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**INCLUSION OF EMOTIONAL
INTELLIGENCE TRAINING AS AN HRM
STRATEGY FOR EMPLOYEES WELL-
BEING**

INCLUSION OF EMOTIONAL INTELLIGENCE TRAINING AS AN HRM STRATEGY FOR EMPLOYEES WELL-BEING

ABSTRACT

In today's world of cut throat competition, it has become very important for organisations to nurture, develop and engage their talents in the best possible manner. Emotional Intelligence is defined as a person's ability to manage his feelings so that those feelings are expressed appropriately and effectively. Recent research indicates that emotional intelligence has a strong impact on the engagement level of employees. Therefore, nowadays organisations are focusing on measuring the emotional intelligence of employees during hiring and selection process to determine the best role fit and attitude of employees. The demands of work life have changed and increased, and the business environment is more fast-paced and dynamic, which has forced companies to put more effort on the development of human resource (HR) strategies and training. The change in the business environment requires managers to have new skills that help them to respond to the needs of their teams, such as emotional intelligence (EI) skills. The purpose of this study is to understand the relationship between emotional intelligence and wellbeing by HRM strategy for better employee wellbeing in the organisation.



Key words: Emotional intelligence, HRM strategy, Employee wellbeing.

INTRODUCTION

There is a growing need for emotional intelligence (EI) skills in work life. In recent years, organisations and the environment we work in have changed and become more fast-paced and knowledge-intensive, and the role of social interactions has increased. Although Emotional Intelligence provides many benefits to project managers, the project managers may use the EI for manipulating those around them. If they are fully aware of their employees' feelings, they might be good at controlling their emotions and hiding their true feelings. In other words, the EI can be used in a negative manner by the manipulators. For example, a project manager with high EI may mislead project executives, board members, and project sponsors to make wrong decisions in order to get approvals that would be declined.

Emotional intelligence provides many advantages to professionals in project management and in their personal life.

- **Helps to take control of the conflicts.**
- **Creates a positive working environment and contributes to teamwork**
- **Develops a common vision among team members**
- **Helps to perform successful change management**
- **Helps to control stress**
- **Improves communication and collaboration**

Emotional intelligence has better teamwork. Emotionally intelligent employees value their co-worker's input and ideas and are more likely to trust them as well. When they have to work in a team, they are considerate, thoughtful, and respectful, which is ideal for any employer. It has a better workplace environment that is made up of emotionally intelligent employees and helps boost morale in the workplace. The company culture also tends to be much stronger when the office is full of staff who respect and get along with one another. What's more, the office becomes an area where people enjoy what they do as well as enjoy the company of the people they work with. It has greater self-awareness where people who are emotionally intelligent know their strengths and weaknesses. They can take feedback and use it to grow and improve as a person. Managers are used to dealing with people who become defensive when they receive constructive feedback, which can lead to frustration and get in the way of productivity. Other times, employees have a hard time understanding their limitations. People with high emotional intelligence are self-aware and therefore know what they are capable of achieving in a certain amount of time while others tend to over-promise and under-deliver. It has greater self-control; emotionally intelligent people know how to handle difficult situations. Whether it is dealing with a superior who doesn't like the quality of your work or a client who is unhappy, there are bound to be situations at work that are not easy to deal with. In these situations, it is important to stay calm and avoid an emotional outburst. People with high emotional intelligence know that acting irrationally or negatively will only cause the situation to escalate. They can practise restraint and display their emotions in a controlled manner only when it is called for. Social awareness helps an individual improve emotional intelligence and well-being. It is grounded on our ability to recognize and understand the emotions of others. With practice, social awareness will help the individual better be able to "read the room" and gauge a response that is "connected" with the persons involved. Relationship management for emotional intelligence

Improves ability to communicate in an assertive, respectful, and non-defensive manner, particularly when providing feedback or managing interpersonal conflict. Emotional intelligence (EQ) will become mainstream in 2021, as certain applications of AI better handle many tasks and humans strive to cope with the increasing pressures of modern life. EQ will become a more critical skill set for executing higher order tasks and innovative thinking.

What is Emotional Intelligence?
Emotional intelligence or EI/EQ is the ability to "understand and manage your own emotions, and those of the people around you," according to Daniel Goleman an American psychologist renowned as the Godfather of EQ.

Why is it Important?

- Leaders who can work with others well can foster individual, team and organizational success.
- When we're in touch with our emotions we're at choice. We are able to take control of our emotions and our actions, rather than letting our emotions control us.

80%-90% of the competencies that differentiate top performers are in the domain of emotional intelligence.
- Daniel Goleman

Emotional Intelligence

What Makes Up Emotional Intelligence?

- Self Reflection
- Self-Soothing
- Empathy

Five Characteristics of Emotionally Intelligent People

1. Change Agents: Aren't afraid of change or taking a risk
2. Self-Aware: Don't let weaknesses hold them back, they know what they're feeling
3. Empathetic: Can relate to others
4. Balanced: Know how to maintain balance and practice self care
5. Gracious: Glass half-full mentality and they feel good about their lives

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Well-being

Mental health problems have an impact on employees and businesses directly through increased absenteeism, negative impact on productivity and profits, as well as an increase in costs to deal with the issue. It is increasingly being recognized that the mental health of employees is a crucial determinant in their overall health and that poor mental health and stressors at the workplace can be a contributory factor to a range of physical illnesses like hypertension, diabetes and cardiovascular conditions, amongst others

In the past few years, we've seen industry leaders' rise to the call for more employee wellness programs by providing more resources and conversations around mental health, easier access to telemedicine support, and even special "wellness rooms" in the office. These initiatives are exciting to see and surely have positive effects over time but can quickly get expensive and are time intensive.



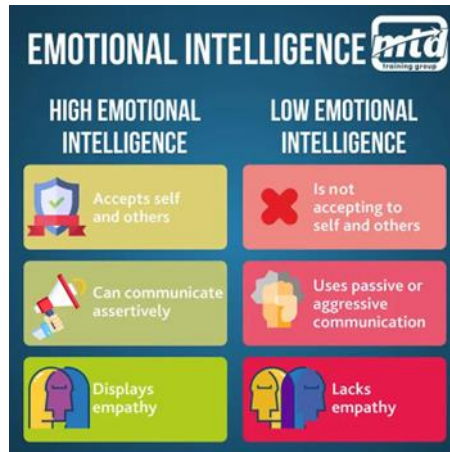
HRM STRATEGY FOR WELL-BEING

HR professionals know that people, employees or human capital—are the heart of any successful enterprise, especially in tough economic times. People provide creativity and innovation, but these intangible contributions are rarely reflected in financial statements. Unlike structural capital, human capital never really belongs to the firm. People can walk out the door at any time unless companies find ways to keep them. Human capital drives every aspect of an organisation's operations, from technology and product design to distribution networks and service delivery. Considering the vital role human capital plays in a firm's ability to compete in the global economy, HR professionals are always seeking new ways to tap this potential. One way to build competitive advantage for your organisation is to improve the health status and well-being of your employees.

It's never been more important to prioritise employee health in the workplace. In a post-pandemic landscape, workplace dynamics have changed drastically, leaving workers feeling lost, unmotivated, and unproductive. As we spend more time in front of Zoom and less time with our colleagues in the office, regular team-building workshops, exercise breaks, and work aids are imperative as businesses move forward.

Promoting workplace wellbeing will result in a happier and healthier workforce, dedicated to producing success both in and out of the office.

IMPACT OF EMOTIONAL INTELLIGENCE TRAINING ON EMPLOYEES



- **Emotional intelligence creates stronger team environment:**

Mutual understanding is a key component to successful, strong teams in the workplace. And understanding is about far more than being able grab the correct take away from a mass email. Team members with a higher EQ are more likely to make accurate interpretations of written messages, in-person interactions and those unspoken sentiments that can come from meetings. A strong team communicates with less effort, and because there is no feeling of belabouring points to get them across, the team members have more time to focus on essential workplace functions.

- **Employees work in an organisational culture that support learning:**

Emotional intelligence training should be viewed as any other training opportunity. It is something the company lays on to improve staff skills for the benefit of the firm, as well as the individuals. By providing EQ training for team members, you as the employer boost the feeling that your workplace cares about the development of staff through supported learning opportunities.

- **Employees intelligence training predict performance and leadership skills:**

Leadership is all about being a people person, which means those with a higher EQ are more adept at handling leadership positions. Using the participation level and engagement

information that a good emotional intelligence training can provide, you should have a clearer idea which team members are likely to shoulder the burden of leadership with grace.

▪ **Emotional intelligence training identifies the area for improvement**

Every annual evaluation cycle presents difficulties for those who are at the top of their game professionally. Emotional intelligence training can present a unique opportunity for those employees who have reached a crossroads or plateau in their professional development, offering them a chance to develop themselves personally for the betterment of the firm.

▪ **Emotional intelligence reduces overall stress**

Even the best workplaces can be stressful from time to time. By giving your staff the tools to improve their emotional intelligence, you keep the inevitable stressors of the workplace in check. Those with a higher EQ are better at “self-management,” which means they are more in control of their own expectations and reactions where colleagues are concerned. Additionally, those who have good emotional intelligence are more socially aware, making them more capable of handling interpersonal relationships and team dynamics.

RESEARCH OBJECTIVES

- To understand the relationship between emotional intelligence and employees' wellbeing.
- To understand the effectiveness of emotional intelligence as an HRM strategy in a stressful environment.
- To understand the need of emotional intelligence training in the present working culture.



HYPOTHESIS

H0: Inclusion of emotional intelligence training does not act as an HRM strategy for employee's wellbeing.

H1: Inclusion of emotional intelligence training acts as an HRM strategy for employee's wellbeing.

REVIEW OF LITERATURE

INTEGRATING EMOTIONAL INTELLIGENCE TRAINING TO STRATEGIC HRM V Pertulla-2021

The purpose of this study is to improve the integration of EI training as part of the company's HR case strategy. By studying the ways in which HR processes can be improved in management perspective, and, moreover develop a feasible training program that can be used in practice by studying management ideas and about the current state of HR strategy, training and their ideas about the role of EI in Company. The company responsible for the study is Lindstrom, a textile company owned by a Finnish family with about 1700 employees in Finland, with a newly renovated company and HR strategy, with strong emphasis on caring for their employees and their well-being (Lindstrom Group, 2020). In a broader sense, the contribution of the research is that it can offer suggestions for creating and providing effective EI training and helping companies improve their SHRM processes and HR strategies. In addition, this study will contribute to the estimation of a small sector of sustainable human resource management, in view of the social sustainability of. Company.

According to Hannele Huhtala, Marjo Riitta Parzefall has mentioned in their article - A Review of Employee Well-Being and Innovativeness: An Opportunity for a Mutual Benefit which was published on 17 August 2007.

As per the article it develops a conceptual framework to improve the theoretical understanding of the relationship between work-related requirements and resources, employee well-being, and innovation. Under conditions characterised by excessive demand, employees can suffer from burnout. If workers have a lot of work resources, they tend to be busy with work. Second, burnout can be seen as an inhibitor of innovative abilities, and work engagement and demands on innovative abilities. In addition, they argue that innovation can **act as a resource or demand, depending on how it is managed.**

Rajgopal T. (2010). Mental well-being at the workplace. Indian journal of occupational and environmental medicine

It is increasingly being recognized that the mental health of employees is a crucial determinant in their overall health and that poor mental health and stressors at the workplace can be a contributory factor to a range of physical illnesses like hypertension, diabetes and cardiovascular conditions, amongst others. In addition, poor mental health can also lead to burn-out amongst employees, seriously affecting their ability to contribute meaningfully in both their personal and professional lives. Mental health problems have an impact on employers and businesses directly through increased absenteeism, negative impact on productivity and profits, as well as an increase in costs to deal with the issue. In addition, they impact employee morale adversely.

Data from different countries around the world indicate that mental health problems are a cause of a number of employees dropping out of work. In the Netherlands, around 58% of the work-related disabilities are related to mental health. In the UK, it is estimated that around 30–40% of the sickness absence is attributable to some form of mental illness.

According to Tingting (Christina) Zhang, Jay Kandampully and Hye Yoon Choi in their articles - The role of employee wellness programme in the hospitality industry

The article focuses on the hospitality industry, where employees are critical to firm success, through their intimate interactions with customers to create memorable experiences and relationships. A nascent strategy adopted by many hospitality firms seeks to increase employee engagement and commitment through employee wellness programmes. Despite growing recognition of the concept of wellness in the workplace, limited studies discuss the topic systematically. This nascent research stream requires a better understanding of the role of wellness programmes and their influences on employees, customers, firms, and society. Therefore, this study offers a detailed review and synthesis of key concepts and existing knowledge in the industry, which produces a framework for further research, as well as managerial implications.

Investigation of HRM Strategy and Job Satisfaction on Increasing Employee Performance

(Hasan Uddin, 2021)

One of the elements to progress in the market is offering consideration more to human assets the board. Writing records that HR in an organisation plays a vital part and could give a

cutthroat situation to the organisation. It is accepted that representatives could make an advantageous position for the organisation. Hence, many organisations treat their representatives as significant resources. Seeing the above conditions, human asset executives are required by organisations to oversee and conquer issues connected with the circumstances undertakings, and conditions of HR or workers in an organisation.

Representative work fulfilment is an individual's mentality towards his work which can be as a positive or negative demeanour, fulfilment or disappointment. A fulfilled representative is less inclined to be missing, make a good commitment, and remain with the co-workers might be missing on a more regular basis, may encounter pressure that upsets co consistently look for other work (Hara Job fulfilment is an uplifting outlook from the labour force including sentiments a towards their work through the appraisal of one of the significant upsides of the gig (Afandi, 2018).

As per Nuraini, (2013), work fulfilment is work fulfilment delighted in a task that gets acclaim, work results, situation, treatment, gear and a decent workplace. Representatives who like to appreciate work fulfilment at work will focus on work over compensation despite the fact that compensation is significant.

As per (Afandi, 2018),

- 1) A task fulfils work somebody does whether it has a good component,
- 2) Received by an individual because of seen need for reasonableness,
- 3) Promotion: The chance of advancement. This connects with the presence or nonappearance of chances for c working,
- 4) Supervisor: Someone who generally provides requests or guidelines in the execution of work., and
- 5) Colleagues: Someone who generally cooperates in the execution of work. An individual can find his associates extremely charming or disagreeable.

The review settled the issue of the connection between the procedure of human asset the executives and occupation fulfilment on worker execution. The outcome demonstrates that the system of human asset the executives and work goals influence decidedly and fundamentally representative execution. This shows that to work on the quality and amount of worker execution, the organisation ought to think about HRM system and occupation fulfilment. These two mixes would bring about an increment on representative efficiency.

The HR system is important to underline the intuitive connection between business technique and Human asset the executives.

HRP can lessen worker's turnover. The outcome of HRP really matters how precisely the HR division can partake viable HRP with the association's business arranging. Embracing an essential technique to preparing and improvement as opposed to spontaneous preparation and advancement drives turns out to be more designated, quantifiable, and powerful. Vital preparation and advancement are tied in with recognizing, planning and conveying preparing projects to representatives to make them fit for conveying by business procedure It is fundamental to distinguish HR skills and furthermore business needs. Vital execution the executives makes the connection between an association's procedure and culture and its capacity to deal with workers' exhibition to straightforwardly affect business execution. The conventional framework can't guarantee the satisfaction of the business goals. Key remuneration the board works with the arrangement of pay and award framework with business goals. One method for persuading workers is to have a variable compensation rewards framework in view of individual and group execution to add to its business goals.

EMOTIONAL INTELLIGENCE



ANALYSIS AND INTERPRETATION

The theoretical framework of this study aims to present ways to integrate training, and in more detail, emotional intelligence training as a part of HRM. The theoretical framework is presented in the figure below:

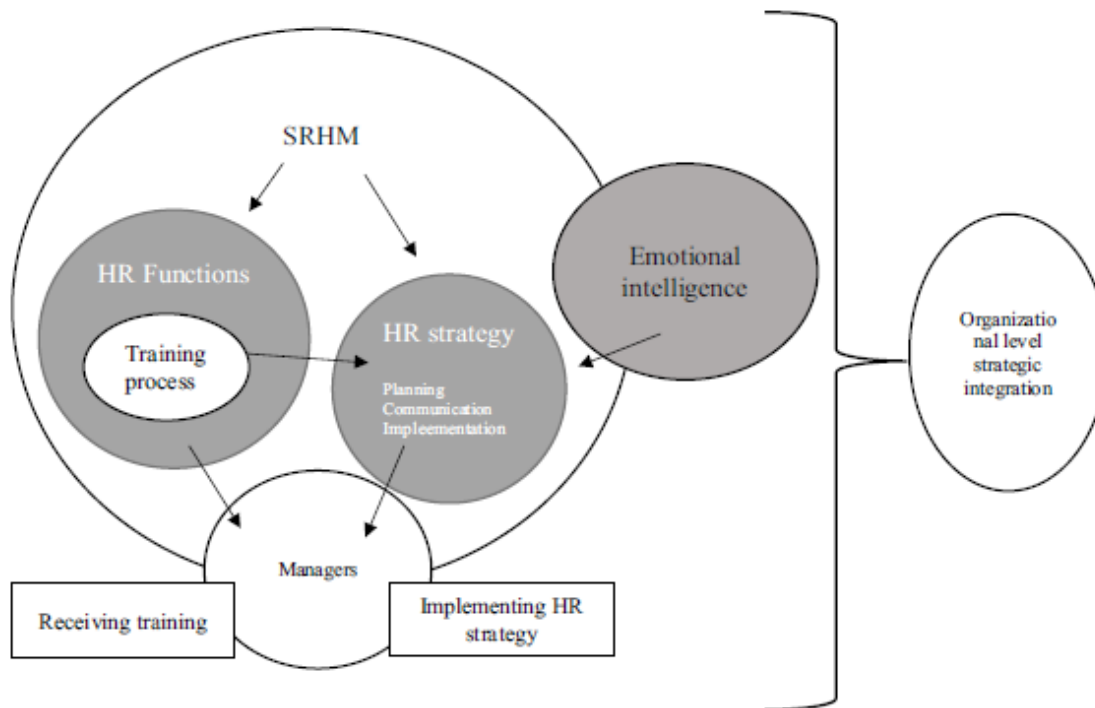
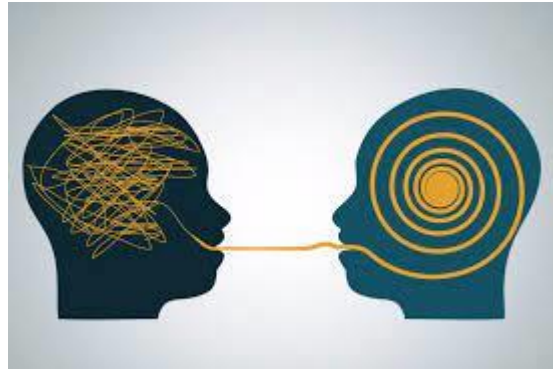


Figure 1. Theoretical framework of the thesis

Analysis was done using secondary data and the Hypothesis is framed for better understanding. Here are the examples of certain companies who have included emotional intelligence training as a tool for enhancing the wellbeing of the employees in the organisation.

Accenture

Accenture cares about both the minds and bodies of its employees. The business management consultant company offers employee assistance programs, which provide confidential support for issues like stress, substance abuse, depression, and anxiety. Additionally, employees are offered Teladoc services, where they can ask a physician any health-related question 24/7. As for fitness, Accenture's innovative wellness program allows employees to set health goals and offers rewards for completing healthy activities. They make it pretty easy to do, too, as the company offers special rates and discounts for gyms and fitness centres as well as an online fitness program, so employees can work out anytime.



Microsoft

It's all about health at Microsoft. Not only does the company offer education and resources for smoking cessation, weight management, and fitness training, Microsoft will also fund your gym memberships or fitness-related equipment and activity purchases while also providing free Zumba classes, onsite walking and running tracks, along with basketball, volleyball, and baseball courts. Additionally, Microsoft holds "Know Your Numbers" health screening events that provide employees and their spouses with screenings for heart disease, diabetes, cholesterol, and blood pressure, along with mammograms and flu shots. The Microsoft campus also offers health-care services, including onsite clinics, optometrists, and pharmacists. The Microsoft CARES employee assistance program also offers free personal and family counselling, stress management, and referrals for child and elder care. The cafés come stocked with healthy dining options, including a new "Really Easy Wellness" labelling system to help employees easily identify healthy food options. Even better, though, Microsoft offers onsite grocery and dry cleaning delivery, too. Not to mention, Microsoft has a mentorship program, employee source groups, networks, and social groups to build a sense of community and camaraderie among co-workers.

Google

Google's campus offers an all-encompassing wellness program featuring onsite healthcare services, including physician, chiropractic, physical therapy, and massage services, as well as access to fitness centres, classes, and community bikes. You can even pick up new personal and professional skills by taking cooking classes, coding degree programs, or guitar lessons, to name a few of the cool classes Google offers. The campus cafés and micro kitchens are stocked with nutritious, colour-coded meals and snacks, and provide smaller plates to help with portion control. The search engine powerhouse also offers its workers financial wellness resources,

such as access to financial advisors and financial planning services. Not to mention, employees are granted flexible hours, vacation time, and volunteer time, helping Googlers achieve work-life balance.



Facebook

The Facebook campus lends itself well to being an environment that encourages physical health. There's a fitness centre. And there are bikes – lots of them! The company provides them to help employees get around campus and to take advantage of the health benefits that regularly being out in the fresh air and cycling offers. At the same time, it's part of the company's efforts to reduce its carbon footprint. The company's taken a rather quirky approach to employee vending machines; rather than offering the usual fizzy drinks and bars of chocolate, Facebook has installed vending machines that provide all the parts you'd need to repair a bike! As well as physical fitness, the company encourages several other wellbeing initiatives including enabling employees to volunteer in the community. It's built firmly on the belief that incorporating the idea of 'giving back' into wellness initiatives is positive for both society and employees.



Apple

The company's HR department has been dedicated to fostering excellent employee relationships. As a result, HR departments have put a lot of money into programmes that will prevent workplace violence while also investing in training programmes that will improve employee growth and relationships. And Apple company initiates emotional intelligence in terms of stages or the phases for meeting the long term goals and objectives.

Forming phase inculcates in Assuring that members collaborate effectively during the creation of a new product. Apple divides its staff into teams to guarantee that work is completed quickly and efficiently. As a result, middle managers always put together groups of people with complimentary abilities to ensure that they achieve a common goal.

The company's storming stage is always fraught with disagreements caused by members displaying their unique talents. As a result, line management plays an active role at this stage, settling any issues and ensuring that the company's objectives are properly communicated.

The standardisation phase in business has always involved people addressing their differences, acknowledging each other's differences, and working collaboratively to ensure products are completed on time. The standardisation phase also involves teams adjusting their capabilities to ensure their products are top quality in the market.



DRAWBACK

It seems as though more and more employers are investing in emotional wellbeing programs each year. But if this is the case, why do mental health issues continue to be a problem among workers? It may be that the programs are not explicitly addressing the most common barriers to emotional wellbeing, which include:

- **Lack of education and training.** A survey found the most common barrier to achieving an emotionally healthy workplace is lack of appropriate skills in managers. Therefore, investing in more training and education around mental health and wellbeing can help break down this particular barrier.
- **Fear of stigma.** Even though the conversation around emotional wellbeing is becoming more commonplace, that doesn't mean the stigma around mental health issues doesn't exist. In fact, research has found that mental health is the issue Australian workers feel most uncomfortable discussing with their managers.
- **Access to the wrong resources.** Finally, it may also be the case that you're not offering the resources that employees actually need to improve their emotional wellbeing. Unless your decisions were backed by feedback and data from your workforce, there's a good chance that your employee wellness program isn't aligned with people's mental health priorities.
- Finally, common personal issues outside the workplace (e.g., a pregnancy, a relationship conflict, a death of a loved one, etc.) may also indirectly affect employee wellbeing. Background, preference, and personal factors indicate the complex nature of employee wellbeing. No matter how hard you try, you'll never be able to perfectly control all essential well-being elements because every single case is unique. However, you can take steps to ensure a healthy work environment for your employees.



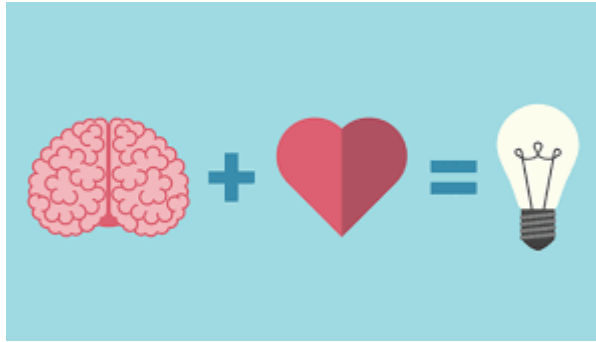
CONCLUSION

In conclusion, due to many challenges that are faced by the human resource departments, there is need for organisations to adopt correct and workable policies that will not only ensure they alleviate these challenges, but also develop mechanisms of dealing with such challenges in case they occur in the future and Having a work unit well-being champion, coupled with an organisational commitment to employee well-being, will associated with better employee

engagement, satisfaction, and perception of their personal well-being, as well as more favourable perception of the organisation, strongly supporting the multilevel benefits of a robust well-being champion program.

Although little data currently exists in this area, the integration of emotional intelligence into diversity appears to be worth trying. It has the potential to make a significant impact in the knowledge gained by students as well as their ability to deal with the diverse environments they will face. Increasing the level of emotional intelligence will allow for better self-reflection and enable students to benefit from the input and experiences of others. Simply seeing how others from different backgrounds interpret the same information in different ways can inform and broaden the student's perspective. This allows them to view and make sense of the diversity issues from multiple perspectives which, in turn, will better inform their decision-making and interactions with others. In addition, emotional intelligence will facilitate the development of interpersonal and critical thinking skills as they process the information and build better awareness of their own as well as others' emotions. This will provide them with a broader base of knowledge as well as the tools to handle the complexities of diversity issues where there are few clear-cut, black/white answers, but many shades of grey.

Future research needs to continue to address the current challenges relating to the changing nature of work and the implications this has for HR professionals globally, and for employees themselves. Issues around technology and the blurring boundaries between work and life; around different patterns and conditions of work, such as shift work and zero hour contracts, to name but a few, all play a role. A greater understanding of how to develop and enhance relationships at work, particularly between employees and line managers in diverse, multi-generational and sometimes widely dispersed workforces is imperative if the sustainability of the workforce is to be ensured. By incorporating EQ training in the employee wellness programs organisations can focus on each person that makes up the team, they can gain a competitive advantage over other companies who are wondering why their team members don't get along or lack motivation.



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