

Emotional Intelligence & Personality Development of Employees in Indian Industries

Gupta, Pramod

Professor, Department of Management Studies, Modern Institute of Technology & Research
Centre-Alwar

Abstract

Digitization is disrupting the establishment at associate degree unexampled pace in each business. If one appearance at what's happening with Transportation (on-demand, electric, driver-less), Commerce (online, on-demand, personalized), tending (AI assisted diagnosis), etc – it's dismantlement existing business structures, and delivery in new innovators.

Keywords: R&D, IMF, EQ, WHO.

Introduction:

Large economies just like the North American nation have forever stayed previous such troubled cycles in business and technology, by sustained investments in analysis, innovation and human capital. On the human capital front, as per business reports, North American nation firms on a mean budget 8-10 per cent of their total worker pay on coaching, with a complete annual outlay of over \$100 billion. this can be additionally a market that

has been growing at twenty- one per cent year-on-year since 2020.

Reasons for slow growth:

- a) Low or missing R&D budgets: - Indian organizations have traditionally seen low investments in longer-term initiatives like Research & Development – and employee training is no exception. This is further complicated by high employee turnover (of about 20-25 per cent across

industry), which leads to a perceived loss of the investment incurred by the employer.

- b) Generalist career paths

Employees in India tend to move towards generalist ‘managerial’ roles quickly - as compared to ‘specialist’ mindsets in US etc., where professionals plan long stints to hone specialized skills.

- c) More focus on employability-level skilling

Given the inadequacies in India’s current education system that does not adequately provide for vocational and employment-ready skills, a significant portion of organizational training budgets, even at leading IT services companies, goes towards entry-level skill building. The leading IT companies have significant budget outlays for training thousands of fresh recruits for 4-6 months every year.

Even the government’s skilling initiatives are mostly focused on imparting employability-related skills for millions of working-age youths. There is an ambitious initiative underway to impart job-skills to 550 million people by 2022 under the Skill India Mission.

The opportunities ahead

According to the IMF, India is projected to become the 6th largest global economy by

2021 and the 3rd largest (behind China and the US) by 2028. To put this in perspective - currently India is home to only 7 companies in the Global Fortune 500, compared to 127 based in the US and 97 in China! So, the next 11-15 years will see over 100 Indian companies in the Global Fortune 500 list!

Such phenomenal growth is unlikely to happen by focusing on employability-level skilling alone – rather, Indian companies will have to lead from the front, develop high-end expertise and set global benchmarks. What this naturally entails is that significant investments will be made in long-term initiatives including R&D-led innovation and organizational capability-building via training. Such investments will grow to far higher levels than at present, rivaling the spending by today’s leading economies like the US. For employees, there will be a much stronger focus on higher-end skills and specialized career paths.

Employee development is almost universally recognized as a strategic tool for an organization's continuing growth, productivity and ability to retain valuable employees. If organizations neglect certain challenges, then the employee development process will be cumbersome for the

organization, frustrating for employees and of uncertain value for both.

This article addresses the following topics related to developing employees:

- Past and current approaches to employee development programs.
- The business case for these programs and HR's role.
- Guidelines and methods for designing effective programs.
- Challenges in implementing programs.
- Issues related to communications, legal requirements, technology, metrics and global employee development programs.

Emotional intelligence (otherwise known as emotional quotient or EQ) is the ability to understand, use, and manage your own emotions in positive ways to relieve stress, communicate effectively, empathize with others, overcome challenges and defuse conflict. Emotional intelligence helps you build stronger relationships, succeed at school and work, and achieve your career and personal goals. It can also help you to connect with your feelings, turn intention into action, and make informed decisions about what matters most to you.

Emotional intelligence is commonly defined by four attributes:

1. **Self-management** – You're able to control impulsive feelings and behaviours, manage your emotions in healthy ways, take initiative, follow through on commitments, and adapt to changing circumstances.
2. **Self-awareness** – You recognize your own emotions and how they affect your thoughts and behaviour. You know your strengths and weaknesses and have self-confidence.
3. **Social awareness** – You have empathy. You can understand the emotions, needs, and concerns of other people, pick up on emotional cues, feel comfortable socially, and recognize the power dynamics in a group or organization.
4. **Relationship management** – You know how to develop and maintain good relationships, communicate clearly, inspire and influence others, work well in a team, and manage conflict.

Business Case

Employers today must often develop the employees they have rather than find new staff in the marketplace. Reasons for emphasizing employee development include:

- **Remaining competitive.** Organizations are competing not only for market share but also for employees.

Employees want to work for an employer that will upgrade their skills to keep them competitive with peers from other companies.

- **Dealing with ongoing skills shortages.** According to SHRM's skills gap research, 83% of HR professionals are having recruiting difficulty and of those HR professionals, 75% say there is a shortage of skills in candidates for job openings in the short term, organizations should rekindle entry-level job training programs. In the long term, businesses should participate in community partnerships to rebuild the broken talent creation system.
- **Taking employee development "off hold."** Previously, many U.S. employers placed some individual professional development initiatives on hold due to limited budget and resources, shifting business priorities, lack of time, and lack of senior management support. In today's labor market, companies must invest in employee training to build the talent needed in the current workplace.
- **Adapting to changing business structures.** Leaner, flatter, continuously evolving organizations need employee development to ensure engagement and commitment. By providing creative

development, executives signal that they value employees. See

- **Increasing worker productivity.** Workers who receive training and educational opportunities are more productive.
- **Reducing turnover.** The more money an organization spends on employee training and development, the greater the concern that the highly skilled people will leave and take their knowledge somewhere else; however, research has shown that employee training actually reduces turnover and absenteeism.
- **Aligning employee development with the organization's needs.** Employers should let strategic needs drive development. For example, facing impending retirement of many older workers, an organization might broaden those workers' skills so they can add variety to their jobs and take on new responsibilities. Such measures could encourage experienced workers to stay on the job.

HR's Role

Today, unit of time encourages workers to manage their own career development whereas unit of time still ensures that the organization provides ways

in which for workers to be simpler in their current roles. unit of time must show each manager and workers that development brings edges. while not a transparent payoff, managers can balk at coaching prices and at lost productivity time. Moreover, workers are less keen about development programs if they fail to visualize gains in their job performance and career opportunities.

These rules will help HR professionals align employee development with the organization's talent management strategy:

- **Know the organization well.** Study the organization in detail and include this knowledge in employment development and talent management planning.
- **Know the needs of employees.** Study employees' training needs and backgrounds before developing any program.
- **Know the industry.** Develop a best-practice approach to any training program.
- **Know how to quantify outcomes.** The more an employer can quantify training outcomes, the more effective its employee development initiatives will be.

HR professionals, usually the ones tasked with organizing employee development, should

remember to focus on their own professional development as well.

Guidelines for Effective Employee Development

Successful employers integrate development and succession planning programs into the organization's overall strategy, ensuring all programs drive toward the same set of objectives. These guidelines can help HR plan employee development programs:

- **Gain executive support.** If executives do not understand or agree with how development fits into workforce planning, a succession process or retention program, HR will have real problems obtaining funding and support from the top.
- **Involve management.** If executives show support, there is a good chance that management will pay attention to employee development. Managers play a vital role, ensuring a connection between development strategy and real-world implementation.
- **Relate to performance management.** HR must be clear about development's place in the performance management process. HR professionals should differentiate between short-term plans for projects, long-term plans for the organization, career development plans for

the employee and skill building for immediate performance deficiencies. Each should be handled at the appropriate phase of the performance management process.

- **Understand what the employee values.** Employees often have an intense interest in their own development. Knowing what each employee values and how that relates to his or her development needs should greatly affect the type of development activities provided for the employee and, ultimately, for the success of such activities.
- **Know the desired outcome.** Have a clear understanding of exactly which skills will be enhanced by employee development initiatives.

Although these guidelines do not guarantee a successful program, failure to follow any of them will almost certainly make the development program less effective for the employee and the organization.

Employee Development Methods: -

Some methods of employee development occur on the job, with the manager or an experienced co-worker leading the development activity in the context of the actual work environment. Other development occurs at training facilities or other locations.

And increasingly organizations use online methods to develop employees.

Coaching

Coaching involves a more experienced or skilled individual providing an employee with advice and guidance intended to help him or her gain new skills, improve performance and enhance the quality of his or her career. The hallmarks of coaching are that it is personalized and customized, that it has a specific business objective, and that it is usually accomplished one-on-one over a period.

Coaching should be approached like any other strategic goal. Successful execution requires commitment from the organization and the person being coached, a plan to obtain results, qualified coaches, and a follow-up evaluation.

Mentoring

Mentoring matches less experienced employees with more experienced colleagues through formal or informal programs. Formal mentoring programs can reduce turnover, enhance recruitment, and improve performance and the work environment, especially for women and people of color. Effective mentoring programs do the following:

- Match mentors and mentees based on skills and development needs.
- Outline and track goals.
- Designate minimum time commitments.
- Monitor the mentoring relationship.
- Hold both parties accountable.
- Link mentoring to talent management strategy and goals.
- Link mentoring to business strategy and goals.

The 9-box grid

The 9-box grid is an individual employee assessment tool that evaluates the employee's current and potential levels of contribution to the organization. The grid is most used in succession planning as a method of evaluating an organization's talent pool and identifying potential leaders. For performance appraisal purposes, the 9-box grid provides a visual reference that can include appraisal and assessment data to allow managers to view employees' actual and potential performance. With information from the grid, managers and HR can design IDPs. *See Succession Planning*

Cross-training

Cross-training refers to training staff to perform job duties aside from those commonly allotted. Cross-

training will be a short-run or unintentional fix, or it will be AN in progress, planned method. Cross-training typically doesn't lead to immediate advancement; however, it will indicate that AN worker is curious about learning new skills. This ability diversity might facilitate him or her meet qualifications for future career advancement.

Employers realize worth in cross-training as a result of it's typically a lot of economical than transportation in new hires. several managers take those efficiencies to consequent level by investment technology to enhance cross-training efforts. several staff appreciate cross-training as a result of it permits them to broaden their skills. All cross-training ought to begin with 2 basic steps:

- 1) distinguishing the data and skills required for every position and
- 2) cross-referencing that list of information and skills with a list of current employees' proficiencies.

These steps reveal gaps between employees' current skills and people the organization desires. Technology makes

it simple to collect and analyze such info. See what's job swapping? Is it identical as cross-training? And Enhance Your time unit Effectiveness with Cross-Training.

Stretch" assignments

On-the-job training comes and "stretch assignments" offer workers an opportunity to be told whereas doing real work. Organic process assignments enable workers to develop new skills, information and competencies necessary for higher-level positions.

Getting to following level in business usually suggests that having the proper experiences. nonetheless several staff don't grasp what experiences best prepare them for upward quality. specialists say that folks WHO have experiences characterized as "accelerators" of potential are going to be additional possible to succeed. analysis has shown, for instance, that first-level leaders are additional possible to succeed if they need had cross-functional experiences, midlevel leaders are additional possible to succeed if they need had experiences handling robust challenges (e.g., a troublesome worker situation), and new government leaders are additional possible

le to succeed if they need had bad and high-visibility experiences.

Job enlargement and job enrichment

Job enlargement involves expanding the employee's job by adding more tasks and duties, typically at the same level of complexity. Job enrichment builds more depth to an employee's job through more control, responsibility and discretion.

Organizations often redesign jobs to increase employee motivation; however, when jobs are enlarged but not enriched, motivational benefits are unlikely. Although the distinction between job enlargement and enrichment is fairly straightforward, employees may not correctly perceive the changes as enrichment or as enlargement.

Job shadowing

Job shadowing requires more than just having an employee follow a colleague around all day. Shadowers view the organization from a different perspective and learn firsthand about the challenges facing workers in other departments. This perspective helps employees realize the impact their decisions have on other groups.

Job rotation

Job rotation is that the systematic movement of staff from job to job among a company.

Rotation programs might vary in size and ritual. Although larger employers square measure additional doubtless to speculate in a very formalized job rotation program, organizations of all sizes may contemplate implementing employment rotation program. Typically, formal rotation programs supply made-to-order assignments to promising staff to provide them a read of the complete business. Assignments sometimes last a year or additional.

Many reasons exist for implementing employment rotation system, together with the potential for augmented product quality, giving staff the chance to explore different career ways, and maybe most significantly, preventing stagnation and tedium. Attainable downsides embrace augmented employment and cut productivity for the worker, temporary disruption of labor flow, line managers' attainable reluctance to permit high-performing staff to participate in job rotation programs, and therefore the prices related to the educational curve on new jobs.

Succession planning

Succession coming up with identifies long-range wants and cultivates internal talent to fulfill those wants. Succession plans usually specialize in a one- to three-year method of getting ready employees—not preselecting them—for new roles within the organization.

Many business leaders and hour practitioners believe that succession coming up with may be an advanced method, restricted to the biggest organizations with the foremost subtle structure development departments. However, succession coming up with may also profit smaller organizations with fewer resources.

Assessment centers

An assessment center isn't essentially a physical web site, because the term may counsel, however a program of tools and exercises designed to assess an employee's or job candidate's quality in respect to a specific role. Centers could also be used for choice or development functions. Assessment centers sometimes ensue over one or 2 days and might involve many staff or candidates at a

time. Evaluators rate participants supported standardized activities, games and alternative simulations to predict the candidates' future performance.

Assessment centers could facilitate the organization build choices regarding filling jobs, promoting staff or distinguishing staff for placement in succession designing programs.

Corporate universities

Corporate universities focus totally on on-the-job skills, company-specific proprietary data and stigmatization, and certification. At a company university, the main focus is on learning which will profit the organization, not simply the individual. edges of the company university format embrace strategic alignment with company goals, consistent quality and uniform messages that reach all learners. a company university is additionally a tangible image of the organization's commitment to learning and growth.

Online employee development

Organizations generally use classroom-based learning for topics distinctive to the leader and on-line learning for additional universal topics. on-

line coaching permits independent, just-in-time, on-demand instruction. staff in e-learning things have additional management over their time than they need in a very schoolroom.

To keep staff engaged throughout on-line development activities, the coaching ought to deliver content in little, simply understood items. staff additionally ought to perceive however the content can facilitate them do their jobs higher. different tips for prosperous implementation of e-learning worker development programs embrace selecting topics coupled to specific business goals, providing introductory coaching therefore staff knowledge to use on-line coaching systems, and providing on-line support and simple access to supplemental info.

Common Issues and Challenges in Developing Employees

Organizations ought to remember of potential issues that will arise in worker development programs, like funding issues, lack of analytics and metrics, diversity problems, and people variations. Special challenges

stem from this economic climate and various work environments.

matter, like the effectiveness of talent management programs.

General issues

Some typical hurdles for worker development programs embrace the following: -

- **Lack of responsibility:** - Few organizations systematically hold managers or executives in command of developing their direct reports.
- **Gaps in talent development capabilities:** - analysis shows that few organizations have the social control capability to grow folks in their jobs or give feedback to support worker development.
- **Lack of alignment between human capital and business strategy:** - Fewer than one in 5 organizations systematically aligns personnel and business methods.
- **Inconsistent execution:** - Most organizations have basic processes in situ, like personnel designing, high-voltage development programs and succession designing, however few employers execute these programs systematically.
- **Limited use of significant analytics:** - Few employers track the metrics that

Funding challenges: -

When work and revenue flow, taking workers removed from their desks for development is tough. however once work slows and workers have time for coaching and development, there's less cash within the coaching budget. Some employers have found ways in which to interrupt freed from this vicious lack-of-time or lack-of-money cycle. Here are some tips: -

- **Seek government funding:** - Grants are accessible through several federal, state and native government force initiatives, in addition as through in camera funded programs. unit of time professionals may also ask for worker development funds through state agencies, economic development organizations, chambers of commerce and community schools. Grants could prohibit that workers are trained, by whom and on what topics.

- **Analyze and range:** - - - unit of time professionals ought to analyze the prices and advantages of current development ways and ask for economies. for instance, employers may consolidate multiple coaching contracts into one contract, and that they may even be additional selective regarding UN agency receives coaching.

- **Determine what's essential:** - unit of time will focus coaching and development efforts in areas crucial to infrastructure and on jobs that have the foremost impact on company revenue.

- **Cut back creatively:** - Employers might cut travel prices, schedule coaching to attenuate impact on operating hours, and use on-the-job development like mentoring, work and job shadowing.

- **Tap free resources:** - Free resources embody communication tools like Skype, free, on-line university courses and podcasts of business lectures.

References: -

1. "What is Personal Development". Skills You Need.
2. Bob Aubrey, Managing Your Aspirations: Developing Personal Enterprise in the Global Workplace McGraw-Hill 2010 ISBN 978-0-07-131178-6, page 9
3. Bob Aubrey, Measure of Man: leading human development McGraw-Hill 2016 ISBN 978-9-814-66064-8, page 15
4. Jung saw individuation as a process of psychological differentiation, having for its goal the development of the individual personality. C.G. Jung. Psychological Types. Collected Works, Vol.6. par. 757)
5. Daniel Levinson, Seasons of a Man's Life, Ballantine Press, 1978, page 91-92
6. Albert Bandura (1997). Self-efficacy: The exercise of control. New York: Freeman
7. Albert Bandura, Self-Efficacy: The Exercise of Control, W.H. Freeman

- and Company, New York, 1998, page 184.
8. Sze, David. "The Father of Positive Psychology and His Two Theories of Happiness". Retrieved 7 December 2019.
 9. Martin Seligman, "Building Human Strength: Psychology's Forgotten Mission" VOLUME 29, NUMBER 1 – January 1998.

Received on March 18, 2023

Accepted on June 22, 2023

Published on July 01, 2023