

Impact of Emotional Intelligence in Marketing Effectiveness

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ABSTRACT

Marketing is a concept which is possibly 100 years old, largely driven by the strategies based on 4 P's or 7P's of marketing. But in the modern world what are the changes which happening are happening? The expectations of customers have gone up high, it's no longer writing letters and waiting for responses, the responses are immediate. In this context we come across many words in marketing like SMAC, AI and lastly the large amount of communication happening on digital platform. All these advancements in marketing have led to immense competition among front line employees in service marketing. This paper discusses few competences of emotional intelligence needed to survive in the modern market where the employees are under tremendous pressure most of the time.

Keywords: boundary spanners, emotional intelligence, intrapersonal EQ, interpersonal EQ, stress management EQ.

INTRODUCTION

Emotions are what sustain us through our struggles and crown us in our victories. Emotions are what moves us and motivates us. Emotional intelligence is the ability to be aware of ones emotions and to regulate those emotions as and when required. It also involves understanding of others emotions and being empathetic to have positive outcomes. Service delivery is a primary means of realizing expected financial performance and growth in many sectors of business. To ensure effective service delivery in this competitive environment where everything is just a click away, where customer satisfaction is of prime importance it becomes very important to develop strategies to maintain relationship marketing. In a similar context, Komlosi (2013) suggests that emotional intelligence (EI) is the basis of effective service delivery.

Emotional intelligence skills are currently divided into trait or ability of emotional intelligence, and the two are often treated as mixed emotional intelligence (Mayer et al. 2001). Goleman (1996) derived five elements for EI (i.e. self-awareness, self-regulation, social skill, empathy and motivation). This was later reviewed by Goleman (1997) to four, namely self-awareness, self-regulation, social awareness and social skill. In this paper, a discussion is made on elements used in measuring the three constructs of EI skills.

REVIEW OF LITERATURE

1. Emotional intelligence in marketing exchanges (2011) David M. Hardesty, Brian R. Murtha. This paper shows how an employee needs to be versatile in nature as a front-line employee has to deal variety of customers with different caliber at the same time. An employee performs number of activities during a course of time which can be very strenuous and might lead to emotional exhaustion and depersonalization as two dimensions of burnout. It is very important to understand how an employee experiences burnout, its intensity and its impact on relationship between employees and customers. An employee who experiences high intensity burnout shows negative attitude and depersonalization towards customers.
2. Relationships among Emotional Labor, Communication Symmetry, and Intent to Leave (2008) Brian K. Richardson , Alicia Alexander & Tamara Castleberry the paper states that how the lack of communication can create emotional dissonance among employees because of which they intent to leave the organization. The paper explains the team symmetrical communication which means if an organization encourages two way communications the attrition level might go down. It is lack of upward communication which leads to dissatisfaction among employees. Along with symmetrical communication the second factor that contributes to emotional labor is emotive dissonance in which due to many differences between a teacher and a student or his /her parents may lead to emotional

exhaustion, difference like cultural difference, educational difference, status difference etc. The paper concludes saying the reason behind an employee leaving an organization can be unsupportive administrator or uncordial relationship with students.

3. Emotional Intelligence, Emotional Labor and Organizational Citizenship Behavior in service environments (2016) Yashotha Ramachandran, Peter J. Jordan. The authors in the paper talk about how an employee can be part of an organization by their contribution in the organization in fact the authors argue that an organization is like a world and to gain citizenship in this world an employee needs to have an extraordinary factor to survive. It is not enough that an employee understands his shortcomings and work on it, for an employee to be called as emotionally fit needs to understand others emotions too and regulate his/her own on the basis of those emotions. Employees those involve in deep acting show better compatibility with organizational goals than those involved in surface acting.

NEED OF THE STUDY

As most of the economies are shifting from manufacturing to service economies where large number of people is involved and the communication between these people is inevitable. The competition level is very high in the service sector thus we need to understand emotional intelligence to survive in the market.

OBJECTIVES OF THE STUDY

1. To understand the need of emotional intelligence in marketing.
2. To enable boundary spanners (front-line) employees with various emotional intelligence skills
3. To study the different types of emotional labor coping strategies.
4. To establish a positive link between EI emotional intelligence, Emotional labor and productivity of an employee in service sector

RESEARCH METHODOLOGY

In this paper, an attempt is made to understand the importance of emotional intelligence skills for service sector employees to survive in dynamic marketing situations.

The research is restricted to only secondary data such as references from journals, magazines, articles etc.

BUILDING BLOCKS TO SUPPORT IQ

INTRAPERSONAL EQ

The five elements of interpersonal EQ are self-regard, emotional self-awareness, assertiveness, independence and self-actualization. **Self-regard** can be defined as our ability to look inward and accurately perceive, understand and accept ourselves. Self-regard is an important element as without a well-integrated identity that allows you to know and respect yourself, there is no way one can participate in his/her work authentically. **Emotional self-awareness** is the basic of emotional intelligence; it is the understanding of what we are feeling and the root cause behind our feelings. **Assertiveness** is the ability to express feelings, beliefs and thoughts and defend ones rights in a nondestructive manner. **Independence** is the ability to think for oneself and not be unduly influenced by the thoughts, desires and emotions of others. **Self-actualization** is the process of realizing one's potential capacity, ability and talent.

INTERPERSONAL EQ

Empathy: empathizing with others. Being sensitive to others feelings **Social responsibility**: respectful towards others and the ability to do things for others. **Problem-solving**: recognizing and analyzing of problems.

STRESS MANAGEMENT EQ

The two elements of stress management EQ are **impulse control** and **stress tolerance**. Impulse control says think strategically and avoid impulsiveness by using effective self-talk such "this time I'll research before I take action". Remember the impact of impulsive decision may not be worth momentary satisfaction. The source of stress are plentiful instead of asking why me say why not me. Being calm in stressful situation might help.

EMOTIONS AT WORK

The behaviors of frontline service providers are crucial to customer evaluations of service. Change is constant due to reorganizations, mergers, transfers, and individual job changes. Most of us are juggling multiple priorities, sometimes with limited resources. So emotional outburst becomes inevitable part of our profession life. The commonly felt emotions at work place are worry and insecurity, dislikes, frustration anger and feeling low. If one learns to express his emotions in a correct way, learns to recognize emotions at an early stage and create a good support system at work than the negative emotions can be easily tackled. Emotions can be positive as well as negative.

EMOTIONAL LABOUR

Emotional labor is the process of managing feelings and expressions to fulfill the emotional requirement of the job more specifically workers are expected to regulate their emotions during interaction with customers, co-workers and superiors this includes analysis and decision making in terms of the expression of emotion whether actually felt or not as well as its opposite the suppression of emotions that are felt and not expressed.

Emotional labor as a mediating variable

Emotional labor plays an important role in drawing a link between emotional intelligence and organizational outcomes. Emotional labor deals in two important components surface acting and deep acting. Surface acting occurs when employees display the emotions required for a job without changing how they actually feel. Deep acting is an effortful process through which employees change their internal feelings to align with organizational expectations, producing more natural and genuine emotional displays.

EFFECTIVENESS IN MARKETING

The Wikipedia Free Encyclopedia (2006) defines marketing effectiveness as the function of improving how marketers go to market with the goal of optimizing their marketing spend to achieve even better results for both the short- and long-term Emotional intelligence 867 Downloaded by Ryerson University At 23:22 02 December 2014 (PT) objectives. There are four basic dimensions of marketing effectiveness (Nwokah, 2006, p. 25; Nwokah and Ahiauzu, 2008, p. 863). These are:

- (1) **Corporate limitations.** Every organization has its own limit to perform its job. These can be related to financial as well as human resources. Thus an organization to be effective must know its strengths and weaknesses clearly.
- (2) **Competitive.** Companies in the same industry work more or less in the same fashion, thus your competitor is very well aware of your moves. To have a competitive edge an organization must be conscious of its competitor's strategies also.
- (3) **Customers.** STP plays an important role in marketing. Through market segmentation the firm can provide higher value to customers by developing a market mix that addresses the specific needs and concerns of the selected segment.
- (4) **Exogenous factors.** There are many factors outside of our immediate control that can impact the effectiveness of our marketing activities. These can include the weather, interest rates, government regulations, and many others.
- (5) **Collaborators.** Lastly the collaborators like suppliers and distributors are also very important for good marketing strategies.

STRATEGIES TO ENHANCE EMOTIONAL INTELLIGENCE OF EMPLOYEES

1. Optimal state of performance: expecting employees to perform best in class might not give good results but letting them perform to their best would help organization to have better loyal employees.
2. Clear goals with flexibility to achieve it: setting clear goals will help employees to perform well but they should be given enough space to achieve these goal.
3. Immediate feedback: immediate feedback keeps employees motivated and helps to enhance their productivity.
4. Challenge and grow employees skill set: employees like to work when they are given challenging work instead of monotonous routine work.

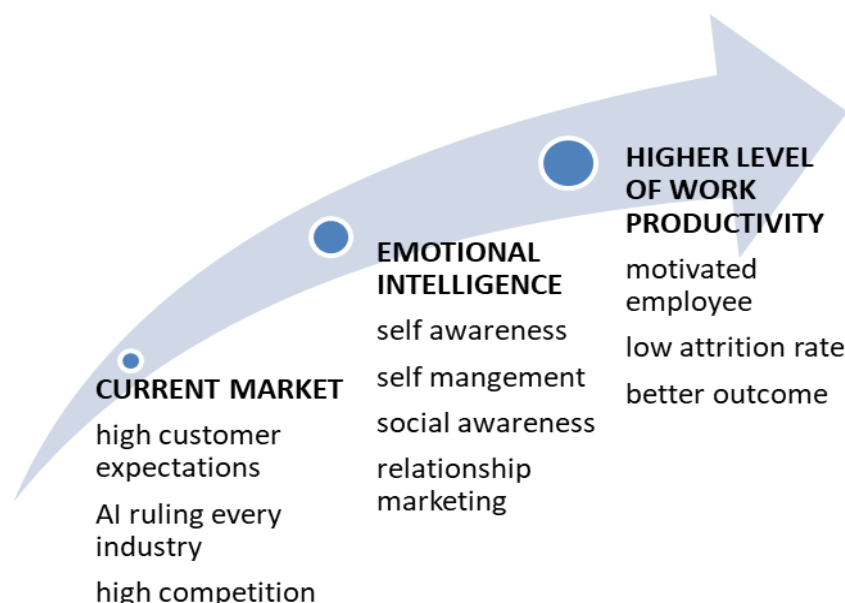


Fig-1: Relationship between emotional intelligence and employee productivity

In the above fig.1 it is show how the emotional intelligence supports to enhance employee productivity in the current dynamic marketing environment.

FINDINGS

1. Higher emotional intelligence displayed by the service provider led to greater reported satisfaction with the service transaction.
2. Emotional intelligence training helps to enhance the emotional intelligence among employees.
3. EI will be positively linked to organizational compatibility.
4. The ability to appraise others' emotional states will be positively related to deep acting.

CONCLUSION AND SUGGESTIONS

Emotional intelligence (EQ) is as important as (IQ).organizational commitments highly depend on how well an employee is emotionally stable. Empathetic attitude of an employee has a positive impact on his/her performance. Soft skills and hard skills is one aspect of job performance and emotional intelligence being the other has great importance in service industry. The two distinct mental processes, thinking and feeling, actually work together. Leadership is a process of social interaction where the leader's ability to influence the behavior of their followers can strongly influence performance outcomes. On the basis of research done for the paper I would like to suggest following measures which would help organization to improve its productivity.

- ✓ Give due importance to emotional intelligence at the time of interviews and training.
- ✓ Employees at managerial level should to be trained to handle emotional labor
- ✓ Employees should be given enough time to overcome negative emotional labor and recognition should be given for positive labor.
- ✓ Adequate monetary and non-monetary incentives help in reducing stress among employees.

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