

# HR Transformations: Emotional Intelligence and its impact on job performance in the current scenario

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**Abstract:** Emotional intelligence is a combination of self awareness, self regulation, self motivation and possession of social skills. In the globalised era of education and employment, the role of emotional intelligence is gaining the significance day-by-day. The situation is becoming compelling to inhibit the essential qualities for an educationist and employee to adapt for personal growth and achievement. Gone are the days where the rote learning and routine performance in profession and in learning and implementation is a reason for recognition and reward. In the technology dominated society, working with machines and getting imbibed with the digital environment is inevitable. It is essential to design self for minimizing the gap between the knowledge and the performance in the job. Enhanced productivity with psychological stability of an individual is the need of the hour for developing the skills that demand the situation. Job skills along with emotional well being are one of the significant factors of success of an employee and the organizational sustainability. Reading other people's cognition, intelligence and reacting according to it is one of the crucial factors in attaining success in personal and professional life. This paper mainly focuses on psychological factors of emotional intelligence and its impact on job performance in the current scenario.

**Keywords:** Emotional intelligence, Profession, Organizational sustainability, Psychological factors, Digital environment

## 1. INTRODUCTION

Emotional intelligence is the most significant factor and the need is increasing day-by-day. The performance of an employee is evaluated not only fulfilling the duties and responsibilities assigned but also on the human skills and the interpersonal relationships that prevail in an organization. Emotional intelligence is dependent on the human potential and expression of thoughts, emotions and feelings to others. The pandemic had impacted a lot in transformation of emotions, and compelled to become adaptable to the digital environment till date and might prolong further. Many challenges were faced by the students, employees especially in specific sectors where the digital work was the only possibility. The preparedness about the understanding of the receiver about any message through the devices was a tough time to get through. The learners who were naive in digital means and online communication moved from the routine to the unpredicted spell during Covid-19. A challenging situation arose that work from home strategy was the only source for earning and learning with difficulties in making that environment convenient. The fluctuations in the job performance are the reflection of low EI and exploration of unproductive behaviour. It is the outcome of the job performance, organizational commitment, job satisfaction and employee behaviour and educational institutions, universities. Emotional intelligence is a reliable factor for enhancing the effectiveness of employee and organization. The productivity and the efficiency of the organization are dependent on the concept of emotional intelligence and implementation at work place and in personal life. High level of motivation is needed for the employees to perform better and attain organizational goals.

## 2. LITERATURE REVIEW

The concept of emotional intelligence is prevalent in majority of the aspects of life of an individual. The drive for achievement, perception towards the tasks, work environment that enables the employee to perform better, communicates better with deeper understanding even in difficult circumstances. Based on previous work, Bar-on (2000) viewed emotional intelligence as a cognitive intelligence which is defined as an array of emotional, personal and social abilities and skills that influence an individual's ability to cope effectively with environmental demands and pressures. "EI plays a regulatory role between psychological capital and organizational citizenship behaviour" (Pradhan et al., 2016). Emotional intelligence is the ability to perceive one's emotions and to effectively manage one's behaviours in emotionally charged situations. The ability to recognize and manage our own emotions as well as the ability to identify, understand, and influence the feelings of others (Daniel Goleman).

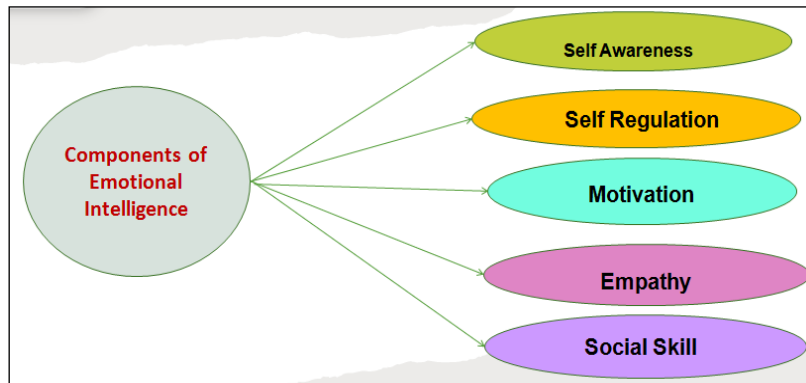


Fig 1. Components of Emotional Intelligence

The major psychological components that make the employee transform to the core are self-efficacy, confidence, optimism and tenacity that drives towards the core performance. Emotional intelligence is a powerful psychological skill that can affect behaviour and performance in important ways (Brown, 1997). The mental ability can promote the positive behaviour and thinking contributes to the better human capital in interpretation of activities in different environments.

### 3. FACTORS OF EI FOR ENHANCING JOB PERFORMANCE

**3.1 Self Awareness:** The ability to see self through reflection and introspection that effects own performance. This gives clarity and sense of purpose that can set a course of action. This helps to identify the strengths and limitations that boost self confidence. It also aligns our self image with a larger reality.

**3.2 Self management:** Managing self with stress that are work related or person related is the most significant factor for getting accustomed with the situation for enhancing the performance. It is also important to self evaluate thoughtfulness, self discipline and controlling emotions under stressful situations also.

**3.3 Self regulation:** In the globalised word, there is a need to express the emotions and feelings to others such that the harmonious relationships prevail at the work place. Flexibility, adaptability and readiness for change are the crucial factor for self regulation. This is helpful in overcoming in the difficult situations. It is important to express our emotions at the same time it is also important to understand and impacts the receiver end about the message in the long term.

**3.4 Motivation:** Being intrinsically driven towards the work with passion, zeal and enthusiasm, ready to grab the opportunity with optimism and resilience and committed to the goals of the organization. The active listening skills in performing a task, presenting a positive attitude, responding instead of reacting to any emotion or a conflict, communicating in assertive way makes the employee to stand apart from the crowd that impacts the better performance of an employee in an organization.

**3.5 Empathy:** The ability to communicate by understanding the feelings, emotions and thoughts from the receiver's perception. This is landing in the other's shoes while communicating. This helps to maintain stronger relationships, develops trust and transparency, better health and quality of life in attaining success at the work place.

**3.6 Social skills:** Healthy interaction and communication in working in teams with collaboration and coordination for the attainment of the goals of the organization. This also preserves relationships among the supervisors, peers and colleagues at work place. Social skills build a common identity in for shared vision and motivation for the organization commitment.

### 4. ADVANTAGES

**4.1 Better Coordination:** A good team and the rapport developed among them create a competitive edge and foster the talent and performance in the career ladder. Psychological strength along with the physical fitness of the employee is equally important to have interpersonal relationships among the members of the team. Collaborative work environment is an asset for the top management and there is a possibility of unanimous decision making in minimising errors and conflicts that might affect the productivity and efficiency of the organization.

**4.2 Pleasant work environment:** The ambience and the work culture of the organization impacts the performance. It is the most reflecting factor that motivates the worker intrinsically and helps to communicate and think better for performing tasks and fulfilling the responsibilities. This is a motivator for improving communication and behaviour that maintains the emotional balance of the employee at work.

**4.3 Readiness to change:** Change is constant by nature. The recent unexpected transformations in many sectors brought a drastic change that redesigned the life of an individual that can be termed as "new normal". The current trend

is majorly dependent on technology, devices and innovation. Recent changes in the pandemic, the medium of communication controlled the sender and receiver with the message understood by the receiving party. Reading the mind of the receiver is one of the tough tasks in order to have blind communication without the intention of the receiver. It is important to observe from the perception of profession that a smooth flow of messages might have been a reliable source to work better besides acquiring the skill of emotional commitment in the virtual environment.

**4.4 Analysis on emotions and behaviour:** It is a benefit for every employee to make a self analysis on what the context is going to be and the response from the receiver. This reminds to “Think Twice before You Act” concept as the mode of communication has changed drastically and the people got accustomed to the latest means that expect to learn by default. Gestures and actions are the combination in talk today.

**4.5 Competitive edge in performance:** Minimization of gap between skill and performance is the most crucial factor for enhancing the job performance in the current scenario. Competition exists not only with fulfilling duties and responsibilities at work but also with mastery of skills, abilities and knowledge in understanding the cognition of the employees in an organization. Being patient and controlling impulsive behaviour impacts positively on the employee conduct and performance.

## 5. RECOMMENDATIONS

**5.1 Being compassionate:** Compassion, coordination and collaboration with the workers motivates them to communicate better in sharing view and ideas. This also develops empathy, interpersonal skills and leadership skills that help to identify their strengths in decision making and implementation at work.

**5.2 Self analysis for improvement:** Identification of personal thoughts, feelings and emotions and to make changes if needed is the guiding factor for every individual. To retain the positive identity and recognition it is important to recall and analyze own thoughts and the experiences and make conclusion with the extended thinking and evaluation.

**5.3 Stress management:** Stress is inevitable in normal life at any workplace. It is an apprehension and a fuzzy word that distracts the routine, affects the confidence, influences thinking, causes ill health and hampers personal productivity. It is minimized with the pleasant working environment, inclusion of physical activity, yoga, meditation and healthy diet with sound sleep that rejuvenates thought process drives towards positive thinking.

**5.4 Better self control:** Having good control over the senses, thoughts and feelings is the reviving factor to rethink and act according to the situation demanded. Confronting unforeseen situations at work and in personal life and with the imbalance of emotions and behaviour reflects the real time work performance and handling emotions with an untimely response and stress or burnout, These situations influences the individual to lose the control and impression even with the better performers in their job.

## CONCLUSION

The need of the emotional intelligence is increasing day-by-day and it is gaining importance extensively. There is a scope for acquiring new skills that are mandatory to get accustomed in both physical and digital working environment. In the hyper connected world, working with devices is as equal and important as humans. It is a known fact that human resources with latest skills and talent are an asset of the organization, maintaining harmonious relationships is the challenge in an innovative organization with the acceptance of changes, grabbing the opportunity and performing better for individual and organizational development. Overcoming the hindrances and fostering emotional commitment is the need of the hour for developing emotional intelligence. It is also important to read the mind of the receiver for the message communicated and understand the psychology of the working environment and adaptable to the environment.

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