

Importance of Emotional intelligence in Managers from Automobile Manufacturing Industries: A Literature Review

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Abstract: The paper traces the importance of Emotional Intelligence (EI) in Managers from Automobile Manufacturing Industries and provides the review of literature of the same. Emotional intelligence is very crucial in personal and professional success. It helps in better planning, decision making and executing work harmoniously. Managers being the core of any organisation are involved with other employees in every level of execution. It is important to study the importance of emotional intelligence and to develop training modules to create appropriate intervention programs to enhance their emotional intelligence for managerial development (Sadri, 2012). This can indeed help to build the image of an industry, employee success, bring in effective work environment and help escalate business to meet global competition (Jorfi et al., 2010). There is a huge need to study emotional intelligence among the managerial segment in automotive industries in India and focus on intervention programs in Emotional intelligence for managerial development and not only focus on technical training and development.

Keywords: Emotional Intelligence, Literature Review, Managers and Automobile Manufacturing Industries.

I. INTRODUCTION

Automobile industries in India have gained its importance in the global perspective as it is one of the largest automotive industries accounting to 23.96 million vehicles during 2015 - 16. It has accounted to more than 7 percent of GDP. In the last two decades it has created huge job opportunities to manage large scale production and service required for maintenance of vehicles hence, creating a huge demand for human capital (Sivaramakrishnan & Thaiyalnayaki, 2019). The fifth industrial revolution gave rise to employee specific job search and work in their specialized work domains, which is advantageous for both the industry and the employees. Industry employee's were given prime importance in the production process and their well-being as they perceived it as important in achieving societal goals, where the boundary of the planet is respected and as a resilient provider for creating wealth by directing conscious production. This period was marked to serve humanity as dehumanization, best practices of innovation and technological advancement bend back to help the workforce which is a contrary in the industry (Chin, 2021).

Emotional intelligence has been considered as an important soft skill and crucial to enhance this skill among the work force in the industry. It helps to predict and improve the quality of life by improving life skills of the individuals by understanding, analysing and managing emotions of self and others around them (Gayathri, N., & Meenakshi, K., 2013). In the current industrial scenario, there is volatility in business conditions, huge requirement for adaptability, diverse workforce, dynamic change in technologies, stringent laws, and policies with which the industry needs to function at its optimal level to meet the demands from the global market. While the entrepreneurs bring in the funding and resources, it is the managers who investigate the aspects of planning, execution and allocating the resources. For an industry to function effectively managers are responsible for smooth functioning by taking care of the processes and the execution. Managers have huge responsibility to cater to the need of the employees, to help navigate and to execute the plan, deal with challenging situations, in making decisions, and maintaining good interpersonal relationship with the other employees. This requires a good understanding of self and other employees around them to work as a team towards a common goal. Emotional intelligence is vital for self-growth and helping others grow in the same space for the betterment of an industry.

In the last two decades of research corporate organizations don't that emotional development i.e. the ability to regulate emotions is a positive trait, which aids to positive workplace performance. Studies show that employing individuals with higher levels of emotional intelligence is associated with financial gains. Researchers also believe that emotional intelligence is important for learning in an organization and achieve global goals. They suggest intervention programs



should involve personal involvement of employees where they undergo training through discussions, personal interviews, role plays, group activities and simulation sessions as this would encourage non-judgment behaviour and build in self-control (Mishra, 2010).

There is a massive need to study the importance of emotional intelligence in managers in the automobile manufacturing segment as most of the trainings involve technical training in terms of technology development and software up gradation. There are very few research articles pertaining to the importance of emotional intelligence intervention among managerial segment in automobile manufacturing industries. The need of the study is to understand the importance of Emotional Intelligence among the managerial segment in the automobile manufacturing industries and to understand the benefits for the personal and professional growth of the employee's and also for industrial development which could act as a win-win situation.

II. LITERATURE REVIEW

Chin in 2021, conducted a study to understand the light provided to human intelligence at workplace in the 5th industrial revolution. The purpose of the study was to examine the influence soft skills among the workforce to prepare them to perform well in the industry. Emotional intelligence was identified as a soft skill in this study. Study involved 110 executives to be a part of the study. Results showed that emotional intelligence does influence the executives to perform better at workplace. Also that emotions direct cognition and emotional recognition and expression have high impact on employees' performance.

Chandrachud, S., & Thaiyalnayaki, N., 2019, conducted a study on emotional intelligence and performance of managers in manufacturing industries with respect to Indian automobile manufacturing segment. This sample survey showed significant difference between emotional intelligence and performance with respect to cordial relation and social awareness. Researcher believes there are three main qualities to be efficient managers; they are emotional awareness, emotional management and emotional peace that help in achieving management set goals. Emotional intelligence can be learnt through conscious efforts.

Kulkarni et al., 2019, in the city of Belgaum conducted a study which focused to understand the supervisor's and managers' emotional intelligence and the performance level on the job at an automobile retail unit. Results showed the performance level of managers and supervisors was impacted by emotional intelligence. It was also seen that the managers and the supervisors had moderate to low emotional intelligence and were not able to manage their emotional intelligence and their ability to perform on job dropped. Emotional intelligence skills had to be enhanced to improve employee productivity and image of the organization. Management was suggested to employ managers and supervisors with better emotional intelligence and to provide an intervention program to develop the emotional intelligence skill among their employees in their organization.

Pradhan et al., 2017, studied relationship between organizational learning and adaptive performance. It also examines the role of emotional intelligence in organizational learning. Purposive sampling method was implemented to select 284 executives for this study. Results showed there was significant relationship between adaptive performance and organizational learning, and it was highest among the executives with high level of emotional intelligence. Study highlighted that emotional intelligence is important for organizational learning and adaptive performance among employees.

As there are limited research studies in the automobile manufacturing segment with respect to emotional intelligence among managers, there is huge scope to study emotional intelligence and how it can contribute to the managerial fraternity and benefit the industry. This could be due to importance given only to technical aspects and neglecting the psychological aspects which is very crucial for human resource development. Psychological trainings can help reduce attrition, improve interpersonal relationships, reduce conflicts, and drive employees towards a common goal. Emotional intelligence is an important factor to determine success in life and to improve interaction among employees and managers thus, shaping psychological wellbeing at work. Studies also show positive impact of emotional intelligence on performance level of employees and managers in the workspace. Emotional intelligence is vital for organization's performance in this competitive global scenario (Jorfi et al., 2010).

III. DISCUSSION

Automobile manufacturing industries in India are thriving to compete in the global market. They require immense support in terms of innovation, technological advancement and well trained manpower. Along with technical trainings there is a requirement for psychological training to deal with mental health and social relationships of the employees in

the industry. Emotional intelligence provides people skills to managers and leaders to function full-fledged in an industry, where EI brings in the ability of self to understand one's own emotions and skills to understand and manage their relationships with others around them. Managers need to maintain relationships with their higher officers, colleagues and their subordinates making it important to function responsibly, along with sensitivity to others emotions and needs at workplace. (Desti & Shanthi, 2015).

There are studies pertaining to emotional intelligence of managers at workplace in the corporate, agro-based industries, educational, health and banking sector which emphasises on the importance of EI for professional and industrial success. Self - awareness and social awareness which are the factors of EI has immense influence on organizational climate and also upholds the credibility of managers at workplace (Momeni, 2009). Another study revealed that executives of BHEL with higher emotional intelligence showed better quality of work performance than their counterparts (Khokhar & Kush, 2009). The teams with higher emotional intelligence have better understanding of the functioning of their organization by managing their emotions well and this makes it important to hire employees with higher emotional intelligence (Stubbs and Wolff, 2008). EI also helps in good decision making by helping the individual to understand and regulate their emotions before making a decision and to act upon it (Vyatkin, 2019). Another study showed positive relationship between emotional intelligence and transformational leadership, which can be an advantage to the industrial process to improve quality of process, products, adapting to new methodologies and technologies to be more effective and produce products with quality and precision (Gardner & Stough, 2002). And another study in the banking sector showed higher emotional intelligence brings in life satisfaction among managers sector (Bedi & Bedi, 2017).

Emotional Intelligence can be improved by learning and practicing it, unlike Intelligence Quotient which is an innate component. This is an advantage to the managerial fraternity to be trained and utilize the skills for the personal growth and development of self and the industry. After understanding the importance of EI it is crucial for the industry to have managers with high emotional intelligence or to provide trainings to help improve the EI of their employees. There is also a need to develop intervention programs catering to the Indian population and also with respect to automobile manufacturing segment.

IV. CONCLUSION

Emotional intelligence in managers is important for personal and professional growth and for the development of any industry. Managers with low emotional intelligence will have poor relationship with the other employees and will have difficulty meeting the targets required in an industry. It is a necessity to hire managers with high emotional intelligence or to train them on emotional intelligence which is an asset to the industry's progress (Druskat & Wolff, 2001). Managers with high level of empathy, social skills, emotional management, and self-motivation have positive impact on employees' performance (Vrontis et al., 2021). It helps in learning organizational skills and adapt to performing an industry. EI can help to increase productivity and performance at work among managers by understanding one's own emotions and of the others, regulate emotions and then respond to attain emotional peace. Managers with high emotional intelligence perform better at workplace; hence intervention programs are equally important for managers along with technical trainings in the automobile manufacturing segment. This study encourages further research on emotional intelligence in the automobile manufacturing segment which provides the scope to further explore human potential and capitalize on it for industrial success.

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