

ROLE OF HR TO INCORPORATE EMOTIONAL INTELLIGENCE TO ENHANCE ORGANIZATION EFFECTIVENESS

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ABSTRACT

Objective: Today organizations are facing strong needs against uncertainty, massive change, mergers & acquisitions, economy change in both public sector and private and in virtually every case. The emotional intelligence must play an important role in satisfying the needs. We tested which HR function can incorporate emotional intelligence in the organization and would it increase organization effectiveness. **Analysis:** The two HR functions as recruitment and selection as one of the most important function would incorporate the emotional intelligence by selecting people in the organization who possess high emotional intelligence with the help of psychometric testing. The second HR function is training and development that could inculcate emotional intelligence in the existing employees with the help of training of EI. **Conclusion** The inclusion of emotional intelligence in the organization facilitates the employees to perform better, understands the emotions of oneself and others, helps in employee recruitment and retention, development of talent, teamwork, employee commitment, high morale, productivity, efficiency, revenues, quality of service, customer loyalty, help in taking right decision, assist in managing emotions, reducing stress thus leading to accomplish organization objectives in effective manner. **Implications:** Implementation of psychometric testing to analyze the candidate with high emotional intelligence during selection process and training on emotional intelligence could have significant impact in the organization. **Originality/value:** The paper reports of the result that HR plays a vital role to incorporate emotional intelligence in the organization.

KEY WORDS: HR functions, emotional intelligence, organization effectiveness

INTRODUCTION

There are the intense needs that face all organizations today, both public sector and private and in virtually every case, emotional intelligence must play an important role in satisfying the need. For instance, coping with massive change involves, among other things, the ability to perceive and understand the emotional impact of change on ourselves and others. To be effective in helping their organizations manage change, leaders first need to be aware of and to manage their own feelings of anxiety and uncertainty. Then they need to be aware of the emotional reactions of other organizational members and act to help people cope with those reactions. At the same time in the process of coping effectively with massive change, other members of the organization need to be actively involved in monitoring and managing their emotional reactions and those of others. Emotional intelligence

influences organizational effectiveness in a number of areas: Employee recruitment and retention, Development of talent, Teamwork, Employee commitment, morale, and health, Innovation, Productivity, Efficiency, Sales, Revenues. Quality of service, Customer loyalty, and Client or student outcomes. Emotional intelligence is becoming vital today in the context of individual role based behavior within group and organization in taking important decisions, understanding others opinion and thus facilitating the organization to achieve its business objectives. The HR functions and organization climate are interrelated which ultimately facilitate in relationship building by enhancing individuals and group and consequently organizational effectiveness. The human resources would help the organization to incorporate the emotional intelligence. With the help of HR functions as recruitments and selection, training and development emotional intelligence can be incorporated in the organization thus leading to organizational effectiveness. Cherniss (2001). Human resource management is responsible for the people dimension of an organization. It is responsible for getting competent people, training them, getting them to perform at high levels, and providing mechanisms to ensure that its employees maintain their productive affiliation with an organization. Human resource management involves the productive use of people in achieving organizational strategic objectives and the satisfaction of individual employee needs. Human resource managements execute diverse functions as recruitment and selection, training and development, performance management, compensation management, Managing diversity, industrial relation, labor laws, International human resource management, HRIS, career planning, employee health and safety, HR audit and managing human resources in changing world (Stone 2007).

OVERVIEW OF LITERATURE

Development and Learning in Organizations (2009) explains practical framework could help executives and career advisors in better understand of emotional intelligence and how it may be acquired through training. A training model develops for executives training program implemented by HR managers, could have a significant impact on EI in the workplace. It Explains EI from the academic and business points of view and offers suggestions on how to develop it in the business environment.

EMOTIONAL INTELLIGENCE

The emotional intelligence as the subset of social intelligence that involves the ability to monitor one's own and others' feelings and emotions, to discriminate among them and to use the information to guide one's thinking and actions. A form of intelligence relating to the emotional side of life, such as the ability to recognize and manage one's own and others' emotions, to motivate oneself and restrain impulses, and to handle interpersonal relationships effectively. A learned capability based on emotional intelligence results in outstanding performance at work. Our emotional intelligence determines our potential for learning the practical skills based on the five elements: self-awareness, motivation, self-regulation, empathy, and adeptness in relationships (Goleman 2000).

PERSONAL COMPETENCE

SELF-AWARENESS

- Emotional Awareness: recognizing one's emotions and their effect
- Accurate Self-assessment: knowing one's strengths and limits
- Self-confidence: A strong sense of one's self-worth and capabilities

SELF-REGULATION

- Self-control: Keeping disruptive emotions and impulses in check
- Trustworthiness: Maintaining standards of honesty and integrity
- Conscientiousness: Taking responsibility for personal performance
- Adaptability: Flexibility in handling change
- Innovation: Being comfortable with novel ideas, approaches and new information

MOTIVATION

- Achievement drive: Striving to improve or meet a standard of excellence
- Commitment: Aligning with the goals of the group or organization
- Initiative: Readiness to act on opportunities
- Optimism: Persistence in pursuing goals despite obstacles and setbacks

SOCIAL COMPETENCE

EMPATHY

- Understanding others: sensing others' feelings and perspectives, taking an active interest in their concerns
- Developing others: Sensing others development needs and bolstering their abilities
- Service orientation: Anticipating, recognizing, and meeting customers' needs
- Understanding others: sensing others' feelings and perspectives, taking an active interest in their concerns
- Developing others: Sensing others development needs and bolstering their abilities
- Service orientation: Anticipating, recognizing, and meeting customers' needs
- Leveraging diversity: Cultivating opportunities through different kinds of people
- Political Awareness: Reading a group's emotional currents and power relationships

SOCIAL SKILLS

- Influence: Wielding effective tactics for persuasion
- Communication: Listening openly and sending convincing messages
- Conflict management: Negotiating and resolving disagreements
- Leadership: Inspiring and guiding individuals and groups
- Change Catalyst: Initiating or managing change
- Building bonds: Nurturing instrumental relationships
- Collaboration and cooperation: Working with others toward shared goals
- Team capabilities: creating group synergy in pursuing collective goals

HR FUNCTIONS AND EMOTIONAL INTELLIGENCE

The two HR functions would facilitate the organization to inculcate the emotional intelligence as

- Selecting people with high emotional intelligence
- Developing emotional intelligence in existing employees.

SELECTING PEOPLE WITH HIGH EMOTIONAL INTELLIGENCE

Bhattacharya & Sengupta (2007) .The emotional intelligence competencies have been as one of the key differentiators between the average and excellent executive. Conventional HR selection process which tends to focus on an applicant's educational qualification, skills, experience and domain knowledge can hardly explain above mentioned differences. Keeping then view, hiring process must include emotional intelligence competencies which will not help an organization to predict the personal attributes of potential applicants but also predict to some extent the degree of potential of employee in the organization. Jacobs (2001) has proposed EI competencies which should be carefully considered while recruiting CEO, managers, professional, salespersons, human service workers etc. Goleman (2000) the organization when hiring CEO requires high intelligence and high emotional intelligence. Emotional competencies such as self confidence, motivation, optimism, self regulation and so on should be well considered in the recruitment process. The selections of managers should include the emotional competencies as self control, trustworthiness and achievement orientation as it profile largely depends upon getting job done by influencing , motivating the followers and inspiring. In the hiring of professionals achievement orientation is the key differentiator of outstanding individual contributors. The emotional competencies as self assessment (which help in analyzing the strengths and weakness), self control, willing to help others, building network, working and leading teams are crucial for professionals. Boyatizis (1982) the emotional competencies for salesperson are influence competence, empathy and capabilities to work in a team. Human service workers as doctors, nurses, teachers and social workers require emotional competencies as empathy, service orientation, ability to work in team.

Depending upon the competencies there are needed an organization should adopt reliable and valid methods to assess the potential aspirants candidature. One of the most popular techniques for selecting emotional intelligence competencies is the behavioral event interview. The purpose of the interview is to find out the behavior, thoughts, and feelings of a candidate during certain events that are personally important to him /her. Another approach can be self report questionnaire among candidate where they explain their own behavior in certain situation which can predict their emotional characteristics. The hiring process of any organization must emphasis on the selection of candidate based on emotional intelligence that facilitates the organization in achieving its business objectives. The influence of EI begins with the retention and recruitment of talent. For instance, emotional intelligence is considered in making top executive hiring decisions has a significant impact on the ultimate success or failure of those executives. The emotional intelligence of the persons doing the hiring is also crucial for good hiring decisions.

DEVELOPING EMOTIONAL INTELLIGENCE IN EXISTING EMPLOYEE

Bhattacharya & Sengupta (2007) developing of emotional intelligence in existing workforce requires time commitment and top management supports. The emotional intelligence can be incorporated by training and development, counseling psychotherapy and behavior changes. The development process preparation, training, maintenance and evaluation.

- Assess the organization's need: Determine the competencies that are most critical for effective job performance in a particular type of job. In doing so use valid method such as comparison of behavioral events and also make sure the competencies to be developed are congruent with the organization culture and overall strategy.
- Assess the individual: The assessment should be based on the key competencies needed for the particular job and that data should come from multiple sources using multiple methods to maximize credibility and validity.
- Deliver the assessment with care: Give the individual information on his /her strengths and weakness. In doing so one should try to be accurate, clear and non judgmental. Provide feedback in a safe and supportive environment in order to minimize resistance and defensiveness.
- Encourage people to participate: Organization policies and procedures should encourage people to participate in development activity and supervisor should provide encouragement and the necessary support. Motivation will also be enhanced if people trust the credibility of those encourages them to undertake the training.
- Adjust expectation: Build positive expectation by showing learners that social and emotional competence can be improved and such improvement will lead to valued outcomes.
- Link learning goals to personal values: People are motivated to pursue that fits with their values and hopes.

- Gauge readiness: Assess the individual is ready for training, if person is not ready because of insufficient motivation or other reasons make readiness the focus of intervention efforts.

TRAINING

- Foster a positive relationship between the trainers and learners: Trainers who are warm, genuine and empathetic are best able to engage in the change process.
- Set Clear Goals: People need to be clear about what the competence is, how to acquire it, and how to show it on the job. Spell out the specific behaviors and skills that make up the target competence. Make sure that the goals are clear, specific and optimally challenging.
- Break goals into manageable steps: Change is more likely to occur if the change process is divided into manageable steps. Encourage both trainers and trainees to avoid being overly ambitious.
- Provide opportunities to practice: Lasting change requires sustained practice on the job and elsewhere in life. An automatic habit is being unlearned and different responses are replacing it. Use naturally occurring opportunities for practice at work and in life. Encourage the trainees to try the new behaviors repeatedly and consistently over a period of months
- Give performance feedback: Ongoing feedback encourages people and directs change. Provide focused and sustained feedback as the learners practice new behaviors. Make sure that supervisors, peers, friends, family members or some combination of these give periodic feedback on progress.

TRANSFER AND MAINTENANCE OF CHANGE

- Encourage use of skills on the job: Supervisor's peers and subordinate should reinforce and reward learners for using their new skills on the job.
- Develop Organization culture for that supports learning: Change will be more enduring if the organization's culture and tone support the change and offer a safe atmosphere for experimentation.

EVALUATING CHANGE

- Evaluate: To see the effects of training the evaluation process has to be followed. The follow up program are highly desirable. In addition to charting progress on the acquisition of competences, also assess the impact on important job related outcomes, such as absenteeism, grievances, health status and so on.

EMOTIONAL INTELLIGENCE AND ORGANIZATION EFFECTIVENESS

Organizational effectiveness is the concept of how effective an organization is in achieving the outcomes the organization intends to produce. Etzioni & Amitia (1964) . According to Richard et al. (2009) organizational effectiveness captures organizational performance plus the myriad internal

performance outcomes normally associated with more efficient or effective operations and other external measures that relate to considerations that are broader than those simply associated with economic valuation (either by shareholders, managers, or customers), such as corporate social responsibility. An organization's effectiveness is also dependent on its communicative competence and ethics. The relationship between these three is simultaneous. Ethics is a foundation found within organizational effectiveness. An organization must exemplify respect, honesty, integrity and equity to allow communicative competence with the participating members. Along with ethics and communicative competence, members in that particular group can finally achieve their intended goals. Foundations and other sources of grants and other types of funds are interested in organizational effectiveness of those people who seek funds from the foundations. Foundations always have more requests for funds or funding proposals and treat funding as an investment using the same care as a venture capitalist would in picking a company in which to invest. Organizational effectiveness is an abstract concept and is basically impossible to measure. Instead of measuring organizational effectiveness, the organization determines proxy measures which will be used to represent effectiveness. Proxy measures used may include such things as number of people served, types and sizes of population segments served, and the demand within those segments for the services the organization supplies. Emotional intelligence influences organizational effectiveness in a number of areas:

- Employee recruitment and retention
- Development of talent
- Teamwork
- Employee commitment, morale, and health
- Innovation
- Productivity
- Efficiency
- Sales
- Revenues
- Quality of service
- Customer loyalty
- Client or student outcomes

The influence of EI begins with the retention and recruitment of talent. The extent to which candidates' emotional intelligence is considered in making top executive hiring decisions has a significant impact on the ultimate success or failure of those executives. The emotional intelligence of the persons doing the hiring is also crucial for good hiring decisions. Emotional intelligence also affects the development of talent. For instance, relationships at work can contribute to the development of talent. However, not all relationships are equally effective in doing so. The emotional intelligence of the mentor, boss, or peer will influence the potential of a relationship with that person for helping organizational

members develop and use the talent that is crucial for organizational effectiveness. The emotionally intelligent teams display the kinds of cooperation, commitment, and creativity that are increasingly important for organizational effectiveness. Furthermore, they show that although the emotional intelligence of individual members contributes to the level of emotional intelligence found in the team, there are other sources of group EI as well. Also, just as individual EI contributes to the EI of the group, group EI contributes to the EI of group members. People who are members of emotionally intelligent groups become more emotionally intelligent individuals. EI influences organizational effectiveness are subtle and difficult to measure. competencies associated with EI play an important role in determining the effectiveness of organizations(Cherniss 2001).

A MODEL OF EMOTIONAL INTELLIGENCE AND ORGANIZATIONAL EFFECTIVENESS

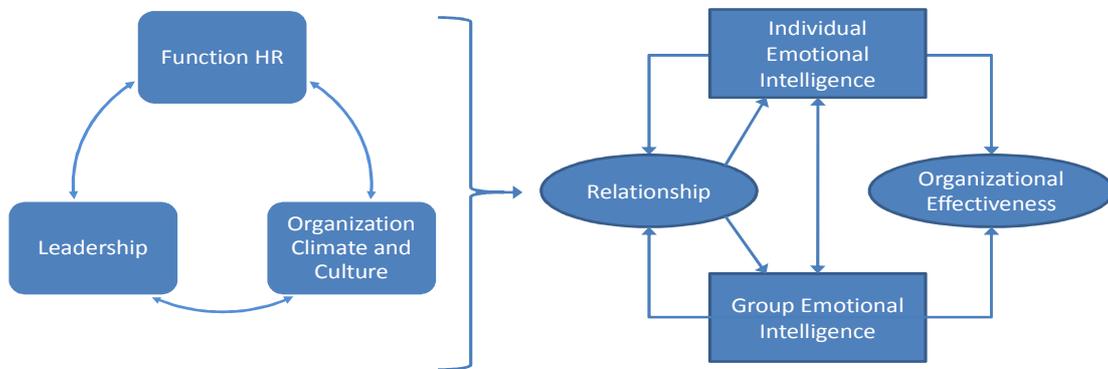


Figure 1

Cherniss (2001) The model suggests that ultimately any attempts to improve emotional intelligence in organizations will depend on relationships. Even formal training interventions or human resource policies will affect emotional intelligence through their effect on relationships among individuals and groups in the organization. The left-hand portion of the model illustrates three organizational factors that are interrelated. Each of these factors influences emotional intelligence through its impact on relationships, and each factor influence the other two. The emotional intelligence of organizational leadership influences organizational effectiveness through its impact on organizational climate. At the same time, the HR functions of recruitment and selection, training and development, and management performance have a strong impact on leadership EI, However, leadership in turn will influence the extent to which HR functions are effective in helping organizational members increase their EI. The emotionally intelligent teams display the kinds of cooperation, commitment, and creativity that are increasingly important for organizational effectiveness. Furthermore, they show that although the emotional intelligence of individual members contributes to the level of emotional intelligence found in the team, contributes to the EI of the group, People who are members of emotionally intelligent groups become more emotionally intelligent individuals and thus leading to organization effectiveness.

CONCLUSIONS

The emotional intelligence plays a significant role in coping with the organizational change, motivating workforce to perform better while also encouraging creativity and innovation, requiring the ability to perceive and understand the emotional impact of change on ourselves and others to develop and maintain a culture advocating change leaders need to manage their own feeling of anxiety and uncertainty and be aware of others emotional reactions. At the same time others organizational members also require to be actively involved in monitoring and managing their emotional reactions. Implementing strategic decision, merger and acquisition require lots of high demand emotional intelligence. The two HR functions play a vital role in integrating the emotional intelligence that in return lend a hand to the organization to achieve its goals and thus leading to organization effectiveness. The key elements of organization effectiveness are strategy, leadership, culture & value, engaged employees and customer experience all could be achieved with the help of emotional intelligence. The strategy with emotional intelligence would help the organization to decide the role, purpose, and strategic direction that summarizes the work of the organization and/or division being clear and appropriate. Leadership would facilitate the organization in right decision and concern for the people with understanding of emotions and controlling own emotions at challenging situations. The customer's relationship would be enhanced and increase in the productivity with the understanding of emotions of the customer's. The study filled the gap by analyzing that HR functions are successful in implementing the emotional intelligence in the organization.

RECOMMENDATION

- The implementation of psychometric testing at the time of recruitment and selection would definitely assist the organization to decide on the candidate with high emotional intelligence.
- The standard training program on emotional intelligence would definitely facilitate the employee to execute better and right decisions.

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