
KEY MANTRA FOR PROFIT- EMOTIONALLY INTELLIGENT STAFF, TEAMS, MANAGEMENT AND SYSTEMS

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Abstract

If the employees are creating unique experience for the customers then what should the role of management be? Then the role of management is to encourage, enthuse and enable the employee who create the differential unique value for the customers and deliver the same to the customers. This is how the idea of Employee first and customer second is born. So organization's must realize that employee first and customer second is not a social change but in line with pursuit of profit as you want to put employees first for profit. If this is how HR explains their employee engagement policies to organizations the board will surely support majority of the policies willingly (Goleman et.al., 1995; Cherniss et.al, 2010). The focus of this research is on the thorough literature consolidation of emotional intelligence, organization development and its relationship with profit generation for the service industry.

Many researchers have worked on various domains, like the human resource management systems and practices in India (Budhwar et al. 2006), researchers like Gardener et.al, 2012; , Petrides et.al, 2007 have carried out research in the area of customer expectations and customer perceptions of service quality both in India and abroad but very few researches are targeted towards benefits of emotionally intelligent staff, teams, management and systems to organization's profitability.

The research focuses on using the secondary data comprising of published and unpublished paper and electronic sources to collect information.

Structured training which focuses on behavioral transformation first will enable the HR to groom the frontline employees so that their performance will include an aspect of extra role performance behavior along with the role –prescribed behavior leading to better customer relationship management and better profitability for the firm.

All over the world the researchers, scientist are paying attention to this kind of transformation of an individual into an emotionally intelligent person (Kanwar, 2009).

Keywords: *Service industry, profit, emotionally intelligent, transforms frontline employees, customers*

INTRODUCTION

Organization is a collective set of individuals coming together for a purpose, so the fulcrum around which individual's come together in organization is purpose. This purpose can be profit, anti-corruption, social cause etc. The end objective of any organization be it academic, corporate, NGO is profit. Organizations transform in the pursuit of profit. Stating that organizations should not have profit is myopic, as profit will always be the end objective.

What is business of organization? Delivering unique value to the customers. Where is this unique value created? It is created at the interface of the employee –customer. If the employees are creating unique experience then what should the role of management be? Then the role of management is to encourage, enthuse and enable the employee who create the differential unique value for the customers and deliver the same to the customers. This is how the idea of Employee first and customer second is born.

So organization's must realize that employee first and customer second is not a social change but in line with pursuit of profit as the companies want to put employees first for profit. If this is how HR explains their employee engagement policies to organizations the board will surely support majority of the policies willingly. This outlook towards Employee First Customer Second in pursuit of profit will eventually benefit all the stakeholders of the organization and HR can bring in this transformation leading to emotionally intelligent staff, management, teams and systems (Goleman et.al., 1995; Cherniss et.al, 2010). The focus of this research is on the thorough literature consolidation of emotional intelligence, organization development and its relationship with profit generation for the service industry.

REVIEW OF LITERATURE

There is in-depth research carried out in the service industry and on its multifarious aspects. Akhter et.al, 2012 study focused on challenges and opportunities in service sector in India. The study conducted by Lakshete, 2011 revealed issues like job role stress , inefficient employee

performance and other issues that need attention at organized service sector level in India. Many researchers have also worked on various domains, like the human resource management systems and practices in India (Budhwar et al. 2006), job satisfaction and burnout prevention (Kanwar et al. 2009) with respect to the service industry. Researchers like Gardener et.al, 2012; , Petrides et.al, 2007 have carried out research in the area of customer expectations and customer perceptions of service quality both in India and abroad but very few researches are targeted towards benefits of making employees aware of how perception of image inside out enables an individual be more emotionally intelligent and how an emotionally intelligent stakeholder of the organization can contribute more towards the profitability of the organization (Tedeschi et.al, 2013)

Emotional Intelligence, Organization Development and Profit in Service Industry

Salovey and Mayer coined the term "emotional intelligence" in 1990 (Salovey and Mayer, 1990). They were cognizant of the preceding studies on non-cognitive parameters of intelligence and they described emotional intelligence as "a form of social 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 action" (Salovey and Mayer, 1990). Emotional intelligence can be seen to be a pre-requisite for cultural intelligence.

Emotional intelligence has 4 important dimensions

Self awareness which includes awareness of the individual with regards to his/her strengths, weakness, opportunities and challenges.

Self management which include management of the emotions of self in period of crises, excitement, depression etc (Laschinger, 2009).

Social awareness which includes awareness of the other individuals, teams with recognition and respect of their emotions and feelings (Conte, 2005).

Relationship management –once an individual practices self awareness, self management, social awareness, relationship management becomes easier to practice which is an essential aspect for achievement of goals and objectives of the organization leading to increase profitability (Mason, 2014).

RESEARCH METHODOLOGY

The focus of this research is on the thorough literature consolidation of emotional intelligence, organization development and its relationship with profit generation for the organizations. The extant literature of emotional intelligence and organization development provides a contribution to practitioners and researchers by describing a comprehensive view of the functional applications of what role HR plays in developing emotionally intelligent staff, teams, management and systems.

The research focuses on using the secondary data comprising of published and unpublished paper and electronic sources to collect information.

The research objectives include

- [1] To understand impact of Image inside out on achievement of goals and emotional intelligence
- [2] To understand the relationship between emotional intelligence and profitability

Research Model

Image is inside out

Image is inside out, how an individual sees himself impacts how he dress and groom which impacts how he think, feel and act or behave which in turn impacts how other see him and respond and react to him. This in turn impacts how an individual meets his needs and achieves his goals which in turn impact the organizations objective achievement which in turn impacts organizations profitability (Donavan et.al, 2004).

Figure 1: Birth to goals life cycle

Birth → Self image → Self esteem → Self confidence → Self competence → Self actualization
→ Achievement of goals

An individual develops sense of self based on the perception of the individual's physical, mental and social self image also known as self image for this research paper, self esteem self confidence, self competence and self actualization, all of which are interrelated. A positive and accurate self image, self esteem, self confidence, self competence and self actualization will enable an individual to meet his needs and achieve his goals (Laschinger, 2009).

Self image includes physical self image or body image of which important part is clothing. Clothing acts as second skin encasing our body. Can you remember a single day that you have stepped out of your home with out any clothing? If clothing is that important it is essential to dress as per role, goal and occasion (Faria, 2013). The next important aspect of self image is mental self image which includes psychological self image and social self image which includes modesty and restraint, acceptance e and belonging in the society.

Self esteem is dependent on self image and it is sense of self worth. Positive self image leads to high self esteem and vice versa. Self confidence includes confidence in one's abilities, knowledge, skills etc. which is connected to self esteem. Self competence is the abilities, knowledge, skills one has mastered over time which is again connected to self confidence (Morris, 2002).

Self actualization is brining something into reality. Self actualization enables an individual to meet his needs and achieve his goals. This further leads to personal growth which is essential for organizational grow.

Carefully imbibed clothing and accessories, grooming and hygiene, body language and etiquette form 3 essential elements on which the visual appearance and personal style is based and which in turn have an impact on the sense of self and emotional intelligence.

Human beings influence each other's behavior and this fundamental truth is one of the important aspects of emotional intelligence (Thomas, 2004). For example when a professor is delivering a lecture he/she influences his /her pupils and vice versa. This is the major challenge in the emotional intelligence concept.

RESULTS AND IMPLICATIONS

Transformation means changing the form of something permanently and it means giving up the way you are be it individual, team or organization and only way to do that is the desire of the future should be so compelling that you would want to jump out of your comfort zone and achieve it (Top et.al, 2013). Discovering this for the individual, team and organization is the role of HR; if HR are not able to focus on this and instill the same in the organizational culture then they will keep on discussing transformation in the board rooms. Focus on development of

emotionally intelligent stakeholders will enable the HR to groom the stakeholders so that their performance will focus on providing extra role performance behavior along with the role – prescribed behavior leading to better customer relationship management and better profitability for the firm.

Behavior (Practice) → Attitude (Feeling) → Thinking (Knowledge)

In organizations sometimes managers follow a thought process that they can dictate and control the subordinates but most of the times that is not the scenario due to the above fundamental truth (Salovey and Mayer, 1990)

The emotional intelligence concept should be imbibed at all 3 levels- Individual → System (Institution - for eg. Corporate, educational) → Societal. If all 3 systems are not in sync the impacts can be majority times negative and this is the universal fact simple to understand but yet under practiced. So only many a times practices like performance appraisals are dreaded by the employees as all 3 systems are not in sync(as over emphasis is on employee's only and not the working conditions) (Galbraith, 2013).

There are three dimensions in learning process – Thinking (change in knowledge), Attitude (Change in feeling) and Behavior (change in practice focusing on controlled willed behavior). In human brain there is always consistency in the 3 elements of learning process. Majority of training methodologies are focused on only one of the 3 elements especially on the cognitive thinking part (80%) focusing on grasping knowledge and giving information be it teaching, advertising, corporate seminars etc. If this is the scenario than after the exposure to particular training methodology the individuals find it difficult to retain the knowledge and the entire session becomes just a waste of time and unproductive. The actual transformation occurs only if all the 3 elements thinking, attitude and most important behavior is transformed and that is the major challenge for the corporate HR (Ouyang et.al. 2015).

So the solution to this can be structured emotional intelligence training programs focusing 1st on the behavior by inducing the required behavior followed by the change in internal feeling (attitude) followed by discussing on the content aspect (knowledge).If this is practiced majority of the times the retention level will be far better and implementation will give productive results which will lead to profitability (Gioia, 2000). This behavior modification is far beneficial than cognitive psychology and an excellent example of this is our ancient RITUALS which enable an

individual to develop positive attitude and gain knowledge for example singing devotional songs – the simple act of singing devotional songs changes your attitude and enables you to increase knowledge. Other examples of the structured change methodology include experiential methodologies like simulation exercises, role plays etc. We can practice this for both reinforcing existing behavior for e.g. revisiting vision and mission of the organization, revising a particular topic in educational sphere and introducing new behavior for e.g. imparting leadership skills when individual is promoted, introducing new product or service line, introducing a new topic etc (Pettijohn et.al, 2007).

In case of emotional intelligence focus must be there on behavioral modification (as performance reinforces behavior) and systems should be redesigned to provide scope for implementation of the modified behavior with associated rewards and recognition , so that emotionally intelligent stakeholders will lead to achievement of goals , the final result being individual, team and institutional progress (Panaccio and Vandenberghe, 2009).

LIMITATION OF RESEARCH

This research paper provides insight into both theoretical and organizational implications. However, as is true with any study, the findings of this paper should be viewed with carefulness due to the following limitations. The entire research paper is based on secondary data so should be taken with caution. The generalization to other sectors is difficult as this data is focused on service sector only.

SCOPE FOR FURTHER RESEARCH

Quantitative data can be collected with regards to emotional intelligence and its relationship with profitability of the company to support the results and implications. The data can be collected in other sectors also so that the results can be generalized.

CONCLUSION

All over the world the researchers, scientist are paying attention to this kind of transformation of an individual into a emotionally intelligent person. Mindfulness now has become a global phenomenon increasing the importance of emotional intelligence to be successfully happy. PRACTICE and self –experience is essential for this individual transformation and need of the hour as any institution that has emotionally intelligent staff, teams, management and system in place are more productive and more profitable (Kanwar, 2009).

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