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IMPACT OF EMOTIONAL INTELLIGENCE ON EMPLOYEE ENGAGEMENT – AN ASSESSMENT WITH SPECIAL REFERENCE TO RELIANCE COMMUNICATION LIMITED, NAVI MUMBAI

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ABSTRACT

In the present dynamic organizational scenario where absenteeism and high turnover of employees is a major concern for organizations, resulting in less committed workforce, followed by low job satisfaction and ultimately less employee engagement. In the study we have attempted to assess the impact of level of emotional quotient on engagement of employees with in the organization, for this context 26 executives of Reliance Communication, Navi Mumbai have been taken, to assess their emotional intelligence on the basis of the framework given by Daniel Goleman (2000) & emotional competency framework given by Steve Hein (1999), consecutively five factors for employees engagement has been considered. The study not only tried to know the emotional quotient of the employees but the trend assessment has also been done to fulfill the objectives. Relationship between Employees engagement & emotional intelligence is shown.

KEYWORDS

Empathy, Longevity, Motivations, Self awareness, Social skills.

INTRODUCTION

Developing an Organization that embraces the idea of developing an emotionally intelligent work force is into momentum. Emotional intelligence increases an organization potential for developing not only technically savvy employees, but also of building a kernel of employees that promote emotional intelligence.

Using the ideas developed and researched by the experts in the field of emotional intelligence including Reuven BarOn, Daniel Goleman, Howard Gardner, Jack Mayer, and Peter Salovey, this paper will provide an explanation of how emotional intelligence is correlated with employees engagement and will try to find whether EQ level of an employee has its impact on the engagement level of the employee. Additionally attempt to explain the importance of developing an emotionally intelligent organization, and ways of promoting emotional intelligence within existing Indian organizations with special reference to Reliance Communications.

REVIEW OF LITERATURE

Emotional Intelligence or "EQ/EI" is relatively a new behavioral model came into light through the work of Daniel Goleman in his book entitled "Emotional Intelligence". Psychologists Howard Gardner, Peter Salovey and John Mayer developed the early theory of emotional intelligence during 70s and 80s. Emotional Intelligence is increasingly relevant for developing the people in the organization as well as organizational development. The Emotional Intelligence is an important consideration while human resource planning; Job profiling, recruitment, Interviewing & Selection along with management development, Customer relations and customer service etc Goleman, 2000

EQ is a measure of your emotional intelligence, or your ability to use both your emotions and cognitive skills in your life. Emotional Intelligence competencies include but are not limited to empathy, intuition, creativity, flexibility, resilience, coping, stress management, leadership, integrity, authenticity, and interpersonal skills. Unlike IQ which levels out sometimes in your teens, EQ continues to develop and in fact, most EQ skills becomes better as we mature. Goleman 2000

In the present study context the following Emotional Intelligence Competencies has been taken into consideration given by Steve Hein, 1999:

Self Regulation
 Motivation
 Self Awareness
 Empathy
 Social Skills

THE EMOTIONAL COMPETENCE FRAMEWORK	
Personal Competence	
SELF-AWARENESS	Emotional Awareness: recognizing one's emotions and their effect Accurate Self-assessment: knowing one's strengths and limits Self-confidence: A strong sense of one's self-worth and capabilities
SELF-REGULATION	Self-control: Keeping disruptive emotions and impulses in check Trustworthiness: Maintaining standards of honesty and integrity Conscientiousness: Taking responsibility for personal performance Adaptability: Flexibility in handling change Innovation: Being comfortable with novel ideas, approaches and new information
MOTIVATION	Achievement drive: Striving to improve or meet a standard of excellence Commitment: Aligning with the goals of the group or organization Initiative: Readiness to act on opportunities Optimism: Persistence in pursuing goals despite obstacles and setbacks
Social Competence	
EMPATHY	Understanding others: sensing others' feelings and perspectives, taking an active interest in their concerns Developing others: Sensing others development needs and bolstering their abilities Service orientation: Anticipating, recognizing, and meeting customers' needs Leveraging diversity: Cultivating opportunities through different kinds of people Political Awareness: Reading a group's emotional currents and power relationships
SOCIAL SKILLS	Influence: Wielding effective tactics for persuasion Communication: Listening openly and sending convincing messages Conflict management: Negotiating and resolving disagreements Leadership: Inspiring and guiding individuals and groups Change Catalyst: Initiating or managing change Building bonds: Nurturing instrumental relationships Collaboration and cooperation: Working with others toward shared goals Team capabilities: creating group synergy in pursuing collective goals

(Steve Hein, 1999)

The essential aspect of EQ is that for being successful one must possess the effective awareness; control and management of one own emotions and at the same time must be able to react appropriately to the emotions of the people around you.

The two main aspects of emotional intelligence are: a) Understanding yourself, b) your goals, c) intention, d) responses, e) behavior

f) Understanding others and their feelings.

These aspects of emotional intelligence can be developed in the individual through Behavioral Science Training. Present study is to assess whether the Emotional intelligence has role to play in the engagement of the employees at Reliance Telecommunication Ltd Navi Mumbai.

EMOTIONAL INTELLIGENCE AND EMPLOYEES ENGAGEMENT IN ORGANIZATION

Employee's engagement is the extent to which employee commitment; both emotional & intellectual exist relative to accomplishing the work mission & vision of the organization. Employees Engagement was described in the academic literature by Schmidt 1993. According to Schmidt "engagement is an employee's involvement with, commitment to & satisfaction with work". An engaged employee feels a strong bond towards the organization. Employees Engagement is meant for the maximum satisfaction of an Employee in an Organization, in which he feels that he can go an extra mile for the organization. Developing emotional intelligence in the workplace simply means acknowledging about the emotions present, and doing something intelligent with them. We have to accept the fact that when human beings are brought together to complete task, their emotions plays a crucial role in the interactions. This can be viewed on the personal level as well as on the business level. Many believe that emotions are inappropriate for the workplace; on the contrary emotions have a wider role to play. Since it is only the emotions of an employee which let him/her feel that he/she is the part of Organization and can go an extra mile for his/her organization. Many business leaders are beginning to realize that negative emotions among their employees are not healthy for the organization and its prospects for success since those emotions can led to disengaged workforce which can further stimulate unproductive outcomes. Goleman - 1999.

EQ reflects an individual's ability to deal with daily environmental challenges and helps predict success in life, both in professional and personal pursuits and is used as a predictor of a person's emotional strength and capability. EQ tells that how emotionally smart a person is. In the new workplace, EQ beats IQ every time. IQ is demonstrating when we speak, write, and solve mental challenges; we demonstrate EQ each and every moment of our lives. (Goleman, 1999). EQ competencies include empathy, intuition, creativity, flexibility, resilience, stress management, leadership, integrity, happiness and optimism, as well as intrapersonal and interpersonal communication skills. Reuven BarOn, Daniel Goleman, and Jack Mayer, Peter Salovey and David Caruso developed the three most widely used approaches to emotional intelligence. Organizational identity is an important cognitive variable that not only affects how one feels about his or her membership in the organization but also determines the participant's (Lee, 2004) An Engaged Employee is always satisfied but a satisfied employee need not be engaged with the organization (Gallop Survey-2002)

OBJECTIVE OF THE STUDY

1. To assess the impact of emotional intelligence on the engagement of the employees in the organization.
2. To determine the effects of emotional competencies such as self awareness, self regulations & motivation on the employees engagement.
3. To study the trends with respect to employee engagement & emotional competence.
4. To assess the Emotional Quotient levels on employees engagement on the basis of Goleman study suggested .

RESEARCH METHODOLOGY

The present study is Descriptive & analytical research undertaken on 26 Executives of Reliance Communication Navi Mumbai, The sample drawn is Convenience Sampling. The data collected is primary in nature with the help of two questionnaires. One is for determining Emotional Quotient of the employees (Daniel Goleman standard format) & second one is for determining the engagement level of employee with in the organization.

HYPOTHESIS

H1: Self regulation of Employees in the organization is positively correlated with Longitivity and commitment in the organization.

H2: Resource availability & proper Communication are positively correlated with motivation and Empathy in an organization

DATA ANALYSIS & INTERPRETATION**CHART -1 (SELF AWARENESS)**

S.No	Self Awareness	Commitment	Co-operation	Resource Availability	Communication	Longitivity
1	3.66667	2	3	2	3	2
2	3.33333	4	4	4	4	2
3	4	4	4	4	4	2
4	3.66667	3	3	2	3	2
5	3.66667	3	4	2	4	2
6	3.66667	3	3	3	3	2
7	3.33333	3	4	3	3	2
8	3.66667	1	3	2	1	2
9	3.33333	3	4	2	4	2
10	3.66667	3	3	4	1	1
11	4	3	3	4	2	2
12	3.66667	1	4	4	3	1
13	3.33333	4	4	4	4	1
14	3.66667	2	3	2	3	2
15	3.33333	4	4	4	4	2
16	4	4	4	4	4	2
17	3.66667	3	3	2	3	2
18	3.66667	3	4	2	4	2
19	3.66667	3	3	3	3	2
20	3.33333	3	4	3	3	2
21	3.66667	1	3	2	1	2
22	3.33333	3	4	2	4	2
23	3.66667	3	3	4	1	1
24	4	3	3	4	2	2
25	3.66667	1	4	4	3	1
26	3.33333	4	4	4	4	1
Correlation		-0.160292	-0.4484355	0.146329	-0.3361	0.1485665

Negative and low degree of correlation is observed among self awareness and commitment which is an important indicator of Employees Engagement whereas moderate positive correlation is observed with Co-operative environment in an organization.

CHART-2 (SELF REGULATION)

S.No	Self Regulation	Commitment	Co-operation	Resource Availability	Communication	Longitivity
1	3.5	2	3	2	3	2
2	3.5	4	4	4	4	2
3	4	4	4	4	4	2
4	3.25	3	3	2	3	2
5	3.25	3	4	2	4	2
6	3.75	3	3	3	3	2
7	4	3	4	3	3	2
8	3.75	1	3	2	1	2
9	3.5	3	4	2	4	2
10	3.5	3	3	4	1	1
11	3.75	3	3	4	2	2
12	3.5	1	4	4	3	1
13	3.5	4	4	4	4	1
14	3.5	2	3	2	3	2
15	3.5	4	4	4	4	2
16	4	4	4	4	4	2
17	3.25	3	3	2	3	2
18	3.25	3	4	2	4	2
19	3.75	3	3	3	3	2
20	4	3	4	3	3	2
21	3.75	1	3	2	1	2
22	3.5	3	4	2	4	2
23	3.5	3	3	4	1	1
24	3.75	3	3	4	2	2
25	3.5	1	4	4	3	1
26	3.5	4	4	4	4	1
Correlation		0.0676	0.0514	0.3287	-0.161	0.22822

A moderate low correlation is observed between resource availability and self awareness where as insignificant positive correlation is observed for commitment and cooperation.

CHART-3 (MOTIVATION)

S.No	Motivation	Commitment	Co-operation	Resource Availability	Communication	Longitivity
1	3	2	3	2	3	2
2	3.3333	4	4	4	4	2
3	3.6666	4	4	4	4	2
4	3.6666	3	3	2	3	2
5	4	3	4	2	4	2
6	4	3	3	3	3	2
7	3.6667	3	4	3	3	2
8	3	1	3	2	1	2
9	3.3333	3	4	2	4	2
10	3.6667	3	3	4	1	1
11	4	3	3	4	2	2
12	3	1	4	4	3	1
13	3.6667	4	4	4	4	1
14	3	2	3	2	3	2
15	3.3333	4	4	4	4	2
16	3.6667	4	4	4	4	2
17	3.6667	3	3	2	3	2
18	4	3	4	2	4	2
19	4	3	3	3	3	2
20	3.6667	3	4	3	3	2
21	3	1	3	2	1	2
22	3.3333	3	4	2	4	2
23	3.6667	3	3	4	1	1
24	4	3	3	4	2	2
25	3	1	4	4	3	1
26	3.6667	4	4	4	4	1
	Correlation	0.619905	-0.04409	0.18582	0.13765	0.14344

A significant correlation exists between commitment & Motivation of employees whereas negative correlation is observed between cooperation and motivation in the organization.

CHART-4 (EMPATHY)

S.No	Empathy	Commitment	Co-operation	Resource Availability	Communication	Longitivity
1	3.75	2	3	2	3	2
2	3.75	4	4	4	4	2
3	4	4	4	4	4	2
4	3.5	3	3	2	3	2
5	4	3	4	2	4	2
6	4	3	3	3	3	2
7	4	3	4	3	3	2
8	4	1	3	2	1	2
9	3.25	3	4	2	4	2
10	3.75	3	3	4	1	1
11	3.75	3	3	4	2	2
12	3.5	1	4	4	3	1
13	3.25	4	4	4	4	1
14	3.75	2	3	2	3	2
15	3.75	4	4	4	4	2
16	4	4	4	4	4	2
17	3.5	3	3	2	3	2
18	4	3	4	2	4	2
19	4	3	3	3	3	2
20	4	3	4	3	3	2
21	4	1	3	2	1	2
22	3.25	3	4	2	4	2
23	3.75	3	3	4	1	1
24	3.75	3	3	4	2	2
25	3.5	1	4	4	3	1
26	3.25	4	4	4	4	1
	Correlation	-0.0874	-0.2105	-0.072	-0.2767	0.47189

Another variable of emotional competency empathy is found to be negatively correlated with commitment, cooperation, resource availability & communication where as a moderate correlations observed with the tenure in the organization.

CHART-5 (SOCIAL SKILLS)

S.No	Social Skills	Commitment	Co-operation	Resource Availability	Communication	Longitivity
1	3.25	2	3	2	3	2
2	3	4	4	4	4	2
3	3.5	4	4	4	4	2
4	3.75	3	3	2	3	2
5	4	3	4	2	4	2
6	3.75	3	3	3	3	2
7	3.5	3	4	3	3	2
8	3.75	1	3	2	1	2
9	3.75	3	4	2	4	2
10	3.5	3	3	4	1	1
11	3.5	3	3	4	2	2
12	3.75	1	4	4	3	1
13	3.5	4	4	4	4	1
14	3.25	2	3	2	3	2
15	3	4	4	4	4	2
16	3.5	4	4	4	4	2
17	3.75	3	3	2	3	2
18	4	3	4	2	4	2
19	3.75	3	3	3	3	2
20	3.5	3	4	3	3	2
21	3.75	1	3	2	1	2
22	3.75	3	4	2	4	2
23	3.5	3	3	4	1	1
24	3.5	3	3	4	2	2
25	3.75	1	4	4	3	1
26	3.5	4	4	4	4	1
	Correlation	-0.3588	-0.024	-0.449418	-0.07479	-0.0142

Social skills have no significant correlation with the engagement factor understudy.

Although the study of reliance communication did not show high degree of correlations between five factors understudy of employees engagement and emotional competencies (self awareness ,self regulation ,empathy, motivation ,social skills) but the indication of emotional quotient show a significant relationship with employees engagement.

FINDINGS & SUGGESTIONS

- 1) Self awareness which is the variable of Emotional Competency has a very low correlation with the variable under study except for co-operation, resource availability and Longitivity.
- 2) Self regulation which is another variable of Emotional Competency shows little correlation with the variable of Employee Engagement except for Communication Thus it is observed that Communication and Self regulation are inversely related to each other in the organization
- 3) Commitment of the Employee is significantly high which shows a positive correlation with motivation.
- 4) Only variable of Employee Engagement Longitivity i.e indicator of the tenure of an employee in the organization is moderately correlated with Empathy.
- 5) No significant correlation is found between the variables of Employee Engagement under study and social skills in the organization. Thus Excessive social skills need to be regulated for proper correlation between engagement of the employees and emotional competencies in the organization.

SCOPE FOR FURTHER RESEARCH

The research has shown a good degree of commitment and motivation among the employees, it can further be studied for the benefit of the organization .The excessive social Skills among the employees encounter a low degree of engagement within the organization, which should be model further with the inclusion of different statistical and qualitative measures.

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ANNEXURE**TABLE - 1**

employee engagement	no of employees	longitivity	commitment	co-operation	resource availability	communication	avg.
	1	2	2	3	2	3	2.4
	2	2	4	4	4	4	3.6
	3	2	4	4	4	4	3.6
	4	2	3	3	2	3	2.6
	5	2	3	4	2	4	3
	6	2	3	3	3	3	2.8
	7	2	3	4	3	3	3
	8	2	1	3	2	1	1.8
	9	2	3	4	2	4	3
	10	1	3	3	4	1	2.4
	11	2	3	3	4	2	2.8
	12	1	1	4	4	3	2.6
	13	1	4	4	4	4	3.4
	14	2	2	3	2	3	2.4
	15	2	4	4	4	4	3.6
	16	2	4	4	4	4	3.6
	17	2	3	3	2	3	2.6
	18	2	3	4	2	4	3
	19	2	3	3	3	3	2.8
	20	2	3	4	3	3	3
	21	2	1	3	2	1	1.8
	22	2	3	4	2	4	3
	23	1	3	3	4	1	2.4
	24	2	3	3	4	2	2.8
	25	1	1	4	4	3	2.6
	26	1	4	4	4	4	3.4
total		1.769230769	2.846153846	3.538461538	3.076923077	3	2.846154

TABLE - 2

Element	No.Of Employees	Emotional Awareness	Accurate Self Assesment	Self Confidence	Avg
Self Awareness	1	3	4	4	3.666667
	2	3	4	3	3.333333
	3	4	4	4	4
	4	4	4	3	3.666667
	5	4	3	4	3.666667
	6	3	4	4	3.666667
	7	3	3	4	3.333333
	8	4	4	3	3.666667
	9	4	3	3	3.333333
	10	3	4	4	3.666667
	11	4	4	4	4
	12	4	3	4	3.666667
	13	4	3	3	3.333333
	14	3	4	4	3.666667
	15	3	4	3	3.333333
	16	4	4	4	4
	17	4	4	3	3.666667
	18	4	3	4	3.666667
	19	3	4	4	3.666667
	20	3	3	4	3.333333
	21	4	4	3	3.666667
	22	4	3	3	3.333333
	23	3	4	4	3.666667
	24	4	4	4	4
	25	4	3	4	3.666667
	26	4	3	3	3.333333
Total		3.615384615	3.615384615	3.615384615	

TABLE - 3

Element	No Of Employees	Self Control	Trustworthiness	Consciousness	Adaptability	Avg.
Self Regulation	1	3	4	4	3	3.5
	2	3	4	4	3	3.5
	3	4	4	4	4	4
	4	3	4	4	2	3.25
	5	2	4	4	3	3.25
	6	3	4	4	4	3.75
	7	4	4	4	4	4
	8	3	4	4	4	3.75
	9	3	4	4	3	3.5
	10	3	4	4	3	3.5
	11	4	4	4	3	3.75
	12	4	4	4	2	3.5
	13	3	3	4	4	3.5
	14	3	4	4	3	3.5
	15	3	4	4	3	3.5
	16	4	4	4	4	4
	17	3	4	4	2	3.25
	18	2	4	4	3	3.25
	19	3	4	4	4	3.75
	20	4	4	4	4	4
	21	3	4	4	4	3.75
	22	3	4	4	3	3.5
	23	3	4	4	3	3.5
	24	4	4	4	3	3.75
	25	4	4	4	2	3.5
	13	3	3	4	4	3.5
	Total	3.230769231	3.923076923	4	3.230769231	3.596154

TABLE - 4

Element	No. Of Employee	Achievement Drive	Commitment	Optimism	Avg.
Motivation	1	1	4	4	3
	2	3	3	4	3.3333
	3	3	4	4	3.6666
	4	4	3	4	3.6666
	5	4	4	4	4
	6	4	4	4	4
	7	3	4	4	3.66666667
	8	2	4	3	3
	9	3	4	3	3.33333333
	10	4	4	3	3.66666667
	11	4	4	4	4
	12	2	4	3	3
	13	4	4	3	3.66666667
	14	1	4	4	3
	15	3	3	4	3.33333333
	16	3	4	4	3.66666667
	17	4	3	4	3.66666667
	18	4	4	4	4
	19	4	4	4	4
	20	3	4	4	3.66666667
	21	2	4	3	3
	22	3	4	3	3.33333333
	23	4	4	3	3.66666667
	24	4	4	4	4
	25	2	4	3	3
	26	4	4	3	3.66666667
	TOTAL	3.153846154	3.846153846	3.6153846	3.538461538

TABLE-5

Element	No. of Employees	Understanding Others	Developing Others	Service Orientation	Political Awareness	Avg.
Empathy	1	4	4	4	3	3.75
	2	4	4	3	4	3.75
	3	4	4	4	4	4
	4	3	3	4	4	3.5
	5	4	4	4	4	4
	6	4	4	4	4	4
	7	4	4	4	4	4
	8	4	4	4	4	4
	9	4	3	3	3	3.25
	10	4	3	4	4	3.75
	11	4	3	4	4	3.75
	12	4	4	3	3	3.5
	13	4	3	3	3	3.25
	14	4	4	4	3	3.75
	15	4	4	3	4	3.75
	16	4	4	4	4	4
	17	3	3	4	4	3.5
	18	4	4	4	4	4
	19	4	4	4	4	4
	20	4	4	4	4	4
	21	4	4	4	4	4
	22	4	3	3	3	3.25
	23	4	3	4	4	3.75
	24	4	3	4	4	3.75
	25	4	4	3	3	3.5
	26	4	3	3	3	3.25
	TOTAL	3.923076923	3.615384615	3.692307692	3.692307692	3.730769

TABLE-6

Element	No. of employee	Influence Communication	Conflict Management	Leadership	Change Catalyst	Avg.
Social Skills	1	3	3	3	4	3.25
	2	3	3	3	3	3
	3	4	3	3	4	3.5
	4	4	4	4	3	3.75
	5	4	4	4	4	4
	6	4	4	3	4	3.75
	7	4	3	3	4	3.5
	8	3	4	4	4	3.75
	9	4	4	3	4	3.75
	10	4	4	2	4	3.5
	11	3	4	3	4	3.5
	12	3	4	4	4	3.75
	13	3	4	3	4	3.5
	14	3	3	3	4	3.25
	15	3	3	3	3	3
	16	4	3	3	4	3.5
	17	4	4	4	3	3.75
	18	4	4	4	4	4
	19	4	4	3	4	3.75
	20	4	3	3	4	3.5
	21	3	4	4	4	3.75
	22	4	4	3	4	3.75
	23	4	4	2	4	3.5
	24	3	4	3	4	3.5
	25	3	4	4	4	3.75
	26	3	4	3	4	3.5
	TOTAL	3.538461538	3.692307692	3.23076923	3.846153846	3.576923

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