

Human capital work engagement, emotional intelligence, and health and wellness: Basis for middle management resilience framework

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Abstract

This dissertation examines the correlation between work engagement, emotional intelligence, and health and wellness in middle management positions in China's real estate industry. The study specifically targets front-line store managers from seven prominent real estate enterprises in Guangdong Province, using a descriptive research approach to gather data via a questionnaire with a 4-point Likert scale, which was validated through a pilot test and assessed for reliability using Cronbach's Alpha. The results indicate that middle managers highly value continual learning, which significantly impacts their job engagement, while empowerment in decision-making and resource allocation requires improvement. Emotional intelligence is crucial for managing relationships, motivating others, and regulating emotions, with the greatest emphasis on emotion regulation. Despite some positive aspects, there is a need to better exploit personal networks and establish more efficient goal-setting and feedback processes to enhance team motivation. Middle managers must prioritize health and wellness issues, including as mental health, social well-being, and professional well-being, in order to develop resilience. The study highlights the need of thorough training programs and well-defined career development routes to facilitate individual and professional advancement. The study underscores the distinct difficulties encountered by middle managers in the demanding setting of the real estate sector, underscoring the necessity for strong support networks, adaptable work schedules, and programs promoting well-being. The suggested resilience framework combines these aspects, providing a strategic method to improve the performance of middle management and the competitiveness of the firm. This comprehensive approach offers useful insights for enhancing strategies in managing human capital and cultivating a resilient and motivated staff in rapidly changing market conditions.

Keywords: real estate sector, middle management, work engagement, emotional intelligence, health and wellness, resilience framework

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1. Introduction

With the fast growth of Chinese economy and town in the past few decades, the real estate market, as an important part of the economy, has boomed at a speed that has never been seen before. However, as the global economy struggles due to the COVID-19 pandemic, China's real estate market is in particular. The tightening of the national policy on the real estate industry makes the second-hand real estate brokerage industry practitioners face great survival pressure. In the context of a shrinking buyer's market, they need to redouble their efforts, not only to bear the burden physically, but also to be tested mentally. In the face of challenges, practitioners need to actively respond to, and strive to achieve self-improvement and transformation in this long industrial downward cycle.

It's now very important for organizations around the world to use job involvement and emotional intelligence to do their best work. Work engagement is consistently defined by recent literature as a positive, fulfilling work-related state characterized by vigor, dedication, and absorption. Gull et. al.,(2022) describe it as a psychological state where employees exhibit high energy levels and strong involvement in their work. Various studies stress that vigor, dedication, and absorption are important parts of job engagement. However, they also list other factors that may affect engagement, such as the nature of the job, the way the organization works, and specific intervention measures. Overall, all of these studies agree on one thing: work involvement is a key factor in improving results for both employees and employers.

Recent literature has extensively explored the definition, development, and significance of emotional intelligence (EI). Reyes-Wapano (2021) reviewed the concept of emotional intelligence, emphasizing its importance in mental health and its predictive ability for self-efficacy and resilience. There is a diversity of research spanning from healthcare in Pakistan (Shahid et al., 2023), the IT industry (Yao et al., 2022), manufacturing in India (Biswal et al., 2023), Chennai's automobile sector (Arokia et al., 2023), to Pakistan's financial services (Muhammad et. al., 2019) proving the critical role of emotional intelligence and psychological capital in enhancing organizational outcomes as well as the global urgency of fostering work engagement for organizational success.

Recent studies highlight the lack of consensus on the definition of health and wellness, but key concepts such as life satisfaction, resilience, and mindfulness have been identified. Bart et al. (2018) conducted a systematic review of wellness assessment tools in clinical settings, revealing the need for a uniform definition of wellness and highlighting reliable instruments like the Wellness Evaluation of Lifestyle.

Current research on human capital work engagement, emotional intelligence, and health and wellness spans various industries, yet it predominantly focuses on education and health-care, with a notable gap in cross-domain comparative studies. Particularly, the application of these theories within the Chinese real estate sector for executives, their effectiveness, and industry-specific outcomes require further exploration. On the other side, the existing research tends to concentrate on the employee level, overlooking senior executives' unique health and wellness issues. Given the significant influence of executives' health on organizational decision-making, leadership, and atmosphere, this area demands more in-depth investigation. Additionally, while the integration of health and wellness programs into management strategies has been suggested, detailed studies on their implementation and impact on executives and organizational performance are scarce, highlighting the need for further research in this domain.

These research gaps have guided the selection of this paper to explore how work engagement, emotional

intelligence, and the health and wellness of middle management collectively influence their resilience within leading real estate agencies in Guangdong Province under the biggest residential service platform called BEKE. As a leading digital residential service platform in China, BEKE has entered 103 cities across the country, connecting 265 new brokerage brands, 42,000 stores, and more than 456,000 agents as of the end of June 2020 with big ambition to digitize and smarten residential services, connecting families nationwide with quality providers. The expansion brings significant challenges for middle management and executives, especially those who are away from families, including intense job demands, work-life conflicts, and health risks. The need to manage diverse teams and maintain performance under pressure necessitates robust support systems, flexible work arrangements, and comprehensive well-being initiatives to ensure optimal management performance in such a dynamic environment.

This paper explores the unique challenges faced by middle management in fast-paced, high-pressure environments like the real estate industry. By integrating and analyzing typically independent research areas, the study not only fills gaps in cross-disciplinary applications and specific group research but also provides empirical evidence from real-world experiences. This multidimensional and integrative approach focuses on management personnel's work engagement, emotional intelligence, and mental and physical health, highlighting the reliability and applicability of building a resilience framework for managers. It broadens theoretical applications and offers valuable insights and strategies for navigating market environments and organizational challenges across various sectors.

Objectives of the Study - This study aims to assess the human capital work engagement, emotional intelligence and health and wellness among real estate middle management and develop a resiliency framework in the real estate sector of Guangdong Province, China. Specifically, the study intended to assess the human capital work engagement in terms of empowerment, continuous learning and growth; determine the emotional intelligence in terms of relationship management, motivational skills and regulation of emotion; describe the health and wellness of middle management in terms of mental, social and career well-being, test the significant relationship between work engagement, emotional intelligence and health and wellness; propose a resilience framework for real estate middle management

2. Methods

Research Design - The researcher utilized the descriptive method to conduct the survey research and perform descriptive analysis. The descriptive method is a research approach used to describe and summarize data or phenomena. Its primary purpose is to provide detailed information about the research subjects rather than explore causal relationships or make predictions. Descriptive methods are often used to collect detailed data about a specific group, event, or situation, to better understand their characteristics and distribution. Descriptive statistics serve as an initial step in data analysis, providing simple summaries about the sample and observations. These summaries can be in the form of tables, graphs, or summary statistics (Lulseged et al., 2018; Cooksey, 2020), which include measures of central tendency (mean, median, mode) and variability (standard deviation, quantiles) (Bulanov et al., 2021); moreover, data visualization in descriptive statistics help to present data clearly and effectively to facilitate quick and accurate analysis (Becerra et al., 2021) and convey accurate interpretation of research findings and ensure that analyses are understandable to non-specialists (Murphy, 2021). Correlation analysis was also applied to this survey outcome. Correlation analysis measures the association between variables, typically focusing on linear relationships between two continuous variables. The Pearson product-moment correlation coefficient is commonly used for normally distributed data, while the Spearman rank correlation is used for non-normally distributed data or ordinal data. Both coefficients range from -1 to +1, indicating the strength and direction of the relationship (Schober et al., 2018). Correlation analysis is crucial for exploring multivariate data sets, helping researchers understand complex interactions and relationships among variables. By using specific metrics to measure information overlap and define information flow, it aids in identifying and quantifying associations among different variables (Wang et al., 2018). This methodology is particularly beneficial for the study at hand, which investigates the correlations between human capital work

engagement, emotional intelligence, and Health and Wellness, aiming to develop a middle management resilience framework.

Participants of the Study - The targeted respondents of the study were the managerial personnel (front-line store managers up) chosen randomly from seven real estate companies, which are the biggest real estate agent companies in the local cities in Guangdong Province, China. There are 506 managerial personnel in these representative companies and the number of collected survey sample was 401, accounting for 79.2%. Those managerial personnel from the administrative or functional departments were excluded as their work load working environment and KPI (Key Performance Indicator) are quite different from the front-line managerial personnel. The ordinary employees from the front-line store were not included in this survey either as the main research object of this paper is managerial personnel. Specifically, there were 135 respondents from Guangzhou City, 86 from Shenzhen City, 53 from Foshan City, 41 from Dongguan City, 27 each from Zhongshan City and Zhuhai City, and 32 from Huizhou City. In total, 401 respondents participated in the study. The survey questionnaires were sent to targeted respondents via Questionnaire Star Applet and collected online within seven days.

Data Gathering Instruments - This paper used questionnaires as the instrument to perform the survey. Questionnaires, as a crucial data collection tool in academic research, not only standardize the data collection process, enhancing the speed and accuracy of data collection, but also significantly reduce errors and improve the reliability of results through careful design (Taherdoost, 2022). The design of the instrument draws from a diverse array of literature to measure the interplay between human capital work engagement, emotional intelligence, and Health and Wellness among management personnel in China's real estate industry. This new scale integrates insights from Mérida-López et. al., (2020), who explore emotional intelligence abilities' impact on work engagement and satisfaction; Malik et. al., (2020), examining the relationship between learning organizations and work engagement through employee resilience; Cooke et al. (2019), mapping the ties between high-performance work systems, employee resilience, and engagement; Wobeto et al. (2022), investigating emotion regulation, mental health, and their effect on work engagement; and Blaique et al. (2022), focusing on organizational learning, resilience, and psychological empowerment as precursors to work engagement.

The questionnaire comprises of 4 parts. At the very beginning, the research explained the objectives of this survey, expressed the gratitude to the survey participants, and lastly ensured the personal privacy protection policy to the participants. Then the questions followed. Part 1 comprises the demographic information regarding age, gender, working hours per week, position, education and year of service. Part 2 looked for factors leading to human capital work engagement in term of empowerment, continual learning and growth. This part comprises of fifteen (15) items totally, more specifically, each sub-indicator has five (5) items to test. Part 3 tried to find out the factors leading to emotional intelligence in term of relationship management, motivation skills, regulation of emotion. This section consists of a total of fifteen (15) items, with each sub-indicator being tested by five (5) items. Part 4 comprises of fifteen (15) items which aimed to determine what contributes to middle management health and wellness in terms of mental health, social well-being and career well-being. Each sub-indicator has five (5) items to test.

Likert scale questionnaires assess attitudes and opinions by presenting statements and asking respondents to indicate their level of agreement on a scale. For instance, employee engagement surveys often use scales ranging from "strongly agree" to "strongly disagree." The questionnaire design process involves asking demographic questions first to ensure smooth flow, followed by declarative statements for respondents to rate. When asking inquiries, the researcher should use simple language and avoid technical jargon. If some terminologies are inevitable, we should explain them when necessary so everyone understands. To prevent deceiving information recipients and impacting their capacity to deliver genuine and dependable replies, the researcher should use neutral language. This method yields more precise and relevant data, according to Bhandari et. al., (2020). Each statement was scored on the 4-point Likert scale. The 4-point Likert scale is great for determining these factors' linkages and effects on the dependent variable. To turn a negative remark into an affirming one while retaining

its meaning, careful language is needed. So the entire poll utilizes the same 4-point Likert scale for scoring. Favorable statement 4-point Likert scale classification criteria are as follows. A 4-point Likert score of 3.5 to 4.0 means "Strongly Agree." From 2.5 to 3.49, a score of 3 represents "Agree." Between 1.5 to 2.49, a score of 2 means "Disagree," and between 1.0 and 1.49, "Strongly Disagree." The design and implementation of questionnaires must adhere to strict ethical guidelines and legal regulations to ensure that the rights of participants are fully protected. This is essential for maintaining the integrity and validity of academic research (Taherdoost, 2022)

Data Gathering Procedures - For the study on human capital work engagement, emotional intelligence, Health and Wellness, the researcher searched for established measurement scales related to middle management and studied them and then tailor-made to 4-point Likert questionnaire. The questionnaire was checked and approved by the researcher’s advisor before distributed to the target participant for the pilot test. Once the questionnaire design is complete, the pilot test should be conducted, a crucial step conducted to ensure that the internal consistency of each item in the questionnaire (using Cronbach's α coefficient) can be verified, and potential issues (such as ambiguity, lengthiness, or misleading questions) can be identified, thereby improving the validity and reliability of the questionnaire. The Cronbach’s alpha reliability coefficient normally ranges between 0 and 1. If the alpha value is closer to 1.0, the greater is reliability or internal consistency of the scale items (Elankumaran, 2019). This process involves surveying a small group of target participants to assess the questionnaire's reliability and validity. In this study, 30 samples were collected for pilot test, and the data passed the reliability test, confirming the questionnaire's effectiveness. Any necessary amendments based on the pilot test results should be made before finalizing the questionnaire (Taherdoost, 2022). The researcher sent an email to the company’s human resource management department and asked for the permission of doing small scale sampling survey and received the official permit from the human resource manager, then the questionnaire was sent to corporate manager group to collect data. The table below is the findings of the pilot test which had 30 respondents took part in as sample size.

Table 1
Cronbach's Alpha Testing Summary Result

Indicator	Cronbach Alpha	No. Of Items	Remarks
Empowerment	0.795	5	Acceptable
Continuous Learning	0.896	5	Good
Growth	0.876	5	Good
Relationship Management	0.792	5	Acceptable
Motivation Skills	0.906	5	Excellent
Regulation of Emotion	0.898	5	Good
Mental Health	0.792	5	Acceptable
Social Well-being	0.858	5	Good
Career Well-being	0.791	5	Acceptable

George and Malley (2003) provide the following rules of thumb: “>0.90 – Excellent, >0.80 – Good, >0.7 – Acceptable, >0.60 – Questionable, >0.50 – Poor, and <0.50 – Unacceptable”

According to the rules of thumb provided by George et. al., (2003) for assessment of the internal consistency of the scale, i.e. whether the questions in the questionnaire consistently measure the same concept, when the Cronbach’s alpha coefficient is above 0.9, it is considered excellent, above 0.80 is good, above 0.70 is acceptable, above 0.60 is questionable, above 0.50 is poor, and below 0.50 is unacceptable. As seen in the table above, all the sub-indicators have their Cronbach’s alpha coefficient above 0.70, which means the questionnaire has good internal consistency of these items to measure these sub-indicators under human capital work engagement, emotional intelligence and Health and Wellness. The questionnaire was ready to use for mass survey without any revision. After the survey questionnaire passed the reliability test, the researcher sent emails to the human resource management department of these seven companies seeking for approval of conducting mass scale survey within their middle management and all the human resource management departments agreed to distribute the questionnaire via their own internal workstation and promised to help to collect the feedback within a certain of days. The researcher checked the status of the survey every day, once the total number of respondents reached the requirement, the researched advised the coordinators of these seven human resourced

management departments to close the access of the questionnaire and the coordinators help to download the original data in excel format and sent the results to the researcher by emails. The author transferred the data to the template provided by the university and sent it to paper adviser for next step. The university research center assigned a professional statistician in statistical department to process the data to present the descriptive statistics and correlation statistics.

Data Analysis - Following the creation of the pre-test questionnaire, it was essential to review and analyze the reliability and validity of the data by calculating their Cronbach's Alpha of the three variable scales in order to ensure the internal coherency of the questionnaire. After the formal questionnaire created, simple analysis in tabular format were utilized to summarize the participant cities to demonstrate the diversity of the samples. The data collected from large scale survey were subjected to descriptive statistics analysis, correlation analysis to find out how the variables in the study affected the formation of a middle management resiliency framework. While doing the descriptive analysis, SPSS version 26 and other tools were utilized for the purpose of processing and analyzing the data. The weighted mean, verbal interpretation, rank for each indication and composite mean for each dimension were demonstrated in the tables. While doing the correlation analysis, rho-value, p-value and interpretation of each paring dimension were illustrated clearly by using SPSS version 26.

Ethical Considerations - Before conducting every survey, the researcher sent email to the human resource management department respectively to ask for official permission. Once there was permission from them, the questionnaire was sent to the coordinator of each company to distribute. At the beginning of the survey questionnaires, there was a full description of the survey's title and purpose, as well as a clear promise that any information gathered from the survey would be kept completely private. The researcher also promised that the survey would be completely anonymous, so that participant could fill out the questionnaires with confidence. Meanwhile, the subjects would have the freedom to choose whether or not to take part. No matter what they did, their position in the management system would not change, even if they chose not to answer or finish the survey. The respondents were assured that they would not be subjected to any harm or intrusive questioning in any way. Upon submitting their answers to the questionnaires, the respondents would be highly appreciated. The research maintained the highest level of objectivity and meticulous analysis in the discussions.

3. Results and discussion

Table 2

Summary Table on the Factors Indicating Human Capital Work Engagement

Indicators	WM	VI	Rank
1. Empowerment	3.16	Agree	3
2. Continuous Learning	3.44	Agree	1
3. Growth	3.34	Agree	2
Grand Composite Mean	3.31	Agree	

Legend: 3.50-4.00=Strongly Agree; 2.50-3.49=Agree; 1.50-2.49=Disagree; 1.00-1.49=Strongly Disagree

The grand composite mean shown in Table 2 for human capital work engagement was 3.31, which is considered "Agree. "Continuous Learning" scored the highest at 3.44, indicating that management personnel place the highest value and participation in continuous learning. Conversely, "Empowerment" scored the lowest at 3.16, suggesting some deficiencies in empowerment aspects. Other intermediate scores included "Growth," which scored 3.34 and ranked second, showing that management personnel feel a certain level of support and opportunities in their career growth.

The highest score in "Continuous Learning" reflects the recognition by management personnel of the importance of continually updating knowledge and skills in today's rapidly changing business environment. Continuous learning is considered a key component of Career Self-Management (CSM). This means that managers, through continuous learning, are better able to set career goals, obtain relevant information, develop and execute career development plans, and make adjustments based on feedback (Koen et. al., 2021) But the relationship between continuous learning and career success is non-linear. Research has shown that there is a

U-shaped relationship between Career success and Career Crafting Behaviors, i.e. both low and high levels of career success are associated with higher levels of career reflection. In addition, high levels of career success correlate with higher levels of career construction. Janssen's 2021 research profoundly pointed out that on the path of career development, managers must become the helmsmen of their own growth, constantly self-examining and reshaping themselves, in order to constantly break through themselves in their careers and ultimately reach the pinnacle of their careers.

The concept of "empowerment" is particularly important in enterprise management, and a low score often indicates that managers feel constrained when making decisions or exercising autonomy. This constraint may stem from the irrationality of the self-organizing structure, limitations of corporate culture, or inadequate support systems. Empowerment, in short, is about making employees feel like they are the masters of the organization and have the power to control their work.

If employees feel that they can make independent decisions and freely express themselves in their positions, they might naturally invest more enthusiasm and creativity into their work, thereby improving the quality and efficiency of their work. On the contrary, if managers fail to fully authorize, employees may feel neglected or constrained, which not only dampens their work enthusiasm but may also lead to a rigid management process, slow decision-making, and reduced innovative thinking. Ultimately, this lack of authorization will spread like ripples, adversely affecting the management efficiency and performance of the entire organization.

It is worth mentioning that when employees are invited to participate in the decision-making process, they feel that they are an indispensable part of the team, and this sense of participation and belonging greatly enhances the cohesion of the team. In such a trusting and collaborative environment, employees will be more willing to contribute their wisdom and strength to jointly drive the organization towards higher goals. Therefore, for managers, valuing and practicing the concept of empowerment is not only the key to improving employee job satisfaction, but also an important way to promote the sustainable and healthy development of the organization. However, when the doors of the organization open to employee participation and invite them to join the decision-making hall, employees feel not only simple participation, but also a deep sense of belonging and identification. This emotional bond tightly connects team members and promotes closer collaboration and communication. In such an atmosphere, the overall effectiveness of the team is greatly stimulated, and organizational performance also rises accordingly. All of this transformation cannot be separated from the careful shaping of organizational culture and leadership style. A cultural environment that encourages innovation, respects individuals, and advocates open communication can provide a solid foundation for employees' sense of empowerment; A leader who knows how to listen, dares to delegate power, and is good at guiding is the key driving force in this process of change. Therefore, in order to build an efficient, harmonious, and dynamic organization, the company should not only focus on empowerment itself, but also start from deeper cultural and leadership levels, paving a broad path for the growth and development of employees.

The medium score in "Growth" suggests that while there are opportunities for career development, more resources or a clearer path for growth may be needed to enhance satisfaction and engagement.

Table 3
Summary Table on the Factors Indicating Emotional Intelligence

Indicators	WM	VI	Rank
1. Relationship Management	3.42	Agree	2
2. Motivational Skills	3.41	Agree	3
3. Regulation of Emotion	3.44	Agree	1
Composite Mean	3.42	Agree	

Legend: 3.50 – 4.00 = Strongly Agree; 2.50 – 3.49 = Agree; 1.50 – 2.49 = Disagree; 1.00 - 1.49 = Strongly Disagree

In the summary analysis of emotional intelligence shown in Table 3, the findings of the survey suggest that the overall average score is 3.42, which means "Agree." "Regulation of Emotion" received the highest score of 3.44, indicating that management workers are the most skilled in the ability to regulate emotions. On the other

hand, "Motivational Skills" had the lowest score of 3.41, which indicates that there is a little shortfall in motivating the enthusiasm and dedication of team members for the team. Among the other intermediate scores, "Relationship Management" received a score of 3.42, placing it in second place. This implied that management staff are successful in managing interpersonal relationships and promoting team cooperation.

Having the highest score in the "Regulation of Emotion" category indicates that management staff are able to successfully recognize and manage their own emotions as well as the emotions of others. This ability is essential for preserving the harmony of the team and improving the quality of decision-making because good interpersonal relationships are the foundation of teamwork and efficient operation. Previous studies have proved that empathy and emotion management ability play a key role in project management, and if leaders fail to display behaviors consistently, it will be difficult to gain the following and trust of employees (Rusan et. al., 2021). Under time constraints, managers with different emotional states show different performance in decision quality. Happy emotion may reduce decision quality, while sad emotion may improve decision quality (Treffers et. al., 2020). The cognitive ability and conflict type of top management team significantly affect the performance of strategic decision making, and task conflict has a greater impact on decision quality than emotional conflict (Chenli, 2022). In addition, there is a strong positive correlation between the emotional intelligence of top managers and their decision quality, which is further enhanced by open innovation (Alzoubi et. al., 2021). Emotional regulation also contributes to improving team performance and reducing conflict (Rezvani et. al., 2018).

Because of the relatively low score in the "Motivational Skills" category, it is evident that there is a requirement for further developing techniques of creating clear goals and delivering feedback in order to improve the motivation of the team. This is because according to the goal-setting theory proposed by Locke et. al., (1990), clear and challenging goals can significantly improve individual work motivation and performance. Setting goals can help employees clarify the direction of their work and the focus of their efforts, thereby increasing their motivation and efficiency. In addition, feedback mechanisms are a core component of management practices that help employees understand how they are performing at work and how they can improve. Positive feedback can increase employee confidence and motivation, while constructive feedback provides specific directions for improving job performance (Gouldsberry, 2022).

The fact that "Relationship Management" received a score in the middle suggests that although management staff are in a position to handle interpersonal connections and conflicts in an effective manner, there is still space for growth in terms of completely unleashing the potential of the team and improving team cohesion.

Table 4

Summary Table on Factors leading to Health and Wellness

Indicators	WM	VI	Rank
1. Mental Health	3.34	Agree	1.5
2. Social Well-being	3.34	Agree	1.5
3. Career Well-being	3.32	Agree	3
Composite Mean	3.33	Agree	

Legend: 3.50 – 4.00 = Strongly Agree; 2.50 – 3.49 = Agree; 1.50 – 2.49 = Disagree; 1.00 - 1.49 = Strongly Disagree

Table 4 summarizes the overall well-being of managerial staff in terms of mental health, social well-being, and career well-being. The overall composite mean of 3.33 indicates a general agreement among managers about the positive impact of these factors on their well-being.

Among these aspects, mental health and social well-being score equally highest at 3.34, highlighting their perceived equal importance in the daily functioning of management; career well-being follows slightly behind with a score of 3.32. The tie in ranking between mental health and social well-being likely stems from their central role in maintaining managerial efficacy and personal well-being. Good mental health not only improves decision-making efficiency but also enhances job satisfaction, while a robust social network provides support for managers, helping them effectively cope with professional stress and challenges.

The mental health of managers has a substantial beneficial influence on both their job performance and their quality of life, particularly in the context of a working environment that is always shifting and evolving. Abdi et al. (2021) conducted research that shown that a high quality of work life (QWL) may have a positive impact on the happiness and productivity of workers. Furthermore, Theofilou et al. (2022) found that employees who received psychological counseling or therapy saw a substantial improvement in their quality of life. Krishnamurthy et. al., (2023) reported that study conducted in the field of information technology indicates that there is a favorable correlation between quality of life and age as well as job experience. A high level of subjective well-being and quality of work life (QWL) has been shown to increase job commitment, according to research conducted on hospital personnel (Mansourlakouraj et al., 2019). For the purpose of promoting both overall job performance and quality of life, these findings highlight the need of concentrating on the mental health of managers and working to improve quality of work performance. These findings suggest that good mental health enhances job satisfaction and quality of life, which in turn improves work performance. Theoretically, these results can be explained by positive psychology and psychological capital theories, where individuals with good mental health are more likely to experience higher life satisfaction and work engagement, leading to better job performance.

The index of social well-being ranks first alongside mental health, reflecting that real estate agency managers think that social support is an effective means to relieve work pressure and has a positive impact on improving job satisfaction and work performance as social support is regarded as an effective means to alleviate work stress. Research indicates that social support significantly enhances employees' job satisfaction and reduces emotional exhaustion (Garmendia et al., 2023). Moreover, social support can significantly alleviate job dissatisfaction caused by work stress (Nawaz, 2021). Among social workers, work support reduces job burnout and improves job satisfaction (Jia et. al., 2021). In higher education institutions, social support helps reduce work-life conflict and work stress, thereby enhancing job performance (Foy et al., 2019). Similarly, family support, by enhancing job well-being and job satisfaction, further supports the positive impact of social support (Kalliath et al., 2019). Overall, these studies suggest that social support not only significantly mitigates work stress but also improves employees' job satisfaction and performance. Career well-being's slightly lower ranking might be due to the direct impact of market conditions and performance on career development and advancement opportunities in the real estate sector, thus being somewhat limited.

Table 5
Relationship Between Work Engagement and Emotional Intelligence

Variables	Rho	P-value	Interpretation
Empowerment			
Relationship Management	0.786**	<.001	Highly Significant
Motivational Skills	0.719**	<.001	Highly Significant
Regulation of Emotion	0.729**	<.001	Highly Significant
Continuous Learning			
Relationship Management	0.819**	<.001	Highly Significant
Motivational Skills	0.793**	<.001	Highly Significant
Regulation of Emotion	0.780**	<.001	Highly Significant
Growth			
Relationship Management	0.854**	<.001	Highly Significant
Motivational Skills	0.805**	<.001	Highly Significant
Regulation of Emotion	0.806**	<.001	Highly Significant

** . Correlation is significant at the 0.01 level

In examining the correlations among store managers and above in Chinese real estate agencies, Table 5 below reveals significant relationships between factors indicating human capital work engagement and emotional intelligence. Growth shows the highest correlation with Relationship Management (rho-value = .854**, p-value < 0.000), followed by Continual Learning and Relationship Management (rho-value = . 0.819, p-value < 0.000) rank the second place, while Empowerment exhibits the lowest correlation with Motivational Skills (rho-value = .719**, p-value < 0.000). Other indicators lie in between these extremes, such as Empowerment's correlation with Regulation of Emotion at .729**, and Continuous Learning's correlation with

Motivational Skills at .793**, both highly significant at the p-value of 0.000.

The strong correlation between Growth and Relationship Management might stem from managers accumulating extensive experience in interpersonal interactions and handling complex emotions through facing various challenges and opportunities in their career progression. Throughout their career progression, managers improve their social competence, which involves a complex interplay of social awareness, empathy, and interpersonal influence. These elements are essential for effective relationship management. As managers grow in their roles, their continuous interaction with a diverse workforce and their involvement in cross-functional teams enhance their ability to manage relationships within a professional setting. Abundant of researches prove this point of view.

The functional diversity of top management teams helps managers understand and communicate better, thereby improving tax management abilities (Plečnik et al., 2021). Multicultural teams exhibit more significant interpersonal relationships during reorganization, indicating higher capabilities of diverse team members in establishing interpersonal relationships (Vsevolod et al., 2020). The development of cross-cultural competence is crucial for business managers as it helps improve company performance, suggesting that cross-cultural interactions in diverse environments enhance managerial interpersonal skills (Aggarwal et al., 2021). Cross-functional team collaboration and cohesion can be achieved through effective communication and management tools, demonstrating that diverse team collaboration helps improve managers' communication skills and interpersonal relationship management (Mirzoeva, 2021). Furthermore, diverse backgrounds and skills of top management team members facilitate new product introductions and company growth, supporting the notion that managers develop through interactions in cross-functional teams (Nuscheler et al., 2019). In conclusion, interactions with diverse employees and cross-functional team activities significantly enhance managers' ability to manage interpersonal relationships in a professional environment.

The correlation between continuous learning and relationship management ranks second in relevance ranking, which is supported by solid logic. Continuous learning not only enables managers to continuously enrich their industry knowledge and management skills in a rapidly changing workplace environment, but also enables them to more sensitively perceive and respond to the needs and expectations of team members. The accumulation and application of this knowledge directly promotes the efficiency and harmony of managers in interpersonal communication, and enhances the overall cohesion of the team. In the contemporary business environment of VUCA (volatility, uncertainty, complexity, ambiguity), continuous learning has become a core element for organizations to maintain competitiveness. Organizations must value and invest in employee training and development, not only for the personal growth of employees, but also for the long-term interests of the organization. With the rapid development of technology, employees' skills and knowledge need to be constantly updated to cope with new challenges and opportunities. This process not only enhances employees' adaptability and flexibility, but also promotes the improvement of problem-solving abilities, especially in root cause analysis (RCA) and solution development. The implementation of interdisciplinary training programs has cultivated a comprehensive and high-quality workforce for the organization, which has immeasurable value in improving product quality and promoting continuous improvement. Through carefully designed and managed capability management frameworks and processes, organizations can ensure steady progress and continuous achievement in complex and ever-changing business environments. In addition, building and maintaining a product level knowledge base is also a key step in improving work outcomes and driving continuous product improvement.

Instead, there isn't much of a link between empowerment and motivational skills. This could be because motivational skills are heavily affected by leadership styles and environmental factors, rather than just a feeling of empowerment. As a management tool, empowerment aims to boost workers' natural drive by giving them more freedom and responsibility. But encouraging skills are more complicated and vary from person to person. Leaders need to be good at communicating with others and adapting to different cultural backgrounds and needs within the team. As a result, how well motivational skills work often relies on how well leaders understand and use these techniques to fit the needs of their team. This difference shows that while both freedom and motivation

are useful management tools, they work in very different ways and have very different results. To get the best management results from these skills, leaders need to be able to adapt their plans to fit the needs and situations of their teams.

To improve their ability to motivate others, leaders should take part in personalized leadership training programs that teach them how to change their leadership style to fit different team members and work settings. Also, groups should push for leaders to really understand and use situational leadership theory. This is a way of leading that was created by Hersey et. al., (1969) and has huge benefits for making leaders more effective. Situational leadership theory is based on the idea that there is no one type of leadership that works in all conditions. Instead, good leadership should be closely connected to the needs of the job and the growth and skill level of the team members. This theory suggests that leaders should have deep understanding, correctly judge the current state of their team members, and be able to adapt their leadership style to achieve the best results in both work efficiency and employee growth. Situational leadership theory helps leaders better understand and meet the specific needs of their workers, which leads to better working relationships that are both friendly and productive. This creative and employee-centered leadership style will help the company stay competitive and open to new ideas.

The situational leadership idea cleverly categorizes good leadership into four distinct kinds, each tailored to meet the individual demands of employees and situations. First and foremost, the coaching method is especially well-suited for individuals who possess a strong desire but lack the necessary abilities. Within this particular framework, it is vital for leaders to furnish unambiguous and precise directives and anticipations in order to steer their subordinates. The next aspect to consider is the coaching approach, which is specifically designed for individuals who are driven but still need to enhance their abilities. This approach highlights the need of leaders offering precise and clear instructions, as well as fostering a culture where employees are encouraged to give constructive feedback. This, in turn, facilitates the development of skills and a progressive increase in confidence. Upon reevaluating the support approach, it is evident that it is especially well-suited for employees who possess the necessary skills but may lack confidence or drive due to numerous factors. Leaders must demonstrate more empathy and support, attentively listen to employees' perspectives, offer essential motivation and aid, with the aim of fostering their innate capabilities. Lastly, the Delegating style is used for employees who are both highly skilled and motivated, allowing leaders to step back and let them complete tasks independently. This theory emphasizes that leaders should adapt their leadership style based on the specific abilities and attitudes of their employees.

As demonstrated the correlation between work engagement and health and wellness in Table 6 below, all the calculated correlation coefficients (rho values) showed a strong positive correlation, and the P-values were all less than 0.01, indicating that these correlations were statistically significant. These results show that when human capital work engagement in terms of empowerment, continuous learning, and growth increase, middle management' mental health, social well-being, and career well-being also improve. It is noted that the correlation coefficient (rho-value) between "Growth" and "Career Well-being" ranks first at 0.829, indicating a very high correlation. The lowest correlations are between "Empowerment" and "Mental Health" with a rho-value of 0.753, and "Empowerment" and "Career Well-being" also at 0.753. Although these correlations still indicate statistically significant relationships, they are relatively lower, possibly indicating that the direct impact of a sense of empowerment on mental health and career well-being is less than other factors. Other paring indicators also shows a relatively high correlation at the p-value of 0.001.

Growth shows the highest correlation with Career Well-being. This suggests that as management personnel experience growth and development in their professional roles, their perceptions of career well-being are also more positive. This correlation might stem from the sense of career achievement and satisfaction brought about by growth and development. This view is supported by several studies. For instance, a study on nurses at the Eye Specialty Hospital in South Sumatra found that personal career planning and network building significantly improved employee career satisfaction (Farla et al., 2020).

Table 6
Relationship Between Work Engagement and Health and Wellness

Variables	Rho	P-value	Interpretation
Empowerment			
Mental Health	0.753**	<.001	Highly Significant
Social Well-Being	0.769**	<.001	Highly Significant
Career Well-Being	0.753**	<.001	Highly Significant
Continuous Learning			
Mental Health	0.775**	<.001	Highly Significant
Social Well-Being	0.772**	<.001	Highly Significant
Career Well-Being	0.772**	<.001	Highly Significant
Growth			
Mental Health	0.798**	<.001	Highly Significant
Social Well-Being	0.809**	<.001	Highly Significant
Career Well-Being	0.829**	<.001	Highly Significant

** . Correlation is significant at the 0.01 level

Professional growth is positively correlated with teachers' job satisfaction through participation in professional development activities, indicating that greater involvement in such activities is associated with higher job satisfaction among teachers. Additionally, teacher self-efficacy, as part of their professional growth, is significantly and positively related to job satisfaction (Toropova et al., 2021). Career development, compensation, and leadership style also significantly impact employee job satisfaction (Heriyanti et al., 2022). Furthermore, a longitudinal study revealed that employees expecting career changes and increased social capital have higher job satisfaction (Efimova et al., 2023). Lastly, research demonstrates that career growth opportunities moderate the relationship between employee job satisfaction and turnover intention (Wang et al., 2022). In conclusion, career growth plays a crucial role in enhancing employees' job satisfaction and overall happiness.

The lowest correlations are between "Empowerment" and "Mental Health" with a rho-value of 0.753, and "Empowerment" and "Career Well-being" also at 0.753. Although these correlations still indicate statistically significant relationships, they are relatively lower, possibly indicating that the direct impact of a sense of empowerment on mental health and career well-being is less than other factors. Empowerment has a relatively weak direct impact on employees' psychological health and job happiness but a significant indirect effect. For example, psychological empowerment significantly impacts job performance, but its direct effect on psychological well-being is weaker, primarily influencing psychological health and job happiness indirectly through improved job performance (Putra et al., 2023). Structural empowerment indirectly enhances employee job satisfaction and psychological well-being through psychological empowerment, with limited direct impact (Hassard et al., 2022). Ethical leadership positively influences employee job satisfaction and organizational commitment, mediated by psychological empowerment with weaker direct effects (Qing et al., 2020). In the Malaysian public sector, psychological empowerment significantly affects employee job satisfaction but has a weaker direct impact on psychological health, primarily influencing it indirectly through increased job satisfaction (Ma'rof et al., 2021). Furthermore, psychological empowerment has a very weak impact on the quality of work life, indicating a small direct effect on psychological health and job happiness (Sharani et al., 2019).

In examining the relationship between emotional intelligence and Health and Wellness among store managerial staff in Chinese real estate agencies, Table 7 reveals highly significant correlations as reflected in the below. Regulation of Emotion shows the highest correlation with Mental Health (rho-value = .845**, p-value < 0.001), while Motivational Skills exhibits the lowest correlation with Mental Health (rho-value = .802**, p-value < 0.001). Other indicators lie in between these extremes, such as Relationship Management's correlation with Social Well-being at .836**, and Career Wellbeing at .832**, both highly significant at the p-value of 0.001. Additionally, Regulation of Emotion shows a relatively high correlation with Social Well-being (rho-value = .811**).

Table 7
Relationship Between Emotional Intelligence and Health and Wellness

Variables	Rho	P-value	Interpretation
Relationship Management			
Mental Health	0.831**	<.001	Highly Significant
Social Well-Being	0.836**	<.001	Highly Significant
Career Well-Being	0.832**	<.001	Highly Significant
Motivational Skills			
Mental Health	0.802**	<.001	Highly Significant
Social Well-Being	0.828**	<.001	Highly Significant
Career Well-Being	0.822**	<.001	Highly Significant
Regulation of Emotion			
Mental Health	0.845**	<.001	Highly Significant
Social Well-Being	0.811**	<.001	Highly Significant
Career Well-Being	0.831**	<.001	Highly Significant

** . Correlation is significant at the 0.01 level

These results indicate a significant positive relationship between emotional intelligence and Health and Wellness. The top-ranking correlation between Regulation of Emotion and Mental Health may be due to the fact that strong emotion regulation skills help middle management better cope with work stress and challenges, thus maintaining their mental health. The need of good emotional control in high-stress work environments is highlighted by several studies showing, for instance, that employees who adopt acceptance and avoidance strategies often face less stress while those who tend to meditate or suppress emotions may experience more stress and mental health problems (Gärtner et al., 2019). Moreover, emotional acceptance has been shown to mitigate the harmful effects of declining executive performance on mental health, therefore underscoring the important need of emotional control in preserving personal mental health (Rompilla et al., 2023). Emotional control capacity clearly has a major protective effect on mental health in the workplace as it may efficiently reduce the link between job discontent and mental health issues (Extremera et al., 2020). Particularly, using positive emotion control techniques like cognitive reappraisal instead of just suppressing expression is directly related to increased work engagement, which helps lower anxiety and stress, so improving mental health (Wobeto et al., 2022). Furthermore, good emotional control throughout the change period between employment and family life can greatly lower tensions between the two spheres and improve personal satisfaction in both of them (Alam et al., 2019). These results underline in general the indispensable need of emotional control in many spheres of daily life, especially in preserving mental health.

On the other hand, the lowest-ranking correlation between Motivational Skills and Mental Health suggests that while motivational skills can enhance team dynamics, their direct impact on personal mental health may be less pronounced. Although motivational skills can enhance team work motivation, their direct impact on individual mental health is relatively small. Research shows that psychological skills coaching improves team performance by fostering trust and self-reflection among team members, thereby boosting team motivation but having less direct impact on individual mental health (Moore et al., 2021). Leadership and teamwork can significantly enhance team work motivation, but their direct impact on individual mental health is minimal (Atiq, 2022). Additionally, self-motivation is crucial in a manager's professional activities, positively impacting team motivation, but having a weaker direct effect on individual mental health (Sazonova et al., 2022). Furthermore, the high correlation between Relationship Management and Social Well-being indicates that good relationship management can enhance employees' sense of social support and belonging in the workplace. Overall, these correlations are highly significant, underscoring the profound impact of various aspects of emotional intelligence on Health and Wellness.

Basing on the results and discussions of the survey data output, the researcher proposed a framework including the three variables and sub-dimensions integrated to further develop strategies to improve the resilience of the real estate middle management.

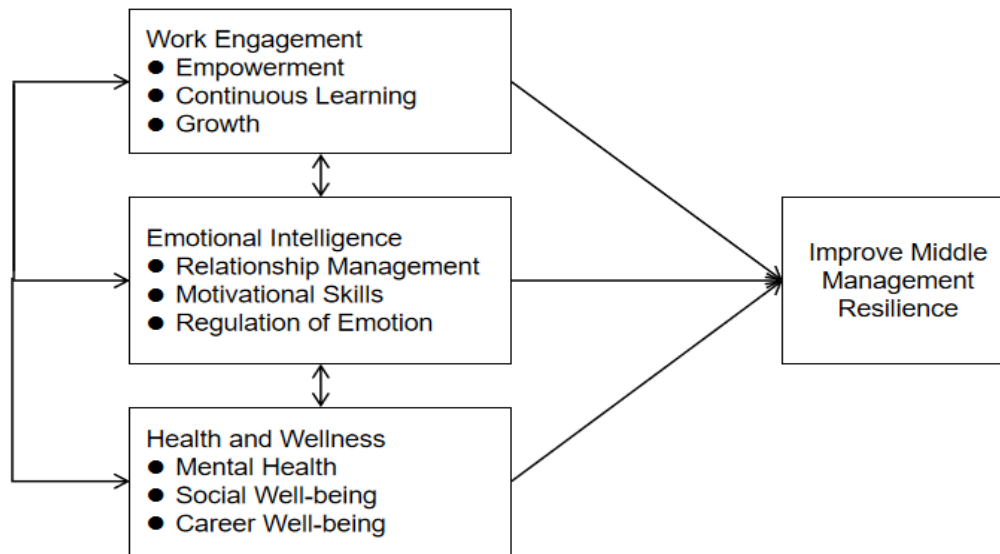


Figure 1 Real Estate Middle Management Resilience Framework

4. Conclusion and recommendations

The real estate middle management' respondents have moderate agreement on their work engagement in terms of empowerment, continuous learning, and growth. There is moderate agreement on the emotional intelligence among real estate middle management in line with relationship management, motivational skills, and regulation of emotion. There is moderate agreement on the Health and Wellness in view of mental, social, and career well-being. There is a highly significant relationship between work engagement, emotional intelligence, and Health and Wellness. A resilience strategy for real estate middle management was formulated.

The Human Resource Management Department may enhance communication channels for managerial staff to value their opinions, allocate resources for continuous learning, and establish a participatory culture with regular feedback. The Human Resource Management Department may enhance leadership programs on self-awareness, self-management, and emotional intelligence. The Human Resource Management Department may design wellness programs addressing mental, social, and career well-being, stress management workshops, social activities, career counseling, and promote a healthy work-life balance. The Human Resource Management Department may establish transparent career promotion paths, strengthen recognition mechanisms, and implement health-focused reward systems. The proposed Middle Management Resilience Framework may be presented to the real estate middle management in Guangdong Province, China to further study to formulate a resiliency strategy plan. Future research may explore on employee work stress, burnout, and compensation incentives to refine and enhance the Managerial Personnel Resilience Framework.

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