

**IMPACT OF EMOTIONAL INTELLIGENCE ON QUALITY OF SERVICE
IN SELECTED SOFTWARE COMPANIES IN BENGALURU**

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Abstract

Generally software organizational trainings pay attention on improving the technical skills for employees. Contemporary coaching programme has to include programs that are centered on improvement in social relationships classified as soft skills. The importance of Emotional Intelligence (EI) becomes eminent after we take into account the companies that principally depends upon knowledge staff, let's say; software employees. Since EI is very important for recognizing one's own feelings and people of others, for self motivation and for managing emotions in ourselves and in our relationships. The research aims to find out relationship between EI and quality of service in software employees.

KEYWORDS

Emotional Intelligence, Quality of service, Communication Gap, Motivation, Software employees.

PURPOSE

The reason behind the research is to underline the importance of Emotional Intelligence in software industry and how it can add positively towards organizations quality of service, which finally leads to organizational achievement. Only Little attention was paid by organizations towards improving the social / interpersonal skills. By knowing the fact Management should invest on developing soft skills and Emotional competencies among the employee's that will definitely give them strong monetary gains in the longer run. Organization must focus on long term dedicated commitment in order to gain the

productive outcome from these trainings.

RESEARCH METHODOLOGY

Emotional intelligence related questionnaires targeting job related EI and general EI awareness questions were circulated in five different software organizations in Bengaluru.

To assess Knowledge, Awareness and Practices (KAP) of employees personal interviews were also conducted to appraise the impact of EI on the Quality of Service.

INTRODUCTION

Emotions, typically referred to as feelings, embrace experiences like love, hate, anger, trust, joy, panic, fear, and grief. Emotions are related to, but different from, mood. Emotions are specific reactions to a selected event that are sometimes of fairly short length. Mood could be a more general feeling like happiness, sadness, frustration, happiness, or anxiety that lasts for a longer time.

Emotional intelligence refers to people's ability to monitor their own and other people's emotional states and to use this information to act wisely in relationships. This will help employees feel better at workplace.

Software field is considering more of a science not an art where the word "Software Engineering" is still debatable. It is an intellectual activity, a Software engineer must possess utmost sound personal Emotional intelligence skills to use the proposed frameworks and techniques which are required to do Job.

Generally software engineers will spend more time with their computers than their co-employees which leads to a decrease in interpersonal communication within them. Such communication gaps turn into de-motivated human resources exhausting all their efforts in an un-optimized way just to meet the unrealistic goals. Issues like lack of motivation, inability to work along with others, lack of trust, increased dysfunctional conflict, employee Turnover, and decrease in loyalty are results of the current low EI culture at workplace.

Improved quality of the process results in customer satisfaction leading to profitability (benefiting the stakeholders of the company including the employees). By being emotionally intelligent employees improve not only self-awareness but also harmonize and organize the working environment. In this kind of environment excellent team communication, empathy, intrinsically motivated, self-managed and superior social skills can be observed.

RESEARCH OBJECTIVE

This research intends to evaluate worker satisfaction by calculating the EI level of workers operating within the software organizations.

Generally the level of QoS of an organization is judged by the customer satisfaction surveys, but in this research the approaches of measurement in organization's service quality by measuring the employee satisfaction level in the organization.

The idea is that organizations having satisfied workers because of higher EI level can have comparatively higher QoS.

In different words, this research will discover the active correlation between Organization's EI level and its QoS.

HYPOTHESIS

H1 Greater the level of Emotional awareness at organizational level greater will be the performance of an employee

H2 Increase in Emotional awareness associates with high financial gains through customer satisfaction.

H3 Emotionally intelligent working environment results in employee satisfaction, which leads in better Quality of Service.

EMPLOYEES EMOTIONAL INTELLECT DEVELOPS

ORGANIZATION'S EMOTIONAL INTELLIGENCE CULTURE.

Individuals are key resources of any service sector organization. State of the art technology alone cannot guarantee for organizational success. Major contributor is human resource. Right individuals doing desired jobs in likable work surroundings generate sudden levels of performance (judged by quantity and quality) reflected in terms of market standing of the organization.

Studies over the last decades have proved that only intelligence quotient alone doesn't guarantee success in life. 5 elements of Emotional Intelligence (SELF AWARENESS, SELF REGULATION, SELF MOTIVATION, SOCIAL AWARENESS, SOCIAL SKILLS, and RELATIONSHIP BUILDING) as known by Goleman address at first concerning the individual's self. Once the emotional stability is achieved which will automatically lead to the

development of social skills for the aim of survival “EI isn't a journey with a clear path, not one that should be embarked upon lightly,” (Smewing, 2004, p. 67). an individual who understands his/her own emotions and is aware of well the way to reflect them will with success decide the emotional standing of the opposite individuals around. Whereas operating in intellect-based business like software system organizations, individuals and groups to bring associate degree plan to reality from one thing which may not be touched and felt, however was only perceived by human mind. Translation of what a personal thinks about/of an application is possible only if the individual is expressive. requirement input is very important a part of software system Development wherever client needs are translated by the (Business Analysts) software professionals. Communication skills of the software

professional here are of utmost importance to speak, perceive and translate what the client desires then get the satisfaction of the client on “what’s translated is really what’s needed”. This communication ability is deeply impacted by the state of mind of the communication party (customer services, business development) on whom the entire dealings depends in terms of attracting a brand new client for the business or retentive the already existing clientele. One aspect of organizational success is that the level of communication skills its workers reflect apart from providing the state of the art product and services. These communication skills primarily involve the profound understanding of coping with human minds through the art of convincing, Understanding (capturing actual requirements), then properly translating them to actual product or service.

The ability of handling individuals resides on the Emotional Intellect of the individual. Higher the EI level higher is that the communication skills. Luckily, in contrast to the intelligence quotient, EI are often improved through coaching.

Mental satisfaction plays a very important role in having stable emotion. whereas working in software system organizations late sittings, stretched deadlines, feature creep because of change requests and their accommodation within the developing product in restricted available time may be a norm these days. Such agitated and hard work routines will simply stress out people who square measure a part of this whole Software development this might bring disturbed emotional state of mind, that finally impacts the performance and quality of the work created. Even terribly unnoticeable stress, situations greatly impact the standard of the product and services delivered. Therefore, this could be taken as a ripple effect; wherever each single issue affecting each single individual concerned since the initiation of the

software product until the selling and client dealings piles up to impact the quality of the end result.

Social Interaction within the work environment is an element of every day organizational life. These social interactions are among the peers, manager and also the team members, top management with the technical resources Mutual interactions need understanding and coordination. Managers will play a very important role to stay their task force motivated and devoted. because the individuals grow to be at supervision positions in organizations, the necessity of understanding individuals becomes stronger. "Many managers don't seem to be aware of the way to assess emotional intelligence of their employees members or the task applicants," (Fleming, 1999, p. 26). A workplace wherever individuals communicate well, perceive one another, empathise and work on in strong bonds has its name in top organization lists. Factors like de-motivation, dissatisfaction with job and turnover typically arise once individuals feel themselves as a unusual person in their surroundings or after they don't seem to be acknowledged for his or her work, they feel that their contribution is unworthy for organization. Managers need to consciously think about the soft skills, emotional intellect and personality kind of the people except for their technical expertise, educational performance and analytical skills whereas inducting them into the organization. "It all might seem a bit too 'New Age' for pragmatic business executives targeted on the bottom line, however emotional intelligence is progressively being considered a valuable individuals skill that distinguishes the top-performers from average employees," (Beagrie, 2004, p. 1). Individual's assertive behavior, learning perspective and adequate intelligence quotient indicates if they will be showing emotion developed. according to Goleman "Simply being high in emotional intelligence doesn't guarantee that an individual can have learned the emotional competencies that matter for work; it means that only that they need excellent potential to learn them" (Goleman, 1998, p. 25)

For Emotional awareness to become a region of organization's culture it's to be actively practiced by the top management "EQ starts at the top. The mind of a corporation is basically an amalgam of the mind-sets of the those who work there. It's a collective mind. If a company has individuals in leadership roles who show emotional intelligence that usually can create the organization additional that way" (Miller, 1999, p. 29)

JUDGING QUALITY OF SERVICE THROUGH EMPLOYEE SATISFACTION OR EMPLOYEE SATISFACTION CONTRIBUTES TOWARDS IMPROVED QUALITY OF SERVICE

Quality gurus like Deming, Juran and Crosby emphasize quality improvement in terms of establishment of training and Leadership, driving out concern, optimisation of team efforts, pride in workmanship and encouragement of education as self-development among the workers are among the keys to attain quality in its totality.

It is alright mapped from the views and philosophies of quality gurus that quality isn't a destination it's a journey towards continuous improvement since nothing is ideal.

In order to satisfy the customers, the devoted involvement of staff serving the organization is the maximum amount necessary as understanding the customer's wants and needs and their correct translation. Quality of service is sometimes gauged by the response of customers. Client satisfaction is that the attempt factor causing improvements within the service. However so as to attain that customer satisfaction level organization should outline quality standards that require to be achieved. Accessibility of established criteria against that quality of labor is judged and evaluated ensures quality. Therefore, this necessitates the involvement of high management in instigating and cultivating quality standards among the organization. During this case, staff understand what are they expected to try to and what's the quality desired of their work, in order that they automatically attempt to attain it. Something not communicated and pre assumed by the management doesn't facilitate to enhance, since people and teams remain unsure what's asked of them, thus this might cause type of standards to exist within the organization, varied from team to team. As all the departments are directly or indirectly concerned within the development of the software, each department's output is input to a different department thus it's a cyclic method. The incompatibility of the quality standards and analysis criteria in various departments ultimately impacts the outcome; product or a service.

ANALYSIS & FINDINGS

Questionnaire was distributed in five totally different software organizations in Bengaluru

And asked the respondents to offer response. Based on the collected information analysed and finding are

Total No. of Respondents: 100

Male to feminine Ratio: 65 : 35

Total No. of Organizations: 5

Average respondent Experience: 5 Years

I. Handling human emotions isn't simple job as a result of every individual have their own perspective and values. Handling a knowledge employee is that the supreme challenge that each software organizations face today. This Significance will increase because the nature of the business becomes a lot of technical. It's clearly visible from results that clashes with immediate supervisor turn out to be one in every of the foremost issue software organization are presently struggling with.

II. Apart from technical and analytical skills, significance of EI becomes utmost vital once working in team environment. Results validate that even if a technically sound individual with high IQ however having Low or average EQ will actually never be a decent team player.

III. The terms of Emotional intelligence is even though a buzzword now days in international arena however within the software industry of India, we have a tendency to found that the awareness of emotional intelligence is relatively far across. Majority of the Managers and Team leads we tend to interviewed unfortunately had a misconception regarding the definition of Emotional Intelligence. They assume EI and common sense are two different names of a single entity whereas when compared with recent graduates or person having a pair of to three years of expertise they were well aware of the subject.

IV Analysis is predicated on the hypothesis that Emotional Intelligence contains a positive correlation with employee satisfaction. Respondents supported the hypothesis that inculcating EI culture within the organization will effectively help in achieving overall job satisfaction. once an individual is self-satisfied enough, mentally relaxed with his/her job and surrounding

environment only then he/she innovates. Majority of the respondent of our survey in agreement that EI will drive innovation and Innovation comes from investment in EI. it's been all over, "Innovation is that the by-product of a motivated employee". Though some thought that, alternative resources also are needed by an individual to become innovative. By and huge they considered EI to be a very important think about encouraging innovation.

V. personality of individuals do influence the roles assigned to people like lead, project supervisor and manager. Motivating supervisor or Lead having grasp on five elements of Emotional Intelligence (mentioned by Daniel Goleman) will easily instigate an EI culture wherever team members feel self-motivated and capable enough to deliver the optimum quality of services to the top customer.

VI. Personal emotions of a employee influence on moods and behaviors of people greatly. Understanding of personal emotions and emotions of others at workplace is should for smooth communication. Individual's assessment for possessing these soft skills ought to be a very important a part of recruiting method. excluding technical trainings, trainings on Emotional awareness, soft skills improvement, and organizational ethics should even be conducted by the organization. It will really play a vital role for software engineer beneath stand to know to grasp how to handle themselves under stress situations at work place.

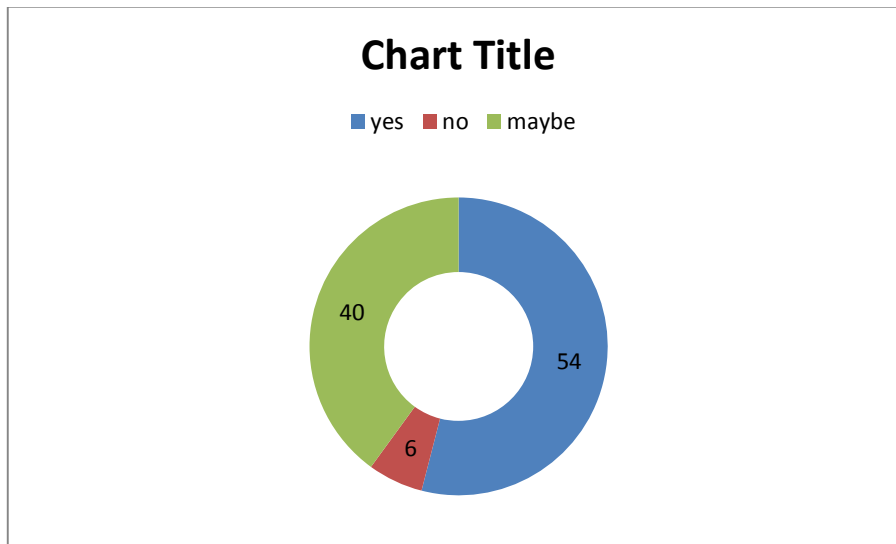
VII. Analysis of gathered information additionally shows that the EI level of recent graduates and/or persons having 6-8 years is healthier than those with experiences around 11-17 years. it's visible from the information that since emotional intelligence is much stressed in education industry since past few years in management and customer orientated courses, explanation for this graduates having industrial expertise of 4-5 yrs are conscious of this buzz word and its substance. Professionals having industry expertise of more than seven years doesn't show comparatively higher EI because they may not have encountered EI throughout their schools once psychology ne'er crossed ways that with industry.

VIII. Nearly 2/3 of respondents supported research hypothesis. Figures are mentioned here.

1. Higher the level of Emotional awareness at organizational level greater will be the performance.

YES	NO	MAY BE
54	6	40

Chart 1



\CHART 1: Respondent results over Hypothesis 1

2.Increased Emotional awareness correlates with high financial gains through Customer Satisfaction.

Yes	No	May Be
52%	8%	40%

CHART 2

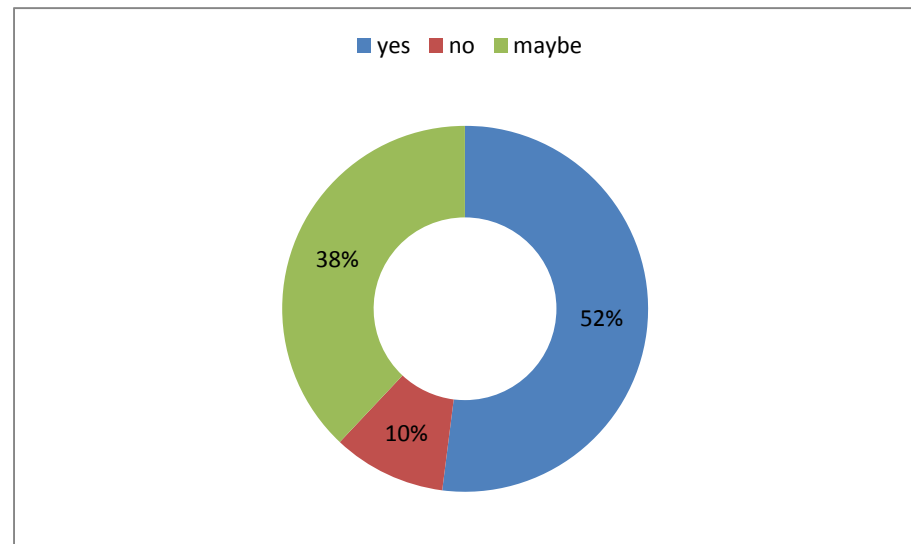


CHART 2: Respondent results over Hypothesis 2

3.Emotionally intelligent culture results in employee satisfaction which results in better Quality of Service.

Yes	No	May be
52%	10%	38%

Chart 3

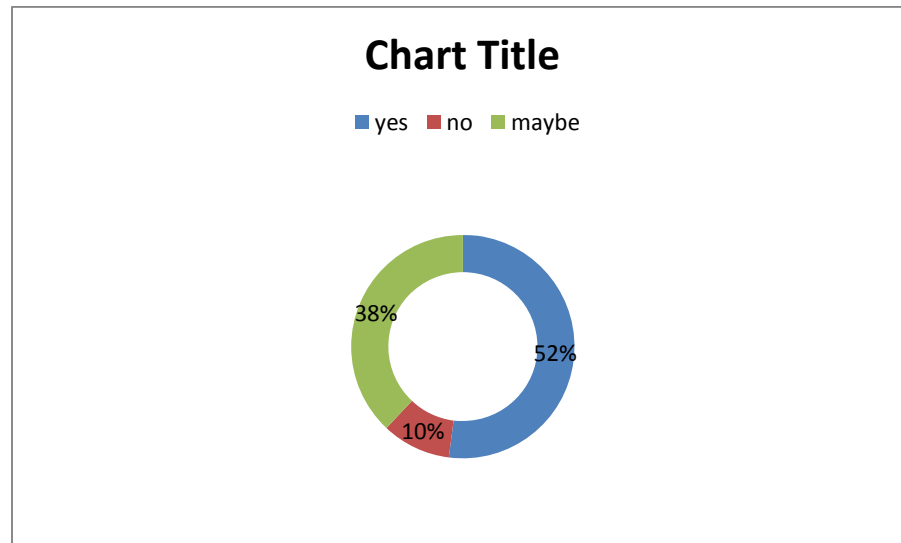
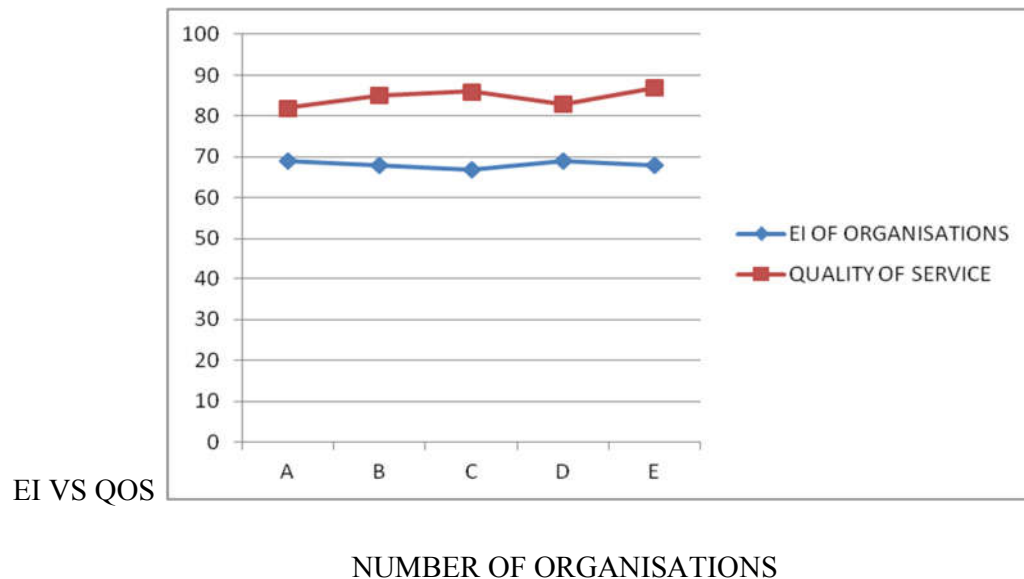


CHART 3 Respondent results over Hypothesis 3

Graph of EI vs. QoS in all organizations.



The trend lines in the above figure representing Organization's EI and QoS show that EI of the organization positively correlates with QoS level provided by the organization.

CONCLUSIONS

Through this research study it's visible that emotional intelligence is just unknown in terms of EI buzz word, however manpower is aware of its application in a method or the other. Managers combine it up with 'common sense' and think that it are often achieved through expertise inside the industry. whereas an honest variety of respondents truly understand its importance and apply its implementation. it's additionally been observed that being showing emotion intelligent isn't adequate till and unless individuals are able to learn and develop emotional competencies similarly. The research actively reveals the very fact that employee satisfaction majorly contributes to improvement of QoS.

In software industry organizations EI and soft skill trainings aren't included within the organizational development programs, since top management is a lot of interested in investment for the financial gains in terms of ROI. Major targets are short term goals rather

than future strategic planning towards continuous quality improvement. So at workplace typically EI competencies are neglected area to be worked upon, people who learn it; do therefore for his or her own individual development. If EI trainings are actively instigated and supported by top management, they're going to introduce notion like self directed congealed groups that are self motivated and produce quality outcomes. All of this may lead to accomplishment of higher quality of service.

There is no doubt that only those organizations can outshine others within the future who not only understand the gravity of this matter however additionally nurture a culture wherever high EI is encouraged at the very best level.

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