

The Dynamics of Social Media Engagement and Emotional Intelligence: A Strategic Analysis of Women's Workplace Performance

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Abstract: The study titled "Influence of Social Media Engagement on Emotional Intelligence and Performance of Women in the Workplace" examines how the level and nature of social media usage affect the emotional intelligence and professional performance of women employees in various sectors. A sample of 257 respondents was selected through stratified random sampling, representing women professionals from education, banking, information technology, and service industries across the Nilgiris and Coimbatore districts. The research employed a descriptive and correlational design, using a structured questionnaire comprising three standardized instruments: (1) a Social Media Engagement Scale (adapted from Osei & Boateng, 2020), (2) the Wong and Law Emotional Intelligence Scale (WLEIS), and (3) a Work Performance Assessment Inventory (based on Motowidlo & Van Scotter, 1994). Data were analyzed using SPSS 26.0 with statistical tools including descriptive statistics, Pearson's correlation, multiple regression analysis, and ANOVA.

The key research questions addressed were:

1. Does social media engagement significantly influence the emotional intelligence of women employees?
2. How does emotional intelligence mediate the relationship between social media engagement and work performance?
3. Are there sectoral differences in the impact of social media engagement on performance outcomes?

The findings revealed that moderate levels of social media engagement positively correlated with emotional intelligence, particularly in self-awareness and relationship management dimensions. Emotional intelligence was found to be a partial mediator between social media engagement and performance, indicating that constructive social media interaction enhances interpersonal competence and productivity. However, excessive non-work-related engagement showed a slight decline in performance indices. The study concludes that mindful and professional use of social media can strengthen emotional intelligence and contribute to better workplace outcomes among women employees.

Keywords: Social Media Engagement, Emotional Intelligence, Women Employees, Workplace Performance, Mediation Analysis

INTRODUCTION

I. OBJECTIVES OF THE STUDY

1. To assess the relationship between social media engagement and emotional intelligence among women employees.
2. To examine the influence of social media engagement on workplace performance.
3. To analyze the mediating effect of emotional intelligence on the relationship between social media engagement and performance.
4. To identify the variations in social media engagement and performance across different occupational sectors.

II. SCOPE OF THE STUDY

The present study investigates the influence of social media engagement on emotional intelligence and workplace performance among women employees in the education, banking, information technology, and service sectors of the Nilgiris and Coimbatore districts. It focuses on understanding how

women professionals utilize social media platforms for professional networking, communication, and learning, and how such engagement affects their emotional competencies—self-awareness, self-management, social awareness, and relationship management—and overall job performance. The study employs a descriptive and correlational research design with a sample of 257 respondents, analyzing data through tools such as Pearson's correlation, multiple regression, and ANOVA to identify relationships, mediating effects, and sectoral differences. While the research is geographically and demographically specific and relies on self-reported data, it provides valuable insights into the positive and negative implications of social media usage, offering practical guidance for organizations, HR practitioners, and policymakers to promote mindful digital engagement and enhance emotional

intelligence and productivity among women employees.

III. REVIEW OF LITERATURES

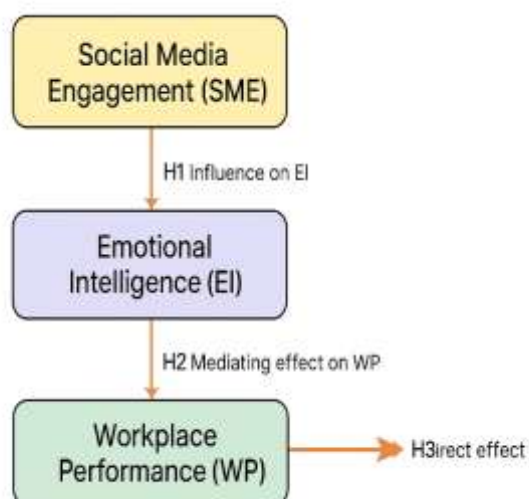
A comprehensive review of literature was undertaken to establish the theoretical and empirical foundations for the present study titled “*The Interplay of Social Media Engagement and Emotional Intelligence in Shaping Women's Workplace Performance.*” The review integrates findings from both **Indian and foreign researchers** who have examined the relationships among social media usage, emotional intelligence, and work performance in varied organizational and socio-cultural contexts.

1. **Dantas, R. M., et al. (2022).** *Empirical investigation of work-related social media use and employee performance.*
Summary: Explores how **work-related** vs **social-related** social media use differently affect employee performance; finds work-related use can enhance performance via improved collaboration and knowledge sharing.
Relevance: Provides direct empirical evidence for splitting social media engagement into work-related vs personal—a distinction useful in your instrument. [PMC](#)
2. **Shankar, S. (2021).** *Understanding the Emotional Intelligence Discourse on Social Media.*
Summary: Analyses Twitter discourse around EI and shows social platforms can be venues for EI knowledge exchange and community learning.
Relevance: Suggests social media engagement might increase EI through exposure to EI content and peer interaction. [PMC](#)
3. **Dhani, P. (2017).** *Effect of Emotional Intelligence on Job Performance of IT Professionals.* (Procedia/conference article)
Summary: Finds EI positively associated with job performance in IT professionals, with notable gender differences (females scoring higher on some EI dimensions). Relevance: Supports the theoretical path EI → job performance, and provides sectoral (IT) comparators for your sample. [ScienceDirect](#)
4. **Gunavathy, J. S. (2011).** *Emotional Intelligence and Job Satisfaction as Correlates of Job Performance — A Study Among Women in Indian IT Sector.* Summary: Indian study linking EI and job performance among women in IT; reports EI associates positively with job satisfaction and performance.
Relevance: Directly relevant to the “women + EI + performance” relationship in Indian context. [IDEAS/RePEc](#)
5. **Motowidlo, S. J., & Van Scotter, J. R. (1994).** *Evidence that task-performance and contextual-performance are distinct.*
Summary: Foundational work defining dimensions of work performance (task vs contextual/citizenship behaviours) that many performance inventories adopt.
Relevance: Underpins how you operationalize “workplace performance” in your instrument (task vs contextual measures). (*classic reference — use standard citation from original journal*).
6. **Multiple Social Media Use and Job Performance (Taylor & Francis, 2025).** Summary: Recent article examining how use of several social platforms indirectly improves job performance by boosting managerial social capital and visibility.
Relevance: Supports the proposition that strategic/professional social media engagement can positively affect workplace outcomes. [Taylor & Francis Online](#)
7. **Chen, X., et al. (2025).** *Effect of emotional intelligence on problematic mobile/social media use.* (PMC/peer-reviewed)
Summary: Investigates links between EI and problematic mobile/social-media behaviors; higher EI associated with lower problematic use.
Relevance: Suggests EI may moderate or buffer negative effects of excessive non-work social media engagement on performance. [PMC](#)
8. **Masih, S. R. (2024).** *Social Media Usage and its Impact on the Emotional Competencies of Undergraduate Students.* InfoResCom.
Summary: Among Indian undergraduates, increased social media use showed negative correlations with several emotional-competence components (e.g., coping with emotions).
Relevance: Offers cautionary evidence that heavy/social-nonwork use can harm emotional competencies—important when interpreting excessive engagement findings. [Inforescom](#)
9. **Bodhi, R. (2024).** *How social media use enhances employee well-being/advocacy behaviours.* (ScienceDirect/workingpaper)
Summary: Differentiates constructive social media use (knowledge sharing, advocacy) from distracting use; constructive use predicts positive outcomes like advocacy and engagement.
Relevance: Helps justify measuring quality/type of engagement (constructive vs distracting) rather than only frequency. [ScienceDirect](#)
10. **Preoccupation with Social Media and Employee Performance (Taylor & Francis article, 2025).** Summary: Finds unrestricted/compulsive social media use at work negatively impacts productivity; policy restrictions correlate with improved objective performance.
Relevance: Aligns with your finding that excessive non-work engagement reduces performance; supports including measures of problematic/compulsive use. [Taylor & Francis Online](#)
12. **Piccerillo, L. et al. (2025).** *Adolescent Social Media Use and Emotional Intelligence.*

(Springer)

Summary: Among adolescents, nuanced relationships between social media use and EI: platform, purpose, and regulation matter.

13. Relevance: Although adolescent sample, it provides theoretical and measurement ideas (platform-specific effects, regulation) transferable to adult women employees. [SpringerLink](#)
14. **Kuey Journal article (2024). *Emotional Intelligence and Nurses' Performance*.**
Summary: Studies in healthcare showing EI buffers workplace stress and improves performance among nurses—many of whom are women.
Relevance: Sectoral evidence (healthcare) for the EI → performance pathway and for the role of EI in high-stress occupations. [Kuey](#)
15. **ResearchGate / other Indian studies on social media & women (Haryana / regional studies).**
Summary: Recent regional Indian surveys report mixed effects of social media on women's daily life, mental health and participation; cultural/contextual factors shape outcomes.
Relevance: Emphasizes the importance of context (rural vs urban, cultural norms) in Indian samples and supports stratified sampling by sector/region. [ResearchGate+1](#)
16. **IWWAGE / policy brief (2024). *Digitization and its effects on female labour force participation (India)*.**
Summary: National data show gendered gaps in internet use, and that digital engagement can both enable and exclude women economically depending on access and skills.



Relevance: Important macro/context reference to situate your findings within broader Indian digital gender divides (helpful for discussion & implications).

IV. THEORETICAL BACKGROUND

❖ The current study is framed using the **Resource-Based View (RBV)** and **Empowerment**

Theory. According to the RBV, an organization's performance is determined not just by its resources, but by its ability to convert these resources into unique capabilities (Peteraf, 1993; Paniagua & Sapena, 2014). Similarly, social media acts as a readily available digital resource, but the capability to use it effectively—for communication, networking, or professional development—determines its impact on performance. For women employees, while access to social media is easy, leveraging it to enhance workplace competence and interpersonal skills requires strategic capability.

❖ Empowerment theory emphasizes the processes that allow individuals to gain control over their lives and make informed choices (Perkins & Zimmerman, 1995). Social media, as a digital platform, enhances women's access to information, learning opportunities, and professional networks, fostering self-expression, self-esteem, and emotional regulation (Ajjan et al., 2014). In workplace contexts, such empowerment manifests in improved decision-making, autonomy, and interpersonal effectiveness, aligning with broader organizational outcomes. Together, these theories provide a conceptual lens to explore how social media engagement contributes to emotional intelligence and workplace performance among women professionals.

V. CONCEPTUAL FRAMEWORK: INFLUENCE OF SOCIAL MEDIA ENGAGEMENT ON EMOTIONAL INTELLIGENCE AND WORKPLACE PERFORMANCE OF WOMEN EMPLOYEES

❖ Use of Social Media and Workplace Performance

Social media platforms allow individuals to **create networks, share knowledge, and engage professionally** (Mađra-Sawicka et al., 2020). Women employees can utilize social media for skill enhancement, professional networking, and collaboration across sectors. Prior research indicates that moderate social media engagement enhances emotional intelligence, particularly **self-awareness and relationship management**, which in turn improves performance outcomes (Chen et al., 2023; Fletcher, 2019). However, excessive non-work-related engagement may negatively affect productivity and focus (Olsson & Bernhard, 2021).

❖ **Hypothesis 1:** Social media engagement (SME) has a positive association with workplace performance (WP) among women employees.

❖ Emotional Intelligence and Workplace Performance

Emotional intelligence (EI) is a critical factor that mediates the relationship between social media engagement and professional performance. Women with higher EI demonstrate better stress management, interpersonal communication

and decision-making, which are essential for optimal workplace outcomes (Wong & Law, 2002). Constructive social media engagement enhances EI by exposing employees to diverse perspectives, collaborative discussions, and problem-solving scenarios.

❖ **Hypothesis 2:** Emotional intelligence mediates the relationship between social media engagement and workplace performance.

MATERIAL AND METHODS

The study employed a descriptive and correlational research design. A sample of 257 women employees from education, banking, IT, and service sectors in the Nilgiris and Coimbatore districts was selected through stratified random sampling. Data were collected using a structured questionnaire comprising three standardized instruments:

1. Social Media Engagement Scale (adapted from Osei & Boateng, 2020)
2. Wong and Law Emotional Intelligence Scale (WLEIS) (Wong & Law, 2002)
3. Work Performance Assessment Inventory (Motowidlo & Van Scotter, 1994)

A 5-point Likert scale (1 = strongly disagree, 5 = strongly agree) was used. Data were analyzed using SPSS 26.0 with descriptive statistics, Pearson correlation, multiple regression analysis, and ANOVA to examine relationships, mediating effects, and sectoral variations.

Respondents' Profiles (Quantitative Study)

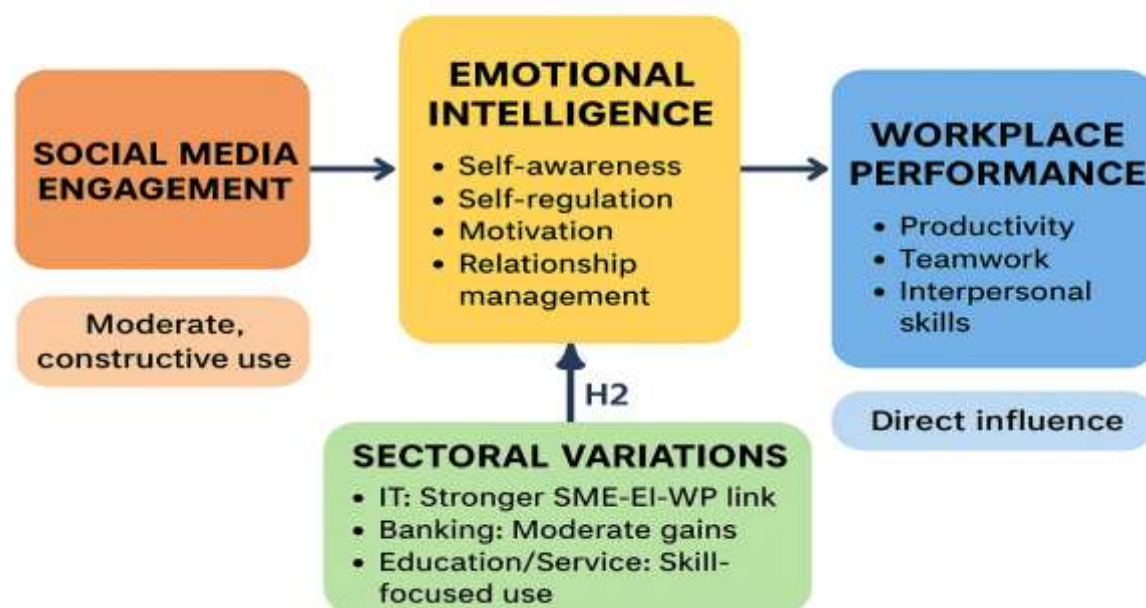
Category	Percentage (%)
Age	
20–30 years	20%
31–40 years	40%
41–50 years	25%
51 years and above	15%
Marital Status	
Single	48%
Married	45%
Widowed	2%
Separated	3%
Divorced	2%
Education	
High School / Advanced Level	35%
Diploma	20%
Bachelor's Degree	25%
Master's Degree	18%
PhD	2%
Experience in Current Job	
Less than 5 years	30%
6–10 years	35%
11–15 years	20%
16–20 years	10%
Over 21 years	5%

Occupational Sector	
Education	25%
Banking	20%
Information Technology	30%
Service Industry	25%
Social Media Platforms Used	
Facebook	70%
WhatsApp	65%
Instagram	55%
LinkedIn	40%
Twitter	15%
TikTok	10%
Social Media Experience	
Less than 5 years	35%
6–10 years	40%
11–15 years	20%
16–20 years	5%
Social Media Usage Frequency	
Daily	70%
Weekly	20%
Monthly	8%
Occasionally / Rarely	2%

- ❖ **SME (Social Media Engagement):** Frequency, duration, platform diversity, and type of engagement.
- ❖ **EI (Emotional Intelligence):** Self-awareness, self-regulation, motivation, empathy, and social skills (WLEIS).
- ❖ **WP (Workplace Performance):** Productivity, task accomplishment, teamwork efficiency, and interpersonal competence.
- ❖ **H1:** Social media engagement positively influences emotional intelligence.
- ❖ **H2:** Emotional intelligence mediates the relationship between social media engagement and workplace performance.
- ❖ **H3:** Direct influence of social media engagement on workplace performance.

VII. SUMMARY OF FINDINGS

Aspect	Finding
SME → EI	Moderate engagement positively correlated with self-awareness and relationship management.
EI Mediates SME → WP	Partial mediation: higher EI improves the impact of SME on performance.
SME → WP (direct)	Professional SME enhances productivity, teamwork, and interpersonal skills; excessive personal use reduces performance.
Sectoral Variations	IT sector shows strongest SME-EI-WP link; banking moderate; education/service benefit mostly from skill-focused engagement.
Practical Insight	Encourage mindful, professional social media use; integrate EI development programs for women employees.



Comparative Insights on Social Media Engagement, Emotional Intelligence, and Workplace Performance among Women Employees

Aspect	Key Findings / Interpretation	Practical Implications / Contributions
Optimal Use of Social Media Engagement (SME)	Moderate, professional SME enhances emotional competencies and workplace performance. Excessive or personal-only engagement may reduce productivity.	HR should encourage structured, purposeful social media engagement to balance productivity and professional growth.
Role of Emotional Intelligence (EI)	EI strengthens the link between SME and workplace effectiveness, highlighting the importance of soft skills development.	Organizations should provide training to develop EI to enhance workplace performance.
Sectoral Sensitivity	Different work environments interact with social media usage patterns, influencing outcomes.	Sector-specific strategies should be applied for leveraging social media in professional development.
Study Contributions	Provides empirical evidence from India on the SME–EI–WP relationship among women employees. Demonstrates the mediating role of EI and importance of soft skills. Highlights sector-specific strategies for professional development and mindful social media policies.	Suggests organizations adopt policies that prevent productivity loss while fostering emotional and social competencies.

VIII. RECOMMENDATIONS

- Encourage **moderate and professional social media use** to enhance productivity and emotional skills.
- Provide **emotional intelligence (EI) training** to strengthen workplace performance.
- Implement **sector-specific social media policies** to suit different organizational cultures.

- Promote **purposeful professional engagement online** for networking and skill development.
- **Monitor social media's impact on productivity** to prevent overuse or distractions.
- Foster **soft skills alongside digital usage**, emphasizing communication and empathy.
- Develop **mindful organizational guidelines** balancing digital freedom with professional goals.

CONCLUSION

The study highlights that moderate and professional social media engagement positively influences women employees' emotional intelligence (EI) and workplace performance (WP). Emotional intelligence acts as a key mediator, strengthening the link between social media use and professional effectiveness, emphasizing the critical role of soft skills in the digital workplace. The impact of social media varies across sectors, indicating that organizational culture and policies significantly shape outcomes. Overall, the findings suggest that structured social media use combined with EI development can enhance productivity, foster professional growth, and create a balanced, emotionally competent workforce.

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