

SERVICE QUALITY ENHANCEMENT THROUGH EMOTIONAL INTELLIGENCE: A STUDY ON INFORMATION TECHNOLOGY (IT) SECTOR IN INDIA

Lakshmi K.N., Koneru Lakshmaiah Education Foundation (KLEF)
Saraswathi A.B., Koneru Lakshmaiah Education Foundation (KLEF)
Sekhara Rao KS, Pondicherry University

ABSTRACT

The purpose of the study is to notify the researchers about the enhancement of service quality in the services industry particularly information Technology (IT) sector. The sector is unable to provide quality services due to lack of Emotional Intelligence (EI). The importance of emotions and moods in determining one's capacity to work in groups is well acknowledged in human resource management. In India service industry is one of the fastest expanding sectors in both domestic and international markets. Information Technology (IT) Sector is crucial sector because of its significant contribution to the national economy, particularly in terms of job possibilities and contribution to the country's GDP. This service industry is responsible for over 60% of the country's Gross Domestic Product (GDP) and nearly 35% of employment. Especially, IT industry has made an extensive contribution to the GDP and foreign investment approximately 55 per cent of the US\$ 185-190 billion market in 2017-18. The IT Sector in India is viewed alongside Information Technology Enabled Services (ITeS). But, now days the sector is struggling with low quality services that leads to decreased revenue. The country's cost effectiveness in providing IT services, which is nearly 3-4 times cheaper than the US. Increasing the quality in services is the need of the hour. Towards this the study has been identified the need of emotional intelligence that can develop the employee service quality and relationship ability among team members. This research made an immense review on various studies that have been elaborated the affect emotional intelligence on employee work performance, work commitment and services quality as well as the overall performance of an organization to have an edge in the competitive market.

Keywords: Emotional Intelligence, Information Technology, Service Quality, Productivity, Performance, Domestic and International Markets, Competitive Market, GDP.

INTRODUCTION

Along with all other factors Emotional intelligence impact the service quality of an employee in the organization, emotions plays a vigorous role to get identified individually as well successful team player. Emotional intelligence is the capacity to recognize, control, and evaluate emotions. Emotions show a bigger impact on organizational human relationships. The present study focused on the assessment of role of emotions on employees' services in the information technology (IT) industry. It must strengthen their employees' emotional abilities in addition to their technical skills because job productivity and the service quality will directly be affected by this. The study also focusses on the need of emotional intelligence for the better enhancement of employee service quality IT Sector. India's information technology (IT) industry overall revenue is US\$160 billion, export revenue of US\$99 billion, and domestic income of US\$48 billion.

The Indian IT industry has contributed significantly to the country's economic prosperity. The sector employs around 2.3 million people directly or indirectly, making it one of India's top job creators (Rangreji, 2010) India's highly qualified talent pool of technical graduates is one of the largest in the world and has a low-cost advantage by being 5-6 times economical than US. Emotional intelligence helps organizations distinguish employees between high and low performances. Emotional intelligence has been demonstrated to differentiate employee performances and will lead to enhancement of productivity, work commitment and also for better service quality that leads to overall all organizational performance.

REVIEW OF LITERATURE

In 1920, Thorndike coined the term "*social knowledge*," which he defined as the ability to understand and manage personal in their interactions. The concept of emotional intelligence arose from social intelligence. Bar-on wrote in 1997 about the need of social and emotional intelligence in understanding oneself and others. He elaborated on the idea of understanding oneself and others. He also talked on social and emotional intelligence in terms of everyday problems, obstacles, and requests (Bar-On, 1997). People of all cultures and backgrounds can be assessed and developed using social and emotional intelligence (Emmerling, 2012). Every employee particularly a top executive must have both an Intelligence Quotient and an Emotional Quotient (Bloomstone, 1999). Every person is responsible for their own emotions. Individuals who are able to manage their emotions are able to achieve their goals effortlessly (Salovey, 1990). Each emotion is unique and distinct several hypotheses exist that indicate distinct aspects of emotional intelligence (Goleman's 1955). (Goleman, 1955) claims emotional intelligence has five distinct characteristics 1. Self-knowledge 2. Mood management: 3. Self-discipline 4. Empathy 5. Managing relationships. Positive emotions are a fundamental strength in human growth (Fredrickson, 2001). Emotional intelligence is associated to positive organizational results, effective service quality and employee commitment. EI helps in overcoming role conflicts, Abeysekera (2008) and work conflicts among employees (Abraham, 1999).

Emotional intelligence can aid in the development of positive relationships and the achievement of professional goals (Cooper, 1997). Gross (1998) stated that EI is an ability of an individual to feel and express emotions in front of others. He also studied how people deal with their feelings. A person goes through the following five stages, according to the emotion regulation paradigm (1) Situation selection with care (2) Changes to the condition that was selected (3) Concentrating their attention on the event (4) Changing their perception (5) Changing their reactions. Employees who are more emotionally intelligent increase not only their personal performance but also the performance of the teams they lead (Koman, 2008). Emotional intelligence refers to individual differences in how they perceive, analyze, modulate, and use emotional information. Mental and physical health, work performance, and social connections are all affected by these factors (Nelis, Quoidbach, Mikolajczak and Hansenne, 2009). Emotional and social intelligence skills were linked to corporate effectiveness (Hopkins, 2008). Employees who have high emotional intelligence are better able to handle stress. Higher emotional intelligence people have stronger coping mechanisms and time management skills than their peers (Romanelli, 2006). Social and emotional intelligence, according to Emmerling and Boyatzis (2012), is a feasible and reliable technique for assessing and developing people from various cultures and experiences. Emotional intelligence is defined as the ability to distinguish between different experiences and emotions, as well as the ability to use these talents to lead and alter cognition and action (Mahasneh, 2014). There are five models that are relevant in this subject. The Mayer-Salovey-Caruso idea, Daniel Goleman's Emotional Intelligence Model, Bar- One's Emotional

Intelligence Model, Cooper and Sawaf Four Cornerstone Model, and Six Seconds' Emotional Intelligence Model are all examples of emotional intelligence models (Kewalrmani et al, 2015).

Emotions are positively connected Barbuto (2006) with workplace job satisfaction. When employees' emotions are favorable, they are more satisfied at work. It was looked into the relationship between emotional intelligence and physical and mental health. Emotional intelligence is incorporated into the policies of the majority of IT companies Alka Chadha (2007). Several initiatives were implemented in the workplace to help employees develop emotional intelligence. Employee satisfaction and loyalty improve as a result of this. Finally, the company's employee retention improves (Padmaja, 2015). Team effectiveness was connected to team leaders' emotional intelligence competencies (Carmeli, 2006). Individuals Ashkanasy (2005) working in the IT industry are regularly asked to complete a variety of jobs. According to the findings, the emotional intelligence of the team leader has an impact on the team's job performance. This illustrates how a leader's emotional intelligence influences team and organizational success. Female CEOs in mid- to large-sized organizations can display higher levels of emotional intelligence than male executives (Mandell, 2003). The emotional quotient of managers is linked to their job success. Because emotions play such an important role in the leadership process, emotional intelligence improves organizational effectiveness (George, 2000). According to some studies, IT professionals have a high level of emotion self-regulation, followed by emotion evaluation and identification in others. These emotions are also used to improve performance, evaluation, and emotional self-expression.

Emotional awareness, management, and application in the workplace would aid in the development of constructive social interactions and Hanafi (2016) exchanges. This improves employee productivity in the workplace (Blau, 1964). Procedural justice was shown to be strongly predicted by locus of control and emotional quotient, while interactional justice was best predicted by equity orientation and emotional quotient. This was discovered by Indian software engineers (K.T, 2004).

Several studies on conflict and emotions used integrating conflict, conflict reactions, and team emotional intelligence atmosphere. Teams with a less well-defined emotional intelligence climate had higher task and relationship conflict, as well as higher conflict severity (V.J., 2008). The emotional features of the individuals that make up the group have an impact on organizational and group emotional traits. They present a theoretical model that depicts the dynamic interplay between the emotional climate of a workgroup, employee emotion management abilities, and customer and provider satisfaction in a service scenario (Ashkanasy N.M., 2002).

Emotional Intelligence and Service Quality

In 1920, Thorndike was one of the first to propose different types of intelligence. Emotions are fleeting, yet they have a greater impact on every scenario and professional conduct (Fisher, 2000). The majority of emotional intelligence theories argue that, each emotion has its own adaption and importance (Herrald, 2002). The emotional quotient of effective managers is higher than that of their peers (MacCann, 2003). Employees in the field of information technology (IT) frequently perform several tasks, thus they must develop emotional intelligence. As a result, emotional intelligence produces the most enthusiastic and motivated employees. Attitudes, behaviors, and emotions may have an impact on the employee's other job function (K. Ravichandran, 2011). Managers and employees with emotional intelligence can detect, understand, and maintain a workable environment with others AW, K.W (2008). Greater self-awareness, emotional expression, creativity, tolerance, trust, and relationships inside and across enterprises are all linked to increased emotional intelligence, which has a direct impact on employee and organizational performance and better service quality. Quality is considered as an ability to innate

and achieve the excellence (Schneider & White, 2004). The ultimate judge of the services quality will be the client/customer (Zeithaml et al., 1990). When user judge quality by his evaluation and experiences of the particular services as previously noted, Brown (2006) the quality of a service is in the eye of the user. There are few dimensions Gardner (1983) that many researchers have been proposed in assessing the quality of service. The below are those dimensions that impact the service quality.

The four branches of emotional intelligence that are measured include perceiving emotions, using emotions, comprehending emotions, and regulating Gantt (2004) emotions (Salovey, Caruso, & Sitarenios, 2003). Emotional intelligence includes the ability to recognize and control one's own emotions, as well as the ability to understand and govern the emotions of others (M, 2014). Emotional intelligence and job happiness are new concepts in today's businesses (Gill Mandip, 2012). The ability to distinguish between different feelings and emotions, as well as the ability to use these skills to lead others, will have an impact on how people think and act (Mahasneh, 2014).

DISCUSSION

Emotional intelligence helps organizations distinguish between high and low performance. Emotional intelligence has been demonstrated to differentiate employee performance, productivity, work performance and service quality that lead to overall all organizational performance and also its market competitive advantage. Emotional intelligence is very crucial to employee service quality performances. According to the review of literature it is identified that, emotional intelligence characteristics such as controlling one's own emotions and seeing others are required for today's workforce to perform well in groups or teams leads to high range of qualitative services he provide. It is also found that, emotions are positively connected with workplace job satisfaction. When employees' emotions are favorable, they are more satisfied at work and they can deliver quality in their output. Emotional intelligence has a positive effect on the quality of service however, there is a greater direct impact of emotional intelligence on the quality of service rather than the indirect effect through the emotional fatigue.

CONCLUSION

Based on the thorough review of literature it is found that, employees with strong emotional intelligence stand out as extraordinary achievers who can set themselves apart from the competition and will have a positive effect on the service quality. As Emotional intelligence is a subset of social intelligence it entails the ability to monitor one's own and others' moods and emotions, distinguish them, and use that information to influence one's thinking and actions. There is a large scope for future research in the areas like employee service quality in the especially, in service sectors in link with emotional intelligence. Also there is a lot more scope to identify the models relevant for the study that reflects on employees with strong emotional intelligence that can stand out as extraordinary achievers and set themselves apart from the complete market.

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