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## EMOTIONAL INTELLIGENCE AND EMOTIONAL CONNECT FOR HUMAN RESOURCE MANAGEMENT PRACTITIONERS IN NGOs

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**Abstract:** *Emotional Intelligence is a very important and crucial soft skill that every HR Practitioner must possess. HRs in NGOs have to meet a lot of emotions everyday and have to go through a lot of stress and strain. This makes them susceptible to regular outbursts on their subordinates and makes them loose interest on their daily activities. At this juncture, Emotional Intelligence helps in keeping up a calm, lively and social atmosphere throughout their work and promotes emotional connect among the colleagues and provides a congenial platform for the people getting benefit. Our paper focuses on this aspect of Emotional Intelligence for HR Practitioners in NGOs.*

**Keywords:** *Emotional Intelligence, Emotional Connect, Human Resource Practitioner, Emotional Resource Management, Non-Governmental Organisations, Emotional NGOs*

### INTRODUCTION

By partitioning the title into four key terms, we can define each of them separately and effectively.

Human Resource Management (HR) is the process of recruitment and selecting employee, providing orientation and induction, training and development, assessment of employee, providing compensation and benefits, motivating, maintaining the employees' safety.

HRM is the strategic and coherent approach for managing an organization that is the most valued asset, the people working there, who individually and collectively contribute to achieving business goals. The terms "Human Resource Management" and "Human Resource" have largely replaced the term "Personal Management" as a description of the processes involved in managing people in organizations.



Emotional Intelligence is the capacity to be aware of, and express one's emotions. It is a tool to handle interpersonal relationships judiciously and empathetically. Pertaining Emotional Intelligence helps an Individual to recognize his own as well as other people's emotions. [Challa & Kavuri, 2017]

The concept of Emotional Connect is important for any productive human interaction. Every person finds themselves involved in numerous conversations in their daily lives. Most of those conversations won't stand the test of time in their minds. But the ones that do are those that have some emotional investment in it. Emotional connect is like a bridge between people. Without it, it's hard for information to effortlessly travel on both sides in efficient way. [Challa & Kavuri, 2017]

NGO stands for Non Government Organizations. They are non-profit, voluntary citizens' groups which are organized on a local, national and International level. NGOs like Help Age India and Smile Foundation are prominent ones in India.

This topic covers the reasons why a HR that works in NGOs should possess the skills of Emotional Language and Emotional Connect.

### **SIGNIFICANCE OF HRs IN NGOs**

Human Resources play a crucial role in the development process of modern economics. Arthur Lewis observed that, "There are great differences in development between countries which seem to have roughly equal resources, so it is necessary to enquire into the deference in human behavior." It is often felt that, though the exploitation of natural resources, availability of physical and financial resources and international aid play prominent role in the growth of modern economies, none of these factors are more significant than efficient and committed manpower. It is in fact, said that all development comes from the human mind. [Jothi & Venkatesh, 2006]

Training, counseling and hiring are the toughest jobs in any field and a HR does it all and that's what makes him a valuable asset. Particularly in non-profit organizations like NGOs where services are done just for the welfare of the people, handling employees is of paramount importance. The objectives of HRM are to meet the needs, aspirations, values and dignity of individual employees and with due regard to socio-economic problems in society. [Rao and Verma, 2002]



## **OBJECTIVES**

1. To create and utilize a competent and motivated workforce to achieve basic organizational goals.
2. Establish and maintain a sound organizational structure and desirable working conditions among all members of the organization.
3. To ensure the integration of individuals and groups within the organization by coordinating individual and group goals with the organization.
4. Creating opportunities and opportunities for individuals in group development to match it with the organization's growth.
5. To achieve effective utilization of human resources in achieving organizational goals.
6. Identifying and satisfying the needs of the individual and the group by providing appropriate and fair salaries, incentives, employment benefits and social security and measures for challenging work, prestige, recognition, security and status, etc.
7. To maintain the moral and healthy human relations of high employees by maintaining and improving the various conditions and facilities.
8. To strengthen and appreciate human resources continuously by providing education and development programs.
9. Consider and help minimize socioeconomic problems such as unemployment, employment, inequality in income distribution and fortune and improve social welfare by offering jobs to women and disadvantaged areas of society, etc.
10. Provide the opportunity for expression and voice in handling.
11. To provide reasonably acceptable and effective leadership.
12. Providing facilities and working conditions and creating a good atmosphere for maintaining stable employment. [Zanko, 2002]

All these objectives that are mentioned need Emotional connect and Emotional intelligence from the side of HR to work.

## **ABOUT NGOS**

All areas development must move beyond economic growth for human development with a focus on poverty alleviation, improvement in the standards of health, education and abridging the gender gap etc. Failure of public sector and limitation on private sector have necessitated evolving alternative arrangements for raising some organizations like NGOs or



Voluntary Organizations which have emerged in India as a noticeable sector. Now-a-days, there are many NGOs which have not only grown in size but have also developed infrastructures like research, training and demonstration. [Bains & Mustafa, 2007]

The Non Government Organizations (NGOs) are being persuaded to take up the responsibility of welfare and development of the people at the grassroots level with financial assistance from government. Different approaches relating to the development have been adopted by the various NGOs successfully and the governments have recognized the role of NGOs and slowly involved them in planning the development strategies. Thus, recently NGOs are receiving increased importance and HRM Practice also needs various levels in NGOs. [Lisa & Steven, 2003]

To achieve the goals, aims and objectives of any organization there should be some strategies. NGOs followed four clear-cut strategies for achieving the aims of development of rural areas and these strategies are: Simple Charity, Supplementing Welfare of the State, Encouraging People's Participation, and Implementation of Government Sponsored Programmes.

### **CHALLENGES FACED BY HRs IN NGOs**

Being an NGO employee is a stressful duty. They have to perform functions like:

- 1) Providing recreations and social service directly to the community for the benefit of children, women, youth, adults and elderly people,
- 2) Establishing contacts between people and government (State/Central) and to develop social life on the basis of goodwill and mutual help,
- 3) catalyze rural population and Build models and experiments,
- 4) Supplementing government efforts by organizing the rural people,
- 5) Educating the rural people and organize training programmes,
- 6) Disseminating information and mobilize the resources for getting better results in the development process,
- 7) Representing the rural people by promoting leadership qualities and act as innovators. [Jamali, 2009]

Even though NGOs are developing and expanding every year, there are a few problems that are foreshadowing this development as well. In most NGOs, employees don't always receive the income that complements their hard work. This will definitely affect them and thereby



affecting their future performance as well which leads to frustration, disappointment and lack of focus. With those emotions plaguing an Individual, there's no way he or she could work with sound mind.

Besides the problem of insufficient income, NGO employees has to constantly tend to sick people, orphans, people at their ripe age. People like these needs a lot of caring. An Employee has to be patient, resilient and sustain a very long periods of time. They shouldn't fail to maintain a steady, positive and vibrant disposition to make it work. And this puts insurmountable amount of pressure on them which eventually leads to the same outcome as the former problem.

This is why the HR sessions plays a key role for Employees. They help them to maintain stability and counsel them in an appropriate way that'd garner an all out effective performance from them. For this to happen, HR should explicitly maintain an emotional connect with the employees so that they'd feel comfortable enough to open up and vent out all their frustration that's stored within them for quite a while. This kind of sharing forms an emotional bond between the HRs and the employees. This can be advantageous to HR as he or she could enhance the performance of Employee with the right words at the right time. Emotional Intelligence helps in knowing what an employee exactly feels. Empathy is a necessary and effective tool for an HR to employ during while training, counseling and hiring NGO employees.

Besides possessing Emotional Intelligence and having an ability to maintain an Emotional connect, a HR should also have a firm grasp on his personality development and Language skills so that the message he or she is intent on conveying is absolved of any miscommunication. These particular skill sets are a default for HR and should never be ignored.

The activities done by NGO employees are for the good of the people and those activities should be given proper weight and importance. To give a rough picture, some of the important programmes/activities undertaken by the NGOs for the development in rural areas are Awareness Programmes, Training for Employment, Marketing, Environmental Protection, Survey and Research, Agricultural and Related Programmes, Networking and Consultancy, Information Technology, Distribution of Funds, Education, and Housing. This is



a lot to handle and so the HRs should be there at all times to guide the employees to give their best. [Shamshad, 2002]

## **EMOTIONAL INTELLIGENCE FOR HRs**

Daniel Goleman identifies five 'domains' of EI: (Goleman, 2000)

- Self-awareness - Recognizing and being able to name our feelings.
- Motivation - The ability to keep going despite failures.
- Self-regulation - The way we handle our emotions to avoid negative effects.
- Empathy - The ability to read the emotions of others.
- Adeptness - Being sensitive to the feelings of others and handling them appropriately to build positive relationships.

It has become progressively more evident that for an organization to be successful, their staffs need to become emotionally intelligent. When one works and interacts with people in their workplace one is invariably interacting with their emotions. Research indicates that staff that has a high emotional quotient can overcome minor indifferences and focus on what needs to be achieved for the greater good of the team. Such employees will also be able to resolve more serious conflicts and learn from any disagreements that might arise. An emotionally intelligent workplace shows increased productivity because the employees in such organizations share strong emotional connections and are able to work more effectively with each other.

The starting step towards creating a more emotionally intelligent office is teaching existing employees about Emotional Intelligence. Be sure to include senior management officials in this exercise. Use existing research literature to show that EI creates stronger leaders and high performers across all functions. One can also measure the relationship between key business drivers and Emotional Intelligence in one's organization. It is the responsibility of HR professional to hire individuals who will benefit the company in the long run and be able to work as part of a team. One can use Emotional Intelligence parameters like perceiving emotions, reasoning, empathy and managing emotions when directing questions towards a potential employee. These behavioural questions will give the HR Manager a deeper insight into whether an individual has a high Emotional Quotient and would make a valuable employee.



Getting a better understanding of the existing employees in one's organization, by measuring and rewarding them through EI criteria is essential. One can also choose from any of the existing Emotional Quotient tests to get an idea of which employees already have a high EI and which require help to raise their EI levels. These tests are designed to assess how employees perceive themselves and each other and how they react to difficult situations and emotions. One can integrate the language of EI into reviews, planning processes and other methods that measure the performance of your employees. Being clear about the behaviours that are expected for each capability so that the employee is clear on what is expected of him/her. This ensures that EI becomes a regular exercise, rather than a one-off activity. It is very important to offer training in the way of expert assistance, conferences and workshops to further develop the Emotional Intelligence quotient in one's organization. EI training should be offered at all levels within the organization and can also be included in the orientation process for new recruits. <http://expedite-consulting.com/how-can-hr-professionals-raise-emotional-intelligence-in-their-organisation>

## CONCLUSION

Non-Governmental Organizations should be Emotionally Intelligent and the employees should have emotional connect with the beneficiaries. Without Emotional Connect the NGO is doomed to fail in its objectives of providing service. Emotional Intelligence can solve all the problems and challenges of HRs in an NGO. Developing Emotional Quotient of the employees of an NGO is the duty of its HR Manager as this creates an Emotional Bond of success.

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