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## Impact of emotional intelligence on employee engagement

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### Abstract

Emotional intelligence and employee engagement are the biggest factors that contribute to the success of organizations. If the employees know their own emotions and able to manage them properly they can work more competently and prolifically which will in turn bring employee engagement. This study is an attempt to contribute afresh with a new perspective to the field of human resources and behavioral sciences with special reference to impact of emotional intelligence on employee engagement. A sample of 60 respondents was taken. The data was interpreted with the help of Yule's coefficient of association. The result of the study showed that there was negative association between high emotional intelligence and low employee engagement.

**Keywords:** Emotional intelligence, employee engagement, success, organization

### Introduction

Modern technology and globalization has led the human race into a zooming life where the risks involved are high. Work is a significant part of an individual's life and as a result, employee engagement at work is important concept. The concept of employee engagement is a measurement of how happy employees are with their respective jobs; working environment and how efficient their performance levels are Organizations with high employee engagement levels are more productive and more profitable than those organizations with low levels of employee engagement. Robinson *et al.* (2004) conceptualized EE as "a positive employee attitude towards the organization and its values" and described it as a two-way relationship between employer and employees, involving an awareness of the business context." In order to have engaged employees in any organization and to keep them away from disengagement diseases managers need to consider emotional intelligence of employees. Emotional intelligence calls for recognizing and understanding of these issues in organizations. It calls upon the employees to increase their emotional self-awareness, emotional expression, creativity, increase tolerance, increase trust and integrity, improve relations within and across the organization and thereby increase the performance of each employee and the organization as a whole. Emotional intelligence helps an employee to be effective employee and engaged employee.

### Objectives of the study

The purpose of this research was to investigate the relationship between emotional intelligence and employee engagement. Following were the objectives of the research:

1. To study the association between emotional intelligence and employee engagement.
2. To suggest measures to increase employee engagement.

### Research methodology

The study used both primary and secondary data. Primary data for the study was obtained through structured questionnaire administered through e-mail. A sample of 60 respondents was taken. Convenient sampling technique was used. The employees working in private sector was considered for the study. The sample was drawn from Hisar, Faridabad and Sirsa. Out of 60 professionals 30(50%) were male and rest 30(50%) were female. All respondents were married having children. They lie in the age group of 30-40 years. The data collected from the survey was interpreted and analyzed with Yule's coefficient of association (association of attributes).

### Analysis of data

Results were tabulated and analyzed by using association of attributes.

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**Table 1:** Number of Respondents

Gender	No of Respondents	Percentage	Cumulative Percentage
Male	30	50%	50%
Female	30	50%	100%
Total	60	100%	

**Table 2:** Association between Emotional intelligence and Employee engagement

	Low Engagement (A)	High Engagement (α)	Total
High Emotional Intelligence(B)	8(AB)	25(αB)	33
Low Emotional Intelligence(β)	24(Aβ)	3(αβ)	27
Total	32	28	60

(A) Stands for employees having low work engagement  
 (α) Stands for employees having high work engagement  
 (B) Stands for employees having high emotional intelligence  
 (β) Stands for employees having low emotional intelligence  
 (AB) stands for employees having high emotional intelligence and low work engagement  
 (αB) stands for employees having high emotional intelligence and high work engagement  
 (Aβ) stands for employees having low emotional intelligence and low work engagement  
 (αβ) stands for employees having low emotional intelligence and high work engagement

$$\frac{(AB)(\alpha\beta) - (A\beta)(\alpha B)}{(AB)(\alpha\beta) + (A\beta)(\alpha B)}$$

$$\frac{8*3-24*25}{8*3+24*25}$$

The calculated value is -.923

The above table shows that there is highly negative association between high emotional intelligence and low employee engagement. Employees with high EI have high engagement at work.

**Measures to improve employee engagement**

- Two-way communication
- Focus on top-performing employees
- Training to employees
- Good feedback system
- Incentive to employees
- Belief in self-criticism
- Being honest to self

**Conclusion**

People with high emotional intelligence show high degree of engagement at workplace as such people are able to manage their emotions so they are less involved in conflicts, develop better inter personal rapport, optimistic, align their goals with organizational goals. All these elements play pivotal role in employee engagement at workplace. Hence we can say that highly emotional intelligent employee show high

engagement at workplace, which is expedient for an organization to attain heights of success.

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