A STUDY ON THE IMPACT OF EMOTIONAL INTELLIGENCE ON EMPLOYEE WORK ENGAGEMENT BEHAVIOR KHIVRAJ MOTORS, CHENNAI.

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Abstract

Although EI has become a popular tool in organizations there is still a need for increased empirical research on the construct (Salovey, Woolery, & Mayer, 2005). This study contributes to the literature by providing more information about Emotional intelligence which may alleviate Work Engagement Behavior. It does this by building on the small existing pool of knowledge in order to extend the research on EI. The expected outcome of this study was an increased understanding of how EI impacts on Work Engagement Behavior. Emotional intelligence was measured using the 33-item Schutte Self-Report Inventory (SSRI) developed by Schutte and colleague. 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 erasure the three components of engagement: vigor, absorption, and dedication. The samples of 100 employees who are Khivraj Motors, Chennai. chosen for the study. Self Administered questionnaire distributed and information collected. Research design descriptive type with non probability purposive sampling technique was used for the study. The data were analyzed using SPSS (statistical package for social science).The statistical tools Correlation, Chi - Square Test, One – Way ANOVA, Regression Analysis were employed for the research study. From these Research Findings, managerial as well as theoretical implications have been discussed in this study.

Keywords: *goal congruence, work engagement, emotional intelligence, organizational deviance behavior*

Introduction

Emotional intelligence refers to the ability to perceive, control, and evaluate emotions. Emotional Intelligence plays an important role in helping the managers and employees to cope with this dynamic change in the business environment. Some researchers suggest that emotional intelligence can be learned and strengthened, while other claim it is an inborn characteristic. Employees need to enhance their emotional intelligence skills, apart from technical skills, which in turn will enhance their productivity on the job. Management of emotional intelligence by the team members will help in developing interpersonal skills of the team members.

Organization's to be successful, need to develop employee's emotional intelligence skills to work effectively in the organization and additionally Modern organizations need energetic and dedicated employees: people who are engaged with their work. These organizations expect proactivity, initiative and responsibility for personal development from their employees. Motivating people to engage in their work is a classic problem in organizations, complicated by the existence of multiple roles, because the attitudes, behaviors, and emotions associated with one role may spill over to another. People do not always check their problems or triumphs at the door when walking into the office or coming home from work.

Moreover, as careers have become more complex, people are increasingly faced with actively engaging in multiple roles. Within the context of the organization, people often must engage in multiple roles to fulfill job expectations. Hence this study tries to explore the relationship between Emotional Intelligence construct and work engagement behavior which really implicate the managerial and organization performance.

When emotions are experienced, such as satisfaction, anxiety or frustration, the human brain is programmed to respond to the threat and an emotional response is triggered. However, acting on that first impulse can lead to things being said or done that are later regretted. Emotional intelligence means that whilst you acknowledge that emotion, you then take a step back from that situation and let rational thought influence your actions.

Definition:

Emotional intelligence refers to emotional awareness and emotional management skills which provide the ability to balance emotion and reason so as to maximize long term happiness.

Models of EI

Currently, there are three main models of EI:

- Ability EI model
- Mixed models of EI
- Trait EI model

Different models of EI have led to the development of various instruments for the assessment of the construct. While some of these measures may overlap, most researchers agree that they tap different constructs.

Ability model

Salovey and Mayer's conception of EI strives to define EI within the confines of the standard criteria for a new intelligence Following their continuing research, their initial definition of EI was revised to "The ability to perceive emotion, integrate emotion to facilitate thought, understand emotions and to regulate emotions to promote personal growth."The ability-based model views emotions as useful sources of information that help one to make sense of and navigate the social environment.

The model proposes that individuals vary in their ability to process information of an emotional nature and in their ability to relate emotional processing to a wider cognition. This ability is seen to manifest itself in certain adaptive behaviors. The model claims that EI includes four types of abilities:

1. Perceiving emotions – the ability to detect and decipher emotions in faces, pictures, voices, and cultural artifacts—including the ability to identify one's own emotions. Perceiving emotions represents a basic aspect of emotional intelligence, as it makes all other processing of emotional information possible.

2. Using emotions – the ability to harness emotions to facilitate various cognitive activities, such as thinking and problem solving. The emotionally intelligent person can capitalize fully upon his or her changing moods in order to best fit the task at hand.

3. Understanding emotions – the ability to comprehend emotion language and to appreciate complicated relationships among emotions. For example, understanding emotions encompasses the ability to be sensitive to slight variations between emotions, and the ability to recognize and describe how emotions evolve over time.

4. Managing emotions – the ability to regulate emotions in both ourselves and in others. Therefore, the emotionally intelligent person can harness emotions, even negative ones, and manage them to achieve intended goals.

The ability EI model has been criticized in the research for lacking face and predictive validity in the workplace.

Mixed models

The model introduced by Daniel Goleman focuses on EI as a wide array of competencies and skills that drive leadership performance. Goleman's model outlines four main EI constructs:

1. Self-awareness – the ability to read one's emotions and recognize their impact while using gut feelings to guide decisions.

2. Self-management – involves controlling one's emotions and impulses and adapting to changing circumstances.

3. Social awareness – the ability to sense, understand, and react to others' emotions while comprehending social awareness.

4. Relationship management – the ability to inspire, influence, and develop others while managing conflict.

Goleman includes a set of emotional competencies within each construct of EI. Emotional competencies are not innate talents, but rather learned capabilities that must be worked on and can be

developed to achieve outstanding performance. Goleman posits that individuals are born with a general emotional intelligence that determines their potential for learning emotional competencies.

Bar-On model of emotional-social intelligence (ESI)

Bar-On defines emotional intelligence as being concerned with effectively understanding oneself and others, relating well to people, and adapting to and coping with the immediate surroundings to be more successful in dealing with environmental demands. Bar-On posits that EI develops over time and that it can be improved through training, programming, and therapy.

Bar-On hypothesizes that those individuals with higher than average EQs are in general more successful in meeting environmental demands and pressures. He also notes that a deficiency in EI can mean a lack of success and the existence of emotional problems. Problems in coping with one's environment are thought, by Bar-On, to be especially common among those individuals lacking in the subscales of reality testing, problem solving, stress tolerance, and impulse control.

In general, Bar-On considers emotional intelligence and cognitive intelligence to contribute equally to a person's general intelligence, which then offers an indication of one's potential to succeed in life. However, doubts have been expressed about this model in the research literature (in particular about the validity of self-report as an index of emotional intelligence) and in scientific settings it is being replaced by the trait emotional intelligence (trait EI) model discussed below.

Trait EI model

Petrides and colleagues proposed a conceptual distinction between the ability based model and a trait based model of EI. Trait EI is "a constellation of emotional self-perceptions located at the lower levels of personality". In lay terms, trait EI refers to an individual's self-perceptions of their emotional abilities.

This definition of EI encompasses behavioral dispositions and self perceived abilities and is measured by self report, as opposed to the ability based model which refers to actual abilities, which have proven highly resistant to scientific measurement. Trait EI should be investigated within a personality framework. An alternative label for the same construct is trait emotional self-efficacy.

The trait EI model is general and subsumes the Goleman and Bar-On models discussed above. The conceptualization of EI as a personality trait leads to a construct that lies outside the taxonomy of human cognitive ability. This is an important distinction in as much as it bears directly on the operationalization of the construct and the theories and hypotheses that are formulated about it.

Mayer & Salovey's Four Branches of Emotional Intelligence:

There are four branches of EI. They are,

Perceiving Emotion - The capacity to accurately perceive emotions in the faces or voices of others. It provides the starting point for more advanced understanding of emotions. **Using Emotion to Facilitate Thought** - The capacity to utilize emotion in guiding cognitive processes.

A good system of emotional input helps in the contemplation of importantmatters.

Understanding Emotions - Emotions convey information, therefore understanding emotional messages and the actions associated with them are central to this skill.

Managing Emotions - Emotions can be managed. Once the information behind the emotion is gathered and understood, it can be regulated and managed.

NEED FOR EI:

While the definitions of EI vary in scope and depth, many believe that it is at least as important as traditional IQ which is why many companies now use EI testing to hire new staff. Here are some ways in which a high EI quotient is beneficial:

- ➢ Helps you relate well and cooperate with others in the workplace (understanding other people's emotions and motives)
- ➢ Helps you achieve your goals (cooperation with others, emotion management, maturity)
- ➢ Maintain satisfying personal relationships (by managing and balancing your emotions)
- ➢ Live a more balanced lifestyle (personal and emotion management)
- ➢ Respond to others with empathy and compassion
- ➢ Allows you to be more playful and creative (in touch with your emotions)
- ➢ Resolve conflict more easily

Two aspects of EI:

This is the essential premise of EQ: to be successful requires the effective awareness, control and management of one's own emotions, and those of other people. EQ embraces two aspects of intelligence:

- Understanding yourself, your goals, intentions, responses, behaviour and all.
- Understanding others, and their feelings.

Five domains of emotional intelligence

Goleman identified the five 'domains' of EQ as:

1. Knowing your emotions.
2. Managing your own emotions.
3. Motivating yourself.
4. Recognising and understanding other people's emotions.
5. Managing relationships, ie., managing the emotions of others.

Advantages:

* lead to improved relationships with colleagues

* help to keep yourself under control

* help to lower stress levels

* help keep you motivated

* enable you to communicate well and influence others without conflict

* enhance your standing in the eyes of your colleagues

COMPANY PROFILE

The House of Khivraj is well known in the Automobile and Real Estate Sectors in chennai. Khivraj Group has spread its activities for Four decades in diversified fields like

> ➢ Automobile Sector

> ➢ Real Estates

> ➢ Renewable Energy Sector (Green Field Operations)

> ➢ Infrastructural activities

> ➢ IT Park

The flag ship company of the Group is " KHIVRAJ MOTORS LTD ". This Company was dealing in the vehicles manufactured by Hindustan Motors Ltd for 35 years. This company was also dealing in Two and Three Wheelers of Bajaj Auto Ltd for Four decades. Now, the company has taken Dealership for Maruti Vehicles. The company has established two Car Show-rooms.Three state-of-the-art workshops with all modern hi-tech, automated facilities are offered by the company for Cars. These workshops are ideally located in centre places. The Company is proud to have an independent Body shop with modern gadgets.

The Company has diverted the Dealership for Bajaj Auto Ltd's products to its sister concerns to have clear focus in its operations. These concerns have modern show rooms and operate speciality ideal workshops for Two and Three Wheelers. The automobile turn over of the group has crossed billion rupees.The Company has promoted many Real Estate projects in CHENNAI. The founder of the Company is considered as a doyen in Real Estate, finance and automobile business. Many land mark buildings bear the proud name of "KHIVRAJ" in CHENNAI.

The Company has diverted its Real Estate business to one of its subsidiaries viz."KHIVRAJ ESTATES LTD" . This company has launched a residential township project in a plot of 2.5 acres. The Company is building around 100,000 sq.ft in this township.

The Company has erected several Wind Electric Generators to fulfill its social obligations for environment and green power. The Company's investment in this sector has crossed Rs.100 millions.

A separate infrastructure company is promoted for promoting further Wind Electric Generators and other infrastructure activities.The management of the Company vests with Shri AJIT KUMAR CHORDIA who is a young dynamic technocrat and administrator with admirable skills in different spheres and Shri BHARAT KUMAR CHORDIA a young administrator who is known for his accumen in several fields and managerial capacity. They are guided by the Company Chairman Shri

NAVARATANMULL CHORDIA who is groomed by the Founder of the Company Late Shri KHIVRAJ CHORDIA. The group companies are well managed by dedicated professionals. The flag ship company has been granted ISO 9002 Certificate for its Sales, Services and Spares operations. The group is well known for its financial strength.

The Company is proud to be associated with M/s Ashok Leyland Ltd., M.N.Dastur & Co. Ltd, Future Software Ltd, SIFY Ltd., Industrial Development Bank of India, Kotak Mahindra Ltd, ICICI, Citi Bank, Shelters, Citi Corp, and many Government Departments and undertakings besides many others in its multi-faceted activities.Now, the Khivraj Group is venturing into "Used Cars Trade" by tying up with Maruti Udyog Ltd for True Value Outlet wherein we would be dealing in buying and selling of Used Maruti Cars. The Company is poised to grow in leaps and bounds under its dynamic and able management.

RESEARCH METHODOLOGY

This chapter focuses on the ways in which the present study was carried out. This chapter covers various aspects of this research investigation like scope of the study, objectives of the study, research design, sampling technique, tools of data collection, tools used for data analysis, limitations of the study and chapterization.

3.1 Scope of the study:

The scope of the study is to understand the employees emotions in the workplace which helps to achieve the goals by managing and balancing the emotions. This study helps the management to resolve conflict more easily and suggest some ways to improve Emotional Intelligence.

3.2 Objectives of the study:

The objectives of the study are listed below,

a) To study the demographic profile of the Employees.

b) To understand the linear association between the Emotional Intelligence and Work Engagement behavior.

c) To identify the dominant variables of Emotional Intelligence which influence the Work Engagement behavior.

d) To find out the underlying dimensions of Emotional Intelligence construct.

3.3 Hypothesis:

The hypothetical statement formulated for this study is listed below:

1) To find the linear association between the Overall Emotional Intelligence behavior and Overall Work Engagement behavior.

2) To find the association between Work Experience and changing emotions

3) To find the association between Work Experience and speaking about personal problems to others.

3.4 Research Design:

The main aim of the study is to assess the Emotional Intelligence of the employees. This study aims at describing the profile of the employees, variables that influence the work engagement behavior and the emotional intelligence of the employees. The present study focuses attention on describing the above mentioned subjects. Hence the research design is descriptive in nature.

Sampling:

Since a sample population is selected which is readily available and convenient, convenience sampling technique was adopted in this study. Employees who were considered as samples were asked to fill the questionnaire. Out of 250 employees 100 were taken as sample size.

Sampling is that part of statistical practice concerned with the selection of a subset of individuals from within a population to yield some knowledge about the whole population, especially for the purposes of making predictions based on statistical inference.

Convenience sampling (sometimes known as grab or opportunity sampling) is a type of nonprobability sampling which involves the sample being drawn from that part of the population which is close to hand. That is, a sample population selected because it is readily available and convenient. It may be through meeting the person or including a person in the sample when one meets them or chosen by finding them through technological means such as the internet or through phone. This type of sampling is most useful for pilot testing.

Tools for data collection:

Both field and secondary data is collected for this study. The field data was collected from the respondents using the questionnaire which consists of various questions regarding demographic profile, emotional intelligence and work engagement behavior. Secondary data was collected from journals, previous researchers etc.

Tools used for data analysis:

Appropriate statistical technologies are used to supplement the analysis and data interpretation. Statistical techniques like chi square, Anova, factor analysis are applied with the help of SPSS. (Statistical Package for Social Studies).

3.5 Limitations of the study:

Since the study is not limited to executive levels the respond varies widely. The measurement is perceived, rather than actual, abilities. And they are susceptible to mood and social desirability biases. This study is limited only to emotional intelligence and work engagement behavior, other dimensions like family and work can also be studied.

4.1 DATA ANALYSIS AND INTERPRETATION

4.1 Correlations

Hypothesis:

H0: There is no significant linear association between the Overall Emotional
Intelligence behavior and Overall Work Engagement behavior.

H1: There is significant linear association between the Overall Emotional
Intelligence behavior and Overall Work Engagement behavior.

Table 4.2.1

Correlation

		OverAll Emotional Intelligence	OverAll Work Engagement
OverAllEmotionalIntelligence	Pearson Correlation	1	.620(**)
	Sig. (2-tailed)		.000
	N	100	100
OverAllWorkEngagement	Pearson Correlation	.620(**)	1
	Sig. (2-tailed)	.000	
	N	100	100

** Correlation is significant at the 0.01 level (2-tailed).

The above correlations table displays Pearson correlation coefficients, significance values, and the number of cases with non-missing values. Pearson correlation coefficients assume the data are normally distributed. The Pearson correlation coefficient is a measure of linear association between two variables.

The values of the correlation coefficient range from -1 to 1. The sign of the correlation coefficient indicates the direction of the relationship (positive or negative).
The absolute value of the correlation coefficient indicates the strength, with larger absolute values indicating stronger relationships.
The correlation coefficients on the main diagonal are always 1.0, because each variable has a perfect positive; linear relationship with itself. Correlations above the main diagonal are a mirror image of those below. The abosulte value (.620) of the correlation coefficient indicates positive linear relationship between Overall Emotional Intelligence and Overall work Engagement.

RELIABILITY STATISTICS:

Table 4.2.2

Reliability

Cronbach''s Alpha	N of items
.803	33

The alpha values were calculated to assess the internal consistency reliabilities of the Emotional Intelligence construct and Work Engagement Behavior. The results indicate a very good acceptable value of .803. Since, Item-to-total correlations exceeded 0.50 respectively by a wide margin.

4.3 CHI SQUARE TEST:

H0: There is no significant association between Work Experience and changing emotions.

H1: There is significant association between Work Experience and changing emotions.

Table 4.3.1

Chi square

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	48.181(a)	25	.004
Likelihood Ratio	43.226	25	.013
Linear-by-Linear Association	3.792	1	.051
N of Valid Cases	100		

a 28 cells (77.8%) have expected count less than 5. The minimum expected count is .16.

A low significance value of .004 which is typically below 0.05 indicates that, **there is significant association** between employee work experience and changing emotions.

Chi-Square Tests:

H0: There is no significant association between Work Experience and speaking about personal problems to others.

H1: There is significant association between Work Experience and speaking about personal problems to others.

Table 4.3.2

Chi square

	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	48.568(a)	25	.003
Likelihood Ratio	35.439	25	.081
Linear-by-Linear Association	2.524	1	.112
N of Valid Cases	100		

a 31 cells (86.1%) have expected count less than 5. The minimum expected count is .12.

A low significance value of .003 which is typically below 0.05 indicates that, **there is significant association** between employee work experience and changing emotions.

4.4FACTOR ANALYSIS
Table 4.4.1
KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.569
Bartlett's Test of Sphericity	Approx. Chi-Square	607.996
	Df	276
	Sig.	.000

The Kaiser-Meyer-Olkin Measures of sampling adequacy of 0.569 shows that the variables and the sample size of 100 were viable and feasible to run a factor analysis.

Table 4.4.2
Total variance explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	3.918	16.324	16.324	3.918	16.324	16.324	2.781	11.588	11.588
2	2.391	9.961	26.285	2.391	9.961	26.285	2.271	9.464	21.051
3	2.024	8.435	34.720	2.024	8.435	34.720	1.919	7.996	29.047
4	1.689	7.039	41.759	1.689	7.039	41.759	1.845	7.687	36.734
5	1.413	5.888	47.647	1.413	5.888	47.647	1.805	7.519	44.253
6	1.366	5.692	53.340	1.366	5.692	53.340	1.669	6.952	51.206
7	1.212	5.051	58.390	1.212	5.051	58.390	1.564	6.518	57.724
8	1.046	4.360	62.751	1.046	4.360	62.751	1.206	5.026	62.751
9	.972	4.050	66.800						
10	.924	3.852	70.652						
11	.819	3.412	74.064						
12	.757	3.156	77.220						
13	.722	3.010	80.230						
14	.715	2.979	83.208						
15	.623	2.597	85.806						
16	.603	2.512	88.318						
17	.525	2.189	90.507						
18	.481	2.002	92.509						
19	.430	1.791	94.300						
20	.347	1.447	95.747						
21	.342	1.426	97.174						
22	.295	1.231	98.404						
23	.205	.855	99.260						
24	.178	.740	100.000						

	Component							
	1	2	3	4	5	6	7	8
I know when to speak about my personal problems to others		.724						
When I am faced with obstacles, I remember times I faced similar obstacles and overcame them		.798						
I expect that I will do well on most things I try								
Some of the major events of my life have led me to re-evaluate what is important and not important		.742						
Emotions are one of the things that make my life worth living	.703							
I am aware of my emotions as I experience them	.629							
I expect good things to happen								
I like to share my emotions with others								.754
When I experience a positive emotion, I know how to make it last								
I arrange events others enjoy						.767		
I seek out activities that make me happy						.736		
I present myself in a way that makes a good impression on others					.580			
When I am in a positive mood, solving problems is easy for me					.532			
By looking at their facial expressions, I recognize the emotions people are experiencing								
I know why my emotions change	.713							
When I am in a positive mood, I am able to come up with new ideas	.636							
I have control over my emotions			.643					
I motivate myself by imagining a good outcome to tasks I take on			.680					
I compliment others when they have done something well							.801	

When another person tells me about an important event in his or her life, I almost feel as though I have experienced this event myself						.549	
I know what other people are feeling just by looking at them				.790			
I help other people feel better when they are down					.732		
I use good moods to help myself keep trying in the face of obstacles					.543		
I can tell how people are feeling by listening to the tone of their voice				.657			

Table 4.4.3
Rotated Component Matrix (a)

Extraction Method: Principal Component Analysis.
Rotation Method: Varimax with Kaiser Normalization.
a Rotation converged in 11 iterations.

FACTOR 1: Emotions are one of the things that make my life worth living, I am aware of my emotions as I experience them, I know why my emotions change, when I am in positive mood, I am able to come up with new ideas.

FACTOR 2: I know when to speak about my personal problems to others, when I am faced with obstacles, I remember times I faced similar obstacles and overcome them, Some of the major events of my life have led me to re-evaluate what is important and not important.

FACTOR 3: I have control over my emotions, I motivate myself by imagining a good outcome of task I take on.

FACTOR 4: I know what other people are feeling just by looking at them, I can tell how people are feeling by listening to the tone of their voice.

FACTOR 5: I present myself in a way that makes good impression on others, when I am in positive mood, solving problem is easy for me, I help other people feel better when they are down, I use good moods to help myself keep trying in the face of obstacles.

FACTOR 6: I arrange events that others enjoy, I seek out activities that make me
happy.

FACTOR 7: I complement others when they have done something well, when another
person tells me about an important event in his or her life, I almost feel
as though I have Experienced this event myself.

FACTOR 8: I like to share my emotions with others.

4.5 REGRESSION ANALYSIS:

Table 4.5.1
Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.490(a)	.240	.233	.47784
2	.601(b)	.362	.348	.44027
3	.649(c)	.421	.403	.42146
4	.699(d)	.489	.468	.39793
5	.729(e)	.531	.506	.38325
6	.721(f)	.520	.499	.38592
7	.742(g)	.550	.526	.37555

The above Regression Model Summary table displays R, R Square, Adjusted R Square, and the standard error. R is the multiple correlation coefficient, is the correlation between the observed and predicted values of the dependent variables. In the model 7 the R value of .742 indicates the moderate relationship. R squared value of .550 indicates the proportion of variation in the dependent variable explained by the regression model. The R square moderate values indicate that the model fit the data satisfactorily. Adjusted R squared value of .526 attempts to correct R squared to more closely reflect the goodness of fit of the model in the population.

Table 4.5.2
ANOVA(h)

Model		Sum of squares	Df	Mean square	F	Sig.
7	Regression	16.195	5	3.239	22.965	.000(g)
	Residual	13.258	94	.141		
	Total	29.452	99			

Table 4.5.3

Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
7	Constant	2.888	.300		9.618	.000
	I know when to speak about my personal problems to others	.155	.027	.409	5.744	.000
	I use good moods to help myself keep trying in the face of obstacles	.119	.028	.303	4.287	.000
	By looking at their facial expressions, I recognize the emotions people are experiencing	.103	.026	.284	3.944	.000
	When I am in a positive mood, I am able to come up with new ideas	.109	.029	.264	3.704	.000
	I know what other people are feeling just by looking at them	.061	.024	.176	2.514	.014

Dependent Variable: OverAllWorkEngagement

The Unstandardized coefficients are the coefficients of the estimated regression model. The t statistics can help to determine the relative importance of each variable in the model.

Multiple R = .742, F – Value = 22.965, d.f (5.93), P – Value < 0.01, R^2 Value = .550

$Y = 2.888 + .155X_1 + .119 X_2 + .103 X_3 + .109X_4 + .061X_5$

The above equation shows the impact of the variables of Emotional Intelligence aspects such as, I know when to speak about my personal problems to others, I use good moods to help myself keep trying in the face of obstacles,

By looking at their facial expressions, I recognize the emotions people are experiencing, When I am in a positive mood, I am able to come up with new ideas, I know what other people are feeling just by looking at them. On the Work Engagement Behavior of the employees.

On an average if the variable namely I know when to speak about my personal problems to others, there will be .155 units increase in the Overall Work Engagement Behavior when other variables are kept constant. Moreover the result of the t test confirms that the calculated partial regression coefficient, such as (.155), (.119), (.103), (.109), and (.069) are highly significant at 1 percent level and 5 percent level. Similarly the multiple R of 0.742 shows there exist a relationship of 74.2 percent between the variables of Emotional Intelligence and Overall Work Engagement. The R square value of 0.550 exhibits that, the variables of Emotional Intelligence explained a variation of 55.0 percent on the Overall Work Engagement. Finally the result of f – test signifies that the explained variation by the above said variables in the Emotional Intelligence Constant was highly significant at 1 percent level.

From the above analysis it is concluded that the variables of Emotional Intelligence namely I know when to speak about my personal problems to others, I use good moods to help myself keep trying in the face of obstacles, By looking at their facial expressions, I recognize the emotions people are experiencing, When I am in a positive mood, I am able to come up with new ideas, I know what other people are feeling just by looking at them are the dominant variables which impact on the employee Work Engagement behavior.

FINDINGS, SUGGESTIONS AND CONCLUSION

5.1 Findings:

1) There is significant association between Work Experience and changing emotions.
2) There is significant association between Work Experience and speaking about personal problems to others.
3) Through this research model & hypothesis, the study through correlation analysis proves the alternative hypothesis and rejects the null hypothesis thereby there is a significant linear association between the Overall Emotional Intelligence and Overall Work Engagement behavior.
4) There are 8 dimensions of Emotional Intelligence, where the organization have to concentrate.

5.2 SUGGESTIONS:

1) Managers need to identify those variables which influence Work Engagement behavior apart from the existing Emotional Intelligence construct variables used for this study.

2) As a managerial implication Work Experience play a crucial role in enhancing the Emotional Intelligence behavior. So future managers need to associate the variables changing emotions and speaking about personal problems to others with Work Experience while they deal with Emotional Intelligence behavior.

3) Managers can focus on the dominant variables of Emotional Intelligence construct namely, "I know when to speak about my personal problems to others, I use good moods to help myself keep trying in the face of obstacles, By looking at their facial expressions, I recognize the emotions people are experiencing, When I am in a positive mood, I am able to come up with new ideas, I know what other people are feeling just by looking at them", to enhance Work Engagement behavior.

4) The factor analysis of the study extracts eight dimensions out of 24 variables in the research reviewed Emotional Intelligence construct. So managers need to focus on these eight Emotional Intelligence dimensions when they explore Emotional Intelligence study.

5.3 CONCLUSION:

It has been found that there is a association between emotional intelligence and work engagement behavior. Hence it is very important for the organization to concentrate on Emotional Intelligence to enhance the work engagement behavior. The variables of emotional intelligence which influence the work engagement behavior should be taken into account for better performance of the employees.

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