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INTRODUCTION

REVIEW OF LITERATURE

NEED/IMPORTANCE OF THE STUDY

STATEMENT OF THE PROBLEM

OBJECTIVES

HYPOTHESES

RESEARCH METHODOLOGY

RESULTS & DISCUSSION

FINDINGS

RECOMMENDATIONS/SUGGESTIONS

CONCLUSIONS

SCOPE FOR FURTHER RESEARCH

ACKNOWLEDGMENTS

REFERENCES

APPENDIX/ANNEXURE

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BOOKS

- Bowersox, Donald J., Closs, David J., (1996), "Logistical Management." Tata McGraw, Hill, New Delhi.
- Hunker, H.L. and A.J. Wright (1963), "Factors of Industrial Location in Ohio" Ohio State University, Nigeria.

CONTRIBUTIONS TO BOOKS

- Sharma T., Kwatra, G. (2008) Effectiveness of Social Advertising: A Study of Selected Campaigns, Corporate Social Responsibility, Edited by David Crowther & Nicholas Capaldi, Ashgate Research Companion to Corporate Social Responsibility, Chapter 15, pp 287-303.

JOURNAL AND OTHER ARTICLES

- Schemenner, R.W., Huber, J.C. and Cook, R.L. (1987), "Geographic Differences and the Location of New Manufacturing Facilities," Journal of Urban Economics, Vol. 21, No. 1, pp. 83-104.

CONFERENCE PAPERS

- Garg, Sambhav (2011): "Business Ethics" Paper presented at the Annual International Conference for the All India Management Association, New Delhi, India, 19–22 June.

UNPUBLISHED DISSERTATIONS AND THESES

- Kumar S. (2011): "Customer Value: A Comparative Study of Rural and Urban Customers," Thesis, Kurukshetra University, Kurukshetra.

ONLINE RESOURCES

- Always indicate the date that the source was accessed, as online resources are frequently updated or removed.

WEBSITES

- Garg, Bhavet (2011): Towards a New Natural Gas Policy, Political Weekly, Viewed on January 01, 2012 http://epw.in/user/viewabstract.jsp

EFFECT OF EMOTIONAL INTELLIGENCE ON SALESPERSON'S EMPLOYEE ENGAGEMENT AND INTENTION TO QUIT: AN EMPIRICAL STUDY

DR. RUPALI SHEKHAR KHANOLKAR
ASSOCIATE PROFESSOR
SASMIRA'S INSTITUTE OF MANAGEMENT STUDIES & RESEARCH
WORLI

ABSTRACT

Present paper is aimed at examining relationship between emotional intelligence, employee engagement and intention to quit in field sales representatives in Indian Pharmaceutical Industry. Specifically, this paper argues that Emotional intelligence may be an important determinant of employee engagement and in turn intention to quit among pharmaceutical sales employees. Data was collected from one hundred and sixty field sales employees from pharmaceutical industry in India. The analysis of data showed that there is a high positive correlation between overall scores of emotional intelligence and employee engagement. (Pearson coefficient r=.32) .Employee engagement had a high negative correlation with Intention to quit. (Pearson coefficient r=- .4).There was no significant direct relation found between emotional intelligence and intention to quit. The first two findings support previous study of relationship between Emotional Intelligence, Employee Engagement and Intention to quit .The finding on relationship between emotional intelligence and intention to quit gives direction for further research in that area. It can be concluded from the research that the employer will have to focus on increasing emotional intelligence of employees to have high levels of employee engagement which will lower employee turnover rates.

JEL CODE
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KEYWORDS
Emotional intelligence, employee engagement ,intention to quit.

INTRODUCTION

The construct of Emotional Intelligence today is one of the most frequently researched topics in organizational study especially in context of human behavior. Research shows that emotional intelligence is associated with various organizational outcomes such as employee satisfaction, organizational commitment, high performance; improved moral to name a few Although EI has become a popular tool in organizations there is still a need for increased empirical research on the construct (Salovey, Woolery, & Mayer, 2002).

Employee engagement is another topic which has generated lot of interest among researchers in behavioural sciences.Employee engagement has been defined as emotional and intellectual commitment to the organization (Baumruk 2004, Richman 2006 and Shaw 2005) or the amount of discretionary effort exhibited by employees in their job (Frank et al 2004). Although it is acknowledged and accepted that employee engagement is a multi-faceted construct, Kahn (1990), Truss et al (2006) define employee engagement simply as 'passion for work'.

Employee turnover is the rotation of workers around the labour market; between firms, jobs and occupations; and between the states of employment and unemployment Abassi et al. (2000). Terms employee turnover and intention to quit have been used interchangeably in literatureMellor, Moore and Loquet (2004) define intention to quit as the individual who may be thinking about quitting a job. Glissmege et al (2007) define intention to quit an organization as mediating factor between attitude affecting intent to quit and quitting an organization.Turnover intention is defined as – "one's desire or willingness to leave an organization" (Thoresen et al., 2003).

There are several studies which show a significant relationship between emotional intelligence and organizational commitment and job satisfaction in organization . (Khalili 2011, Humphreys, Brunsen, and Davis 2005 ,Adeyemo 2007,Jordan, Ashkanasy, and Hartel 2002 ,Darolia and Darolia 2005) Research shows that employee engagement is related significantly with organizational commitment as well as job satisfaction.However ,there are very few studies available that explore relationship between emotional intelligence and employee engagement .

Similarly ,there are a very few studies available to establish relationship between emotional intelligence and intention to quit.

Relationship between employee engagement and intention to quit is a well researched topic .Prior research shows that there is significant negative relation between employee engagement and intention to quit . (Towers Perrin, 2005; Corporate Leadership Council 2004;The Conference Board ,2003)

Present paper is aimed at examining relationship between emotional intelligence, employee engagement and intention to quit in field sales representatives in Indian Pharmaceutical Industry. Specifically, this paper argues that Emotional intelligence may be an important determinant of employee engagement and in turn intention to quit among pharmaceutical sales employees.

REVIEW OF LITERATURE
EMOTIONAL INTELLIGENCE
Emotional intelligence (E.I.) refers to the ability to recognize and regulate emotions in ourselves and others (Goleman, 1998). Peter Salovey and John Mayer, who originally used the term "emotional intelligence" in published writing, initially defined emotional intelligence as 'A form of intelligence that involves the ability to monitor one's own and others' feelings and emotions, to discriminate among them and to use this information to guide one's thinking and actions (Salovey & Mayer, 1990). Later, these authors revised their definition of emotional intelligence and defined it as The ability to perceive emotion, integrate emotion to facilitate thought, understand emotions, and to regulate emotions to promote personal growth (Mayer & Salovey, 1997).
MODELS OF EMOTIONAL INTELLIGENCE
During the first half of the 20 th century Intelligence Quotient (IQ) tests were considered adequate measures of intelligence. In 1920 Thorndike hypothesized that true intelligence was composed of not only an academic component, but also emotional and social components. Shanley, Walker, and Foley (1971) hypothesized that social intelligence was distinct from academic intelligence, but they found little empirical evidence to support social intelligence as a separate construct. Salovey and Mayer (1990) suggested social intelligence had been defined too broadly. They investigated emotional intelligence, as a specific aspect of social intelligence. Salovey and Mayer (1990) defined emotional intelligence as the "ability to monitor one's own and others' feelings and emotions, to discriminate among them and to use this information to guide one's own thinking and actions" .Various researcher have defined emotional intelligence in different ways and proposed models or theoretical frameworks to understand the concept of emotional intelligence .
 Currently, there are three main models of EI:
- Ability EI model
- Mixed models of EI (usually subsumed under trait EI)
- Trait EI model

EMOTIONAL INTELLIGENCE AT THE WORKPLACE

Scholars considered emotional intelligence as a factor which consists of positive attitude,behaviours and outcomes . EI has been found to be an important predictor of various enviable organizational outcomes, such as job performance, job satisfaction, organizational citizenship behaviour, and organizational commitment (Carmeli, 2003; Sinha & Jain,2004;, Rathi and Rastogi 2009). Some of the recent research work in this field includes following studies :

Khalili (2011) in his study involving 142 employees in small and medium sector employees (SME) in private sector in Iran found a significant relationship between emotional intelligence as a overall construct and organizational commitment .

Humphreys, Brunsen, and Davis (2005) conducted a study on direct health care workers and observed a positive correlation between EI and organizational commitment.

In another research, conducted on public sector employees, Adeyemo (2007) found that EI is positively and significantly associated with job satisfaction.

Additionally, Jordan, Ashkanasy, and Hartel (2002) contend that individuals with high levels of EI use that capability to maintain their affective commitment to the organization

Darolia and Darolia (2005) studied the role of emotional intelligence in coping with stress and emotional control behavior. The research clearly established that emotionally intelligent people who are able to understand and recognize their emotions, manage themselves appropriately so that their impulsiveness and aggression is kept under control in stressful situations.

EMPLOYEE ENGAGEMENT

Kahn (1990) was the first researcher to define Employee Engagement .He defines employee engagement as "the harnessing of organization members' selves to their work roles. In engagement, people employ and express themselves physically, cognitively, and emotionally during role performances" (Kahn 1990)

The cognitive aspect of employee engagement concerns employees' beliefs about the organisation, its leaders and working conditions. The emotional aspect concerns how employees feel about each of those three factors and whether they have positive or negative attitudes toward the organisation and its leaders. The physical aspect of employee engagement concerns the physical energies exerted by individuals to accomplish their roles. Thus, according to Kahn (1990), engagement means to be psychologically as well as physically present when occupying and performing an organizational role.

Most often employee engagement has been defined as emotional and intellectual commitment to the organization (Baumruk 2004, Richman 2006 and Shaw 2005) or the amount of discretionary effort exhibited by employees in their job (Frank et al 2004). Although it is acknowledged and accepted that employee engagement is a multi-faceted construct, as previously suggested by Kahn (1990), Truss et al (2006) define employee engagement simply as 'passion for work', a psychological state which is seen to encompass the three dimensions of engagement discussed by Kahn (1990), and captures the common theme running through all these definitions. Some other researchers have defined Employee engagement in following manner

*Harter, Schmidt and Hayes (2002) define employee engagement as "the individual's involvement and satisfaction with as well as enthusiasm for work"

* Lucey, Bateman and Hines (2005) interpret the Gallup Engagement Index as measuring "how each individual employee connects with your company and how each individual employee connects with your customers" They call the opposite of this emotionally unemployed.

* DDI (2005) uses the definition "The extent to which people value, enjoy and believe in what they do" DDI also states that its measure is similar to employee satisfaction and loyalty.

* Fleming, Coffman and Harter (2005) (Gallop Organization researchers) use the term committed employees as a synonym for engaged employees.

Whilst   it is acknowledged that employee engagement has been defined in many different ways, it is also argued the definitions often sound similar to other better known and established constructs such as 'organisational commitment' and 'organisational citizenship behaviour' (OCB) (Robinson et al 2004). Thus Robinson et al (2004) defined engagement as 'one step up from commitment'. As a result, employee engagement has the appearance of being yet another trend, or what some might call "old wine in a new bottle".

Broadly the definitions revolve around either one or two of the following concepts:-

The Corporate Leadership Council (2004), Blessing White (2005), and Smythe (2005) emphasize satisfaction and commitment (both cognitive concepts) and their impact on how hard an employee is willing to work. Blessing White (2005) also identifies retention as one of these behavioural outcomes.

A second group focuses on the emotional attachments. Bates (2004) and Gubman (2004) both generally refer to engagement as a heightened emotional attachment to one's work, organization, manager, or co-workers. Baumruk (2004) straddles the cognitive and emotional approaches by defining engagement as "the state in which individuals are emotionally and intellectually committed."

Finally, a third group focuses primarily on the behavioural outcomes, regardless of the causes. Shaffer (2004), refers to engagement as the employee's willingness to expend discretionary effort on the job.

INTENTION TO QUIT

Employee turnover is the rotation of workers around the labour market; between firms, jobs and occupations; and between the states of employment and unemployment Abassi et al. (2000). Terms employee turnover and intention to quit have been used interchangeably in literature

Mellor, Moore and Loquet (2004) define intention to quit as the individual who may be thinking about quitting a job. Glissmege et al (2007) define intention to quit an organization as mediating factor between attitude affecting intent to quit and quitting an organization.

Turnover intention is defined as – "one's desire or willingness to leave an organization" (Thoresen et al., 2003). Turnover intention is a component of withdrawal behavior (Hulin, Roznowski, & Hachiya, 1985; Lee & Mitchell, 1994) and has long been associated with negative job attitudes such as job dissatisfaction and intention to quit (Hulin et al., 1985; Mobley, 1979). Studying turnover intention is important as it is still considered to be one of the strongest predictors of actual turnover (Griffeth, Hom, & Gaertner, 2000). Similar to the formation of job satisfaction or dissatisfaction, turnover intention also develops over time.

RELATIONSHIP BETWEEN EMOTIONAL INTELLIGENCE AND EMPLOYEE ENGAGEMENT

There are a very few research studies available to show relationship between EI and employee engagement.

Ravichndran et.al (2011) did research on 119 employees from IT industry in India and found a significant but weak (r=.37) relation between the two constructs. The reason for weak relation indicates that there are factors apart from emotional intelligence, responsible for employee engagement. Ravichndran et.al (2011)

Apart from this there are several studies which show a significant relationship between emotional intelligence and organizational commitment and job satisfaction in organization. (Khalili 2011, Humphreys, Brunsen, and Davis 2005, Adeyemo 2007, Jordan, Ashkanasy, and Hartel 2002, Darolia and Darolia 2005) Research shows that employee engagement is related significantly with organizational commitment as well as job satisfaction

EMPLOYEE ENGAGEMENT AND TURNOVER INTENTION

Beginning in 2003, studies began to demonstrate a direct measurable relationship between employee engagement and the intention of employees to leave their company. Towers Perrin (2003) reported that 66 percent of highly-engaged employees reported that they had no plans to leave their company, while only 3 percent of them were actively looking or had made immediate plans to leave. This compared to 12 percent and 31 percent, respectively, for disengaged employees. Towers Perrin (2005) re-enforced this finding by reporting that 59 percent of engaged employees intended to remain with their employer. Parenthetically, Towers Perrin reasoned that the drop from 2003 to 2005 was due to improvements in the job market.

Studies then began to examine employee engagement and actual turnover behaviors. The Conference Board (2003) initiated this research, identifying a negative .43 correlation between a company's level of employee engagement and their voluntary turnover rate. The Corporate Leadership Council (2004) also found that highly engaged employees were 87 percent less likely to leave their companies than their disengaged counterparts.

The Corporate Leadership Council (2004) also sought to link turnover to the specific drivers of employee engagement. They found that, while engagement is driven dominantly by emotional factors (as noted above), the decision to leave a company was linked nearly equally to both emotional and rational factors, such as better pay and benefits. : (Kuller et al.2008)

Towers Perrin (2005) has contributed to the examination of the connection between engagement and turnover by identifying the key drivers that inspire employees to remain with their company.

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Interestingly, these drivers for retention are generally parallel to the employee engagement drivers of Personal Relationship with One's Manager, Career Growth Opportunities, and Pride About the Company. (Kuller et al.2008)

IMPORTANCE OF THE STUDY

The Pharmaceutical Industry is the third largest Industry in India by volume and it is growing at a rate of more that 10% per annum .It is already a very important industry for economy of the country .Recently the employee turnover rate of the industry for sales personnel has raised to an alarming high of 30-35 % from as low as 8-10% in past (Dhotre , 2010) Moreover it was found that very few research studies are available with focus on Organizational commitment of sales personnel in Pharmaceutical Industry in India .This is the main reason why the researcher was inspired to take up the present study.

Emotional Intelligence has emerged as a new area of interest recently .Emotional Intelligence of leaders has shown to have considerable impact on Employee Engagement and Organizational climate which in turn have impact on employee's intention to quit (Corporate leadership council 2004)

Employee engagement is other organizational factors that is found to be associated with organizational commitment and has been researched extensively (J.K.Harter,F.L.Schmidt,T.L.Hayes 2002)

Studying turnover intention is important as it is still considered to be one of the strongest predictors of actual turnover (Griffeth, Hom, & Gaertner, 2000). Similar to the formation of job satisfaction or dissatisfaction, turnover intention also develops over time.

Although a great deal has been researched about emotional intelligence, employee engagement and intention to quit , the exact manner in which these factors influence each other and in turn the development of intention to quit is still not well understood . Empirical evidence is still needed to unravel the development of organizational commitment in order to reduce employee turnover .Moreover there is hardly any research work done to study relationship in above mentioned constructs in Pharmaceutical Industry with focus on sales personnel in Indi .The present thesis will therefore add significant value in research literature in this context .

STATEMENT OF THE PROBLEM

Recently the employee turnover rate of pharmaceutical industry for sales personnel has raised to an alarming high of 30-35 % from as low as 8-10% in past (Dhar 2010) Moreover it was found that very few research studies are available with focus on Organizational commitment of sales personnel in Pharmaceutical Industry in India .This is the main reason why the researcher was inspired to take up the present study.

On basis of past research it was felt that emotional intelligence and employee engagement could be constructs worth researching in connection with reducing employee turnover.

Present study is aimed at exploring following two research questions:

1. A significant research question that needs answer is whether there will be presumably meaningful connection between emotional intelligence and employee engagement among sales persons in pharmaceutical industry .This research question would try to explore linkages between emotional intelligence dimensions and the factors of employee engagement.
2. Another research question being explored by present study is whether high employee engagement is an indicator of high employee retention .In other words the study attempts to find whether employees who are more engaged are less likely to quit their organization .

OBJECTIVES

The aim of present study is to explore relationship between emotional intelligence, employee engagement and intention to quit in field sales representatives in Indian Pharmaceutical Industry.

Prior research shows that emotional intelligence has a positive relation with employee engagement .On basis of the above studies following objectives were set for present study

1. To find relationship between overall emotional intelligence ,employee engagement and intention to quit .
2. To find extent to which each factor of emotional intelligence affects overall employee engagement as well as different factors of employee engagement
3. To find extent to which employee engagement as well as each factor of employee engagement affects intention to quit
4. To find direct relation between emotional intelligence and its various factors with intention to quit .

HYPOTHESES

On the basis of above mentioned objectives, following three main hypotheses and sixteen sub hypotheses were proposed .

HYPOTHESES 1

MAIN HYPOTHESIS

H1: There is a significant relationship between emotional intelligence and employee engagement

SUB HYPOTHESES

The subhypotheses H1a to H1j are designed to find effect of each factor of emotional intelligence on employee enagement . Emotional Intelligence Questionnaire developed by Shanker and Sayeed (2006) was used for purpose of research .This instrument gives ten factors of emotional intelligence namely - emotionality and impulsiveness, self acceptance, problem solving orientation , self awareness, self confidence, decisiveness and independence ,personal fulfillment ,empathy,anxiety and stress,assertiveness.

Subhypotheses H1k, H1l, and H1m are designed to find effect of emotional intelligence on each factor of employee enagement. Engagement was measured using the shortened version of the Utrecht Work Engagement Scale (UWES) (Schaufeli et al., 2006). The scale consists of 9 items and was designed to measure the three components of engagement: vigor, absorption, and dedication.

H1a   : There will be a significant relationship between emotionality and impulsiveness and employee engagement

H1b   : There will be a significant relationship between self acceptance and employee engagement

H1c   : There will be a significant relationship between problem solving orientation and employee engagement

H1d   : There will be a significant relationship between self awareness and employee engagement

H1e   : There will be a significant relationship between self confidence and employee engagement

H1f   : There will be a significant relationship between decisiveness and independence and employee engagement

H1g   : There will be a significant relationship between personal fulfillment and employee engagement

H1h   : There will be a significant relationship between empathy and employee engagement

H1i   : There will be a significant relationship between anxiety and stress and employee engagement

H1j   : There will be a significant relationship between assertiveness and employee engagement

H1k   : There will be a significant relationship between emotional intelligence and employee's vigor

H1l   : There will be a significant relationship between emotional intelligence and employee's dedication

H1m   : There will be a significant relationship between emotional intelligence and employee's absorption

HYPOTHESES 2

MAIN HYPOTHESIS

H2: There will be a significant relationship between employee engagement and intention to quit

SUB HYPOTHESES

Subhypotheses H2a, H2b,and H2c are designed to find effect of each factor of employee enagement on intention to quit .

H2a   :There will be a significant relationship between vigor and intention to quit .

H2b   : There will be a significant relationship between dedication and intention to quit .

H2c   : There will be a significant relationship between absorption and intention to quit .

HYPOTHESES 3

MAIN HYPOTHESIS

H3: There will be a significant relationship between emotional intelligence and intention to quit

SUB HYPOTHESES

The subhypotheses H3a to H3j are designed to find effect of each factor of emotional intelligence on intention to quit.

H3a   : There will be a significant relationship between emotionality and impulsiveness and intention to quit

H3b   : There will be a significant relationship between self acceptance and intention to quit

H3c   : There will be a significant relationship between problem solving orientation and intention to quit

H3d   : There will be a significant relationship between self awareness and intention to quit

H3e   : There will be a significant relationship between self confidence and intention to quit

H3f   : There will be a significant relationship between decisiveness and independence and intention to quit

H3g   : There will be a significant relationship between personal fulfillment and intention to quit

H3h   : There will be a significant relationship between empathy and intention to quit

H3i   : There will be a significant relationship between anxiety and stress and intention to quit

H3j   : There will be a significant relationship between assertiveness and intention to quit

RESEARCH METHODOLOGY

SAMPLE

The present study uses sample size of 160 .The study was conducted on sales representatives of various pharmaceutical companies in India. The respondents were asked to fill up questionnaire which was designed to record scores for the three constructs under study namely emotional intelligence, employee engagement and intention to quit. Questionnaire was distributed to 185 sales representatives and in all. 160 executives returned completely filled up questionnaires. The age of respondents varied from 20 years to more than 51 years .Most of the respondents (52%) were young in age group of 20 to 30years. The work experience ranged from 0 to 15 years and above.

INSTRUMENTS USED

EMOTIONAL INTELLIGENCE

Emotional Intelligence Questionnaire developed by Shanker and Sayeed (2006) was used for purpose of research. The authors state that scale was developed using ideas from framework Goleman (1998) ,Mayer Salovay and Caruso(2000) and Bar-On(1997,2000) . The scale consists of sixty-one statements and each statement has seven point scale. This tool has ten dimensions. The ten dimensions are given below. Alpha reliabilities for the factors were found to be in range of 0.6 to 0.91.The overall reliability of construct of emotional intelligence was found to be .83

1. Emotionality and Impulsiveness
2. Self acceptance
3. problem solving orientation
4. self awareness
5. Self Confidence
6. Decisiveness and Independence
7. Personal Fulfillment
8. Empathy
9. Anxiety and stress
10. Assertiveness

EMPLOYEE ENGAGEMENT

Engagement was measured using the shortened version of the Utrecht Work Engagement Scale (UWES) (Schaufeli et al., 2006). The scale consists of 9 items and was designed to measure the three components of engagement: vigor, absorption, and dedication. The 7 point response scale ranged from never to always/every day. Sample items included: "At my work, I feel bursting with energy", "I am enthusiastic about my job," and "I feel happy when I'm working intensely" (Schaufeli et al., 2006). In a study across 10 countries, Cronbach's alpha for the scale was usually found to be above .80 (Schaufeli et al., 2006). In addition, the reliabilities of three components of the shortened scale ranged between .56 and .71.

In view of the fact that there is high level of correlation between the three factors of scale ,the scale authors suggest that the total score for all 9 items of the scale be used as a measure of work engagement instead of calculating scores for the 3 different engagement components due to high correlations between the 3 components. The scale was selected for the current study because it measured all three aspects of engagement and at the same time was also short so it was not burdensome for participants to complete.

INTENTION TO QUIT

Intention to quit was assessed using scale from Farh,Tsui,Xin and Cheng (1998) It was a 3 item scale with the scale items rated on 7 point scale ranging from 'I agree very much to "Disagree completely. Items included, for example, "I often think of quitting my present job" and "I may leave this company and work for another company in the next year". Principal components analysis with an varimax rotation was conducted .This scale is a single factors scale .The reliability was found with cronbach's alpha which was $\alpha = .8632$.

PROCEDURE FOLLOWED

For purpose of this study various organizations from pharmaceutical industry which had sales representatives based all over India were approached .Either phone call or e-mail was sent to the HR department of companies where Research was done .After obtaining permission from Human Resources Division of the respective companies Survey questionnaire was administered to employees . The participants were briefed on the purpose for data collection .They were also given an assurance that the data collected would be kept confidential and would be used for research purpose only .Also the questionnaire did not ask for details like their names and departments .This was necessary since it was anticipated that the respondents will have concerns in giving an honest response to "intention to quit questionnaire'.

In order to maximize the response rate, the researcher personally met the sales representatives and their managers during their annual sales meetings held in Mumbai .Sales representatives from all over the country attend the annual sales conference .This approach ensured that the researcher got sample representing the entire country .Secondly respondents submitted the filled up the questionnaire on the same day. This approach also helped in clarifying doubts if any in minds of participants on the spot .As a result the researcher got almost 90% response rate .In all 185 questionnaires were distributed and 160 completely filled up questionnaires came back.

RESULT AND DISCUSSION

Data analysis was carried out using statistical package for social sciences (SPSS version 16.0) for windows. Mean, variance, and standard deviation of all variables were calculated .Inter-correlation was calculated by Pearson product moment correlation coefficients to find relationship among all variables under study. Apart from this, stepwise multiple regression analysis was used to determine which among the independent variables are correlated significantly with dependent variable and are the significant predictors .The level of significance is set at p=0.01

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DEMOGRAPHICS OF THE SAMPLE

As presented in table 1 below (Distribution of respondents according to gender),of the 160 respondents in the study ,146 (91%) respondents are males and 14 (9%) respondents are females .The distribution of respondents according to age group is presented in table 1 below .52% respondents are between age group of 20-30 years ,40% respondents are between age group 31-40 years ,and respondents between age groups 41-50 years and 51 years and above were 4% each .As presented in table 1 –the distribution of respondents on basis of education was - undergraduates (1%), bachelor's degree (83%),post graduates 16% and Ph.D(1%).As presented in table 1 –the distribution of respondents on basis of experience indicates that 41% respondents had experience between 0 to 5years, 29% respondents were having experience between 6 and 10 years , 21% respondents were having experience between 11 and 15 years and 9% respondents were having experience above 15 years .

The majority of respondents were males ,in age group 21-30 years ,and were graduates with experience less than 5 years .

TABLE 1: DEMOGRAPHICS OF THE SAMPLE

GENDER	N	%
MALES	146	91%
FEMALES	14	9%
AGE GROUP	N	%
20-30 YEARS	83	52%
31-40 YEARS	64	40%
41-50 YEARS	6	4%
51 YEARS AND ABOVE	6	4%
EDUCATION	N	%
UNDERGRADUATES	2	1%
BACHELOR'S DEGREE	133	83%
MASTER'S DEGREE	26	16%
PH.D.	2	1%
EXPERIENCE	N	%
0-5YEARS	66	41%
6-10 YEARS	46	29%
11-15 YEARS	34	21%
ABOVE 15 YEARS	14	9%

DESCRIPTIVE ANALYSIS OF EMOTIONAL INTELLIGENCE

Descriptive analysis in form of mean and standard deviation is presented in table 2 below. Since rating scale is likert scale for emotional intelligence competencies ranging from 1 to 7 with 1 meaning never and 7 meaning always ,the value of 4 represents mean or average score .Mean level of more than 4 can be considered as indicator of strong level of competence by the respondent .

In so doing , respondents indicate ,average level of overall emotional intelligence (mean = 3.41,s.d.= .27) .The scores of self acceptance (mean = 4.21,s.d.= .43) and problem solving (mean = 4.69,s.d.= .60) indicate a higher level of abilities in emotional intelligence .Scores of self confidence (mean = 2.4,s.d.= .82) and anxiety management (mean = 2.29,s.d.= 1.00) were found to be on lower side .

TABLE 2: DESCRIPTIVE STATISTICS

	Minimum	Maximum	Mean	Std. Deviation
overall emotional intelligence	2.92	4.38	3.41	0.27
Emotionality and impulsiveness	2.25	3.75	3.33	0.30
Self acceptance	2.89	5.33	4.21	0.43
Problem solving	2.80	6.00	4.69	0.60
Empathy	2.80	5.40	3.86	0.59
Self confidence	1.00	4.00	2.40	0.82
Decisiveness	2.75	4.00	3.02	0.48
Personal fulfilment	2.25	3.75	3.37	0.38
Self awareness	1.20	6.00	3.43	0.86
Anxiety Management	1.20	5.00	2.29	1.00

ANALYZING EFFECT OF EMOTIONAL INTELLIGENCE ON EMPLOYEE ENGAGEMENT AND INTENTION TO QUIT

Interco relation coefficients were calculated by means of Pearson's product moment and the results of relation between emotional intelligence ,employee engagement and intention to quit are shown in table 3 .

From table 3 it can be seen that there is a statistically significant, positive correlation between emotional intelligence and employee engagement of an employee (r=.32,p<0.05) The total variance explained by emotional intelligence in predicting employee engagement was 10.24% (100 r2).

Relationship between factors of emotional intelligence and overall employee engagement was further explored with help of Pearson correlation coefficients. Significant positive relationship was found between self acceptance (r=.253,p=0.01) ,decisiveness (r=0.208,p=0.008) and self awareness (r=.246,p=.002) and employee engagement.

Emotionality and impulsiveness(r=0.017,p>0.05), problem solving (r=0.128,p>0.05),empathy (r=0.009,p>0.05),self confidence (r= -0.008,p>0.05),personal fulfillment (r=0.088, p>0.05),anxiety and stress management (r=0.148, p>0.05) and assertiveness (r= -0.048, p>0.05) are the factors of emotional intelligence that have relationship with employee engagement which is not significant .

The reason for this relationship can be explained logically .Emotionally intelligent persons , especially those who score high on self acceptance and self awareness are able to accept themselves –along with their strengths and weaknesses. They are aware of their goals and also their weaknesses which can be hurdles in way of achieving their goals .They are also able to handle negative situations on the job skillfully, without letting it affect their goals .Thus they remain more engaged in their work or in other words their employee engagement is high.

On basis of above analysis Hypothesis 1 namely 'There is a significant relationship between emotional intelligence and employee engagement' is accepted.

TABLE 3: PEARSON CORRELATION COEFFICIENTS BETWEEN EMOTIONAL INTELLIGENCE , EMPLOYEE ENGAGEMENT AND INTENTION TO QUIT (N=160)

		Emotional Intelligence	Employee engagement	Intention to quit
Emotional Intelligence	pearson correlation	1	0.32**	-0.07
	significance		0.00	0.378
Employee engagement	pearson correlation	0.32**	1	-0.4**
	significance	0.00		0.00
Intention to quit	pearson correlation	-0.07	-0.4**	1
	significance	0.378	0.00	

Note : ** indicates statistically significant at 99% level of confidence

The sub hypotheses H1b namely There will be a significant relationship between self acceptance and employee engagement ",H1d :namely -There will be a significant relationship between self awareness and employee engagement and H1f namely -'There will be a significant relationship between decisiveness and independence and employee engagement 'are accepted . Remaining sub hypotheses are rejected.

From table 3 it can be further seen that there is a significant negative relationship between employee engagement and intention to quit.(r= -0.4,p<0.05) .The variance explained by employee engagement in predicting intention to quit was 16% .

Relationship between factors of employee engagement and intention to quit was further explored with help of Pearson correlation coefficients. Significant negative relationship was found between absorption (r= -0.410,p<0.05) , dedication (r= -.285, p<0.05) and intention to quit .

Vigor (r= - 0.09,p>0.05) is factor of employee engagement which has negative relationship with employee engagement which is not significant .

Earlier research shows that the terms employee engagement and organizational commitment have strong negative interlinks .This can be extended further to relation between Employee Engagement and Intention to Quit .The justification for this lies partially in their respective definitions.

Employee engagement has emerged as one way to measure a further alternative to measuring employee commitment to the organisation and as a way of creating a more effective workplace (Echols 2005). Towers Perrin (2003) reported that 66 percent of highly-engaged employees reported that they had no plans to leave their company, while only 3 percent of them were actively looking or had made immediate plans to leave. This compared to 12 percent and 31 percent, respectively, for disengaged employees. Towers Perrin (2005) re-enforced this finding by reporting that 59 percent of engaged employees intended to remain with their employer.

On basis of above analysis Hypothesis 2 namely There will be a significant relationship between employee engagement and intention to quit is accepted

Sub hypotheses H2b: namely 'There will be a significant relationship between dedication and intention to quit .and H2c: namely 'There will be a significant relationship between absorption and intention to quit 'was accepted and H2a was rejected.

Relationship between emotional intelligence and intention to quit was found to be different from what was expected .The relation was found to be negative but it is not significant .(r= -0.07,p>0.05)

The reason for this could be that ,since these employees are emotionally intelligent, they are able to decide –the period for which they would work for the organization .They are having vision to judge their growth potential and chances of doing well in same organization. If there are good chances of their success – they may decide to continue or else they may get into mode of intention to quit .Thus person high on emotional intelligence might be having 'intention to quit' and vice-versa .

On basis of above findings, Hypothesis 3 namely 'There will be a significant relationship between emotional intelligence and intention to quit' was rejected

PREDICTORS OF FACTORS INFLUENCING EMPLOYEE ENGAGEMENT AND INTENTION TO QUIT

Multiple regression analysis was carried out with variables which correlated significantly .Stepwise regression analysis was conducted in order to find out predictive relationship between factors of emotional intelligence and employee engagement. (See table 4 a and b)

TABLE 4 a: REGRESSION ANALYSIS IN RELATION WITH EMOTIONAL INTELLIGENCE AND EMPLOYEE ENGAGEMENT

Emotional intelligence	R	R Square	Adjusted R Squire	Std. Error of the Estimate	Change statistics			
					R Squire change	F change	df2	Sig. F change
Self acceptance	.25	0.064	.058	4.12995	.064	10.821	158	.001
Self awareness	.32	0.103	.092	4.05543	.039	6.86	157	.01
Decisiveness	.36	0.130	. 113	4.00734	.027	4.791	156	.03

*Accepted in order of entry of variables: self acceptance, self awareness, decisiveness

4 b: COEFFICIENT BETWEEN EMOTIONAL INTELLIGENCE AND EMPLOYEE ENGAGEMENT

	Standardized coefficients	T	Sig.
	Beta		
Self acceptance	.188	2.44	.01
Self awareness	.195	2.54	.01
Decisiveness	.165	2.18	.03

As revealed in Table 4a & 4b- three dimensions of emotional intelligence, namely; self acceptance, self awareness and decisiveness were positively correlated with employee engagement . Overall variance explained by the three predictors was 13%. Each predictor was positively related employee engagement. Such as self acceptance (β= .18, ρ= .01),Self awareness (β= .19, ρ= .01), Decisiveness (β= .16, ρ= .03),

Stepwise regression analysis was conducted in order to find out predictive relationship between factors of employee engagement and intention to quit .(see table 5 a and b) .

Table 5 presents the results of stepwise regression analysis that is carried out to determine significant predictors of Intention to quit .The results show that there are two important factors of employee engagement that predict 'intention to quit'. These factors are :Absorption and dedication .Overall variance explained by these factors in predicting intention to quit was 20% .Each predictor was negatively related with 'Intention to quit 'as can be seen from coefficients of the relation . Such as Absorption (β= .36, ρ= .00) ,dedication (β= .17, ρ= .02)

TABLE 5 a: REGRESSION ANALYSIS IN RELATION WITH EMPLOYEE ENGAGEMENT AND INTENTION TO QUIT

Employee Engagement	R	R Square	Adjusted R Squire	Std. Error of the Estimate	Change statistics			
					R Squire change	F change	df2	Sig. F change
Absorption	.41	0.17	.166	2.215	.171	31.2	151	.00
Dedication	.45	0.200	.190	2.182	.029	5.48	150	.02

*Accepted in order of entry of variables: absorption, dedication

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TABLE 5 B: COEFFICIENT BETWEEN EMPLOYEE ENGAGEMENT AND INTENTION TO QUIT

	Standardized coefficients	T	Sig.
	Beta		
Absorption	-.362	4.75	.00
Dedication	-.179	4.34	.021

FINDINGS

In this study, the above analysis shows that for sales employees in pharmaceutical industry, the emotional intelligence and employee engagement have significant positive relation .In other words, as emotional intelligence of employee increases, employee enagement will increase. Also employee engagement construct is significantly, negatively correlated with intention to quit .This means that higher the level of employee engagement, lower the possibility of employee leaving the organization or having intentions to quit.

Whereas emotional intelligence and intention to quit are not directly significantly related.

These findings are tabulated in table 6 below

TABLE 6: FINDINGS OF RELATIONSHIP BETWEEN EMOTIONAL INTELLIGENCE, EMPLOYEE ENGAGEMENT AND INTENTION TO QUIT

Dependent variable	Independent variable	Relationship	Important factors
Employee engagement	Emotional Intelligence	Significant positive	Self acceptance ,Self Awareness, Decisiveness
Intention to quit	Employee Engagement	Significant Negative	Absorption, Dedication.
Intention to quit	Emotional Intelligence	Not Significant	Not applicable

CONCLUSION

Present research had one of its objectives as –To find impact of emotional intelligence on employee engagement .Very few prior studies have been conducted in this area to establish such a relationship. The findings of present study indicate that there is a significant but weak correlation between emotional intelligence and employee engagement. (r=.32).The weak correlation indicates that there are factors apart from emotional intelligence ,responsible for employee engagement .This finding is very much in accordance with prior research (Ravichndran et.al 2011). Among the factors of emotional intelligence – self acceptance ,decisiveness and self awareness were found to have significant positive impact on employee engagement .The logical reason for this could be that –person with good understanding of self ,especially strengths and weaknesses would be able to 'engage' oneself in activities which are suitable to his/her strengths .Such person will also have high level of self acceptance .He or she will have realistic expectations in terms of reward or promotion in organization. This will facilitate coping with challenging or unfavorable situations in work easily. This will in turn improve his/her emotional bonding with work or employee engagement.

Second objective of present research was to find effect of employee engagement on intention to quit .Substantial research has been conducted in past to establish the link between employee engagement and intention to quit (The corporate leadership council, 2004 ;Tower Perins ,2005).These studies show that there is high significant relation between these two constructs . The findings of present study are very much in accordance with the prior research .Among factors of employee engagement, absorption and dedication were found to be important factors responsible for reducing tendency of intention to quit. With all the above analysis we can conclude that the relationship between employee engagement and Intention to quit in organization was negative and significant.

Third objective of present research was to find effect of emotional intelligence on' intention to quit'. Very few prior studies have been conducted in this area to establish such a relationship. The findings of present study show that the relation was found to be not significant.

On basis of above findings it can be concluded that emotional intelligence does play an important role in determining employee engagement in organization. However despite of employee engagement being an important determinant of intention to quit , emotional intelligence was not found to be significant predictor of intention to quit .Therefore further research is recommended to explore factors responsible for employee's intention to quit.

This research concludes that emotional intelligence is an important factor in workplace .Empirical evidence appears to support the view that employees with higher emotional intelligence –especially understanding of self are able to "engage' themselves better on the job .This improves "employee engagement' .On the other hand, having employees with high emotional intelligence is not an assurance of low levels of "intention to quit 'and in turn employee turnover.

LIMITATIONS

The findings of this study should be viewed with few limitations in mind. .Self reported measures were used to measure constructs .It is a well known fact that this may cause common method variance challenges.

Another limitation can be – This study explores the impact of emotional intelligence on employee engagement of frontline sales executives in Pharmaceutical Industry. The responses of questions therefore are likely to be industry specific .Hence it may not representative of employees working in all Industries.

Another limitation can be that the emotional intelligence scores of sample were on lower side. For example overall Emotional intelligence scores were with minimum score 2.92, maximum score 4.38 and mean 3.41. Similarly empathy scores were minimum 2.8, maximum 5.4 and mean 3.86. The results of similar study may be different in sample with higher mean emotional intelligence scores.

SCOPE FOR FURTHER RESEARCH

On basis of present research, it is recommended that sales employees in pharmaceutical industry should be given training in emotional intelligence. This would help the employees in improving their understanding of themselves and others around them .This would also help the organization by improving 'employee engagement' of employees.

As a recommendation for further research , the results of the present study should be cross-validated in India as well as in other countries. It seems as if the result of the present study give only limited , and somewhat contradictory information on the role of emotional intelligence in organizations. Further exploration of this phenomenon is needed. Since very few studies are available with research done in Pharmaceutical Industry, further   research is recommended in relationship between different constructs to add to empirical research in this field.

In this research specific statistical sample and four demographic factors are chosen (gender, age, education level and experience).This research was also limited to sales persons in pharmaceutical industry. While upcoming studies can be done by testing multiple populations ,along with occupation, ethnicity, gender, age and also within various levels in organization in different industries. It is suggested that this research may be replicated with larger sample size ,in different settings.

Final recommendation concerns the research design. Further research can use a mixed method ,namely coupling qualitative and quantitative methods that may improve the findings .Also qualitative methods will help in further exploration of factors affecting employee's "intention to quit '

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In this age of Commerce, Economics, Computer, I.T. & Management and cut throat competition, a group of intellectuals felt the need to have some platform, where young and budding managers and academicians could express their views and discuss the problems among their peers. This journal was conceived with this noble intention in view. This journal has been introduced to give an opportunity for expressing refined and innovative ideas in this field. It is our humble endeavour to provide a springboard to the upcoming specialists and give a chance to know about the latest in the sphere of research and knowledge. We have taken a small step and we hope that with the active co-operation of like-minded scholars, we shall be able to serve the society with our humble efforts.

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