) remarks, ANOVA plays a significant role in regression model because it enables one to contrast the accounted variance against the residual one, and ensuing F-test can be used to compare the combined power of the predictors. F-test will analyse overall suitability of the model, therefore it will help establish whether the variance described by the independent variables is significant or not (Field, 2018). In a similar manner, (Montgomery et al., 2021) note that the ANOVA table breaks down the variance into its components and gives information on how much the variance the model explains over the random error.

Table 5. F Test

ANOVA					
Model	**Sum of Squares**	**df**	**Mean Square**	**F**	**p**
M₁					
Regression	4761.311	3	1587.104	293.461	< .001
Residual	843.683	156	5.408		
Total	5604.994	159			

Source: Data Processed (2024)

In Table 5, model (M_1) returns statistically significant F-value of 293.461 (p < .001) and shows significant $R^2 = 0.447$ model coefficient. This F-value is very high along with the p-value being very low and hence this signifies that the regression model is significant and the independent variables explain a significant amount of variation in Managerial Competence. The big value of the squares of regression (4761.311) relative to the residual (843.683) also suggests that model fitted explains quite a significant part of the overall variation.

Insights into psychologically Competent Managers

This paper would define that employee engagement, psychological well being and emotional intelligence are single most important ingredients of managerial competence in the nonprofit sector. There must also however be some further clarification of these relations beyond the statistical importance to determine what it means in practice. The model is highly predictive (Adjusted $R^2 = 0.847$), which vividly demonstrates that psychological and emotional capacities are the peripheral capabilities and not at all and the key to successful leadership in the nonprofit organizations explains them. That aligns with the assumption presented by Goleman (2020), who argues that soft skills are becoming the most significant variables of success in leadership and can be encountered in both a place where the human factor is prioritized in particular.

The outstanding feature in the analysis is that employee engagement has the most significant impact on competence of managers. This implies that managers who are in a position to motivate their staffs to be committed and excited are likely to be viewed (or even view themselves as competent). This finding supports the point that managerial effectiveness has to do with relational and motivational processes on the nonprofit level when intrinsic motivation plays oversized role as compared to the monetary one. It also suggests that the leadership development activities in this industry ought to focus on the engagement strategy appealing to the purpose and fit to organizational missions of employees (Knight et al., 2017; Saks, 2019).

The psychological well-being (actual and the second strongest predictor) draws the attention to the most important but yet undermined fact, managers themselves have to be well to be able to lead. These findings depicted that the correlation between psychological well-being and competence is high, which means that in case managers are mentally strong and resilient, they are prepared to cope with the tasks of leadership more adequately because they feel good, balanced emotionally, and experience inner fulfilment. This is particularly pertinent to non profit work; non profit work is largely emotionally demanding, and can include emotionally demanding experiences; the homeless/underserved/vulnerable populations are often emotionally demanding to work with. Therefore, by funding such initiatives as mental health support and well-being strategies among leaders, an organization can invest not only in a person but also plays a strategic role for the central organization (Ryff, 2018; Rahi, 2022).

Despite the fact that emotional intelligence was the third among the predictors, it cannot be underestimated. The importance of its contribution implies that the skill of operating in the field of interpersonal interactions, empathy and emotion management is crucial to management success. Its relative lack of heaviness compared to engagement and well-being, however, may suggest that although EI comes first as a core trait, it would only amount to nothingness without the practice of those emotional skills through engagement and well-being activities that would indeed decide who has the quality of competence in nonprofit leadership.

Although these findings have their strength, the research is not free of limitations. First, the use of self-reported questionnaires creates the possibility of any kind of bias, especially with the constructs like emotional intelligence and well-being. Second, although the regression model is highly internally consistent and has a powerful explanatory strength, it might not grasp external variables with relevance to managerial competence, including organizational culture, team structure or leadership style. In addition, we cannot make any conclusion concerning causality due to the cross-sectional design; we are only aware of the fact that these are connected with each other, however, we are not certain of the fact that one of them is a cause of another one.

To achieve the research objective future research needs to involve taking a longitudinal approach to assess how emotional and other psychological variables change overtime and how they can affect the process of managerial development in dynamic nonprofit contexts. It would also be helpful to engage some qualitative research methods, like interviews or case studies, to include the minute experiences of managers which could not be translated into numerical data. Lastly, it would be necessary to consider organizations with other organizational forms (for-profit/hybrid organization) to determine the extent to which such results apply in other organizational forms, or whether they apply specifically to the nonprofit sector.

CONCLUSION

The research notes that Emotional Intelligence (EI), Employee Engagement (EE), and Psychological Well-being (PWB) represent strong predictors of Managerial Competence (MC) within nonprofit institutions. The regression analysis indicated that the model fit was very agreeable thus meaning that these three variables are very important in explaining the variance in managerial performance. The Employee Engagement was named as the most influential factor, followed by the Psychological Well-being and Emotional Intelligence factors. These findings make it clear that the influence of emotional and psychological factors needs to be considered to increase managerial competence within the nonprofit sphere. To address the managerial competence in nonprofit institutions, one should put the emphasizes on the efforts that facilitate Emotional Intelligence, Employee Engagement, and Psychological Well-

being. Training and support on these two subjects can assist managers to work better. Moreover, the quality of leadership or the company culture could also become subjects of future research, which can narrow the gaps in our understanding of the roots of managerial competence even further. The extension of investigations to other fields would also provide information concerning application of these resources in other fields as well.

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