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**EMOTIONAL INTELLIGENCE AND JOB PERFORMANCE IN SERVICE INDUSTRY****PREETI BHASKAR****ASST. PROFESSOR****SYMBIOSIS CENTRE FOR MANAGEMENT STUDIES****NOIDA****ABSTRACT**

*In service Industry, most important factor for success is: employee-customer interface. In service sector, organization put constant pressure on their employees to perform because majority of time front line Managers are first touch point for Customer hence they need to be dynamic, meticulous, analytical, and polite yet result driven. Empirical observation reveals that service sector employee have strict time pressure of completion of task. Travel and fear of termination of job contract are very common problems among service sector. As a result, employees suffer from extremely high level of stress and emotional disturbance, which directly or indirectly affect performance. Employee is expected to give outstanding performance. To deliver these outstanding performance employees have to be engaged in their work more than which results in high stress. The stress of trying to lead and satisfy so many people's changing needs and expectations lead to emotional disturbance (Byron Stock & Associates LLC., 2010). This pressure is clearly evident within the service sector where the need for delivery, speed and customer satisfaction is enormous. Keeping this in view the present research paper investigates the factors contributing to the Emotional Intelligence in service sector. According to Thi Lam, L. and S.L. Kirby, (2000) emotional intelligence increases the productivity and performance of Employees. Various factors are studied and a list of factors affecting the emotional intelligence is drawn.*

**KEYWORDS**

Emotional Intelligence, Job Performance, Service Industry.

**INTRODUCTION**

The world of work is changing rapidly and on a daily basis. Organizations and employees change simultaneously. During past decade, service sector has undergone swift and striking amendments and policy changes due to globalization and liberalization, growing competition, entrance of more private and foreign companies, innovative technologies, etc. Owing to these changes, the service sector employees are experiencing a high level of pressure and stress which is affecting their performance. Occupational stress is becoming progressively more globalized and affects all countries, all professions and all categories of employees, as well as families and society in general (Ahmad and Ahmad, 1992). Rapid technology change, competition, globalization, expansion of the service sector and delivery speed, comes with increasing performance demands. To deliver outstanding performance, employees today are required to be much more involved in their work, not only physically, but also emotionally and mentally (Turner, Barling & Zacharatos, 2002).

The service industry forms a backbone of social and economic development. It emerged as largest and fastest-growing sectors in world economy, making higher contributions to the global output and employment. Its growth rate has been higher than that of agriculture and manufacturing sectors. It is a large and most dynamic part of the Indian economy both in terms of employment potential and contribution to national income. It covers a wide range of activities, such as trading, transportation and communication, financial, real estate and business services, as well as community, social and personal services. Services Sector Growth Rate in India GDP has been very rapid in the last few years. The Services Sector contributes the most to the Indian GDP. The Growth Rate of the Services Sector in India GDP has risen due to several reasons and it has also given a major boost to the Indian economy. In India, the share of services sector in country's Gross Domestic Product (GDP) has raised from 50.4 % in 2000-01 to 59.0% in 2011-12.

People management is an important aspect of service sector. In service sector, organization finds it difficult to differentiate their product or services from its rival organization. Unlike manufacturing organization, the absence of a tangible product make it difficult for service organization to locate opportunity for differentiating their service offering from those of competitive organization. Despite absence of enough opportunities to differentiate the service offering, service organization try to gain customer loyalty by differentiating their service on basis of their People (employee). Employee's performance plays a major role in a service organization because they are face of the organization. Customers often judge performance of a service organization by associating it with behavior and attitude of its employee. Service sector gains a competitive advantage through its employees and their superior performance. In order to survive and to retain a competitive edge, organization put constant pressure on their employees to perform. Employee performance is linked to factors viz, employee turnover, customer satisfaction, loyalty, productivity and profitability. Service sectors have become much more demanding as well as complex and ambiguous places of work. To deliver outstanding performance employees today have to be engaged in their work more than ever. Over the past decade, studies examining emotions in the workplace have become common place in organizational research (Ashkanasy & Daus, 2005).

In recent research (Mahmood Nooraei and Iraj Saie Arasi, 2011) suggested that, IQ is not the only factor responsible for managers' success and performance improvement, but also there is another factor called emotional intelligence that results in outstanding performance at work. Some researchers have found that emotional intelligence (EI) has positive and significant relation with performance (Goleman, 1998; Mount, 2006). (Mayer et al., 2000a) suggested that EI may influence work-related outcomes (e.g., job performance) and interpersonal interactions (e.g., job interviews). Goleman (1995, 1998), claimed that EI predicts life and work success. Goleman (1998), also claimed that, because EI affects almost every aspect of work life, employees who are high in EI are "star performers."

**EMOTIONAL INTELLIGENCE**

Ashforth and Humphrey (1993) argue that emotions are an integral and inseparable part of organizational life and that more attention should be given to the employees' emotional experience. Emotional intelligence has been cited as a crucial contributor to organizational success (Goleman, 1998; Salovey and Mayor, 1990; Weinberger, 2002) and many organizational behaviorists have responded to the growing significance of emotional intelligence by attempting to identify factors that influence employees' performance at work.

Since 1990, Peter Salovey and John D. Mayer have been the leading researchers on emotional intelligence. In their influential article "Emotional Intelligence," they defined emotional intelligence as, "the subset of social intelligence that involves the ability to monitor one's own and others' feelings and emotions, to discriminate among them and to use this information to guide one's thinking and actions" (1990). Salovey and Mayer proposed a model that identified four different factors of emotional intelligence: the perception of emotion, the ability reason using emotions, the ability to understand emotion, and the ability to manage emotions.

Emotional Intelligence is a set competency, which directs and controls one's feelings towards job performance (Ashforth et al, 1995). The set of competencies is the ability of the individual being to control and manage his or her moods and impulses, which contributes best of situational outcomes. Understanding one's own moods and impulses of others or any situation helps one to respond and behave according to others expectations. In a work situation workers effective use of skill and knowledge in time depends on the effective regulation of emotions at work and his readiness to contribute the best in their target accomplishment. Knowing one's emotions and feelings and tuning one's self to the changed situation, requires the emotional competency, emotional maturity and emotional sensitivity that determine the success of adaptability and adjustment with the change scenario.

Emotional Competence is "a learned capability based on emotional intelligence that results in outstanding performance at work" (Goleman, 1998b). Emotional intelligence has also been proposed as a construct that may impact performance in organizations (Anger Elfenbien, 2006; Jordan, Ashkanasy, Härtel, & Hooper, 2002). Goleman (1998) has identified 4 main dimension of emotional intelligence:

- Self-awareness: It refers to having a deep understanding of one's own emotions as well as strengths, weaknesses, values and motives.
- Self-management: This represents how well we control or redirect our internal states, impulses and resources.
- Social awareness: It is mainly about empathy, having understanding and sensitivity to the feelings, thoughts and situations of others.
- Relationship management: It refers to managing other people's emotions.

Emotional intelligence may contribute to job performance (as reflected in salary, salary increase, creativity, better supervisory abilities, leadership, integrity, company rank) by enabling people to nurture positive relationships at work, work effectively in teams, and build social capital. Job performance often depends on the support, advice, and other resources provided by others (Seibert, Kraimer and Liden, 2001). Emotional intelligence competencies enable people to regulate their emotions so as to cope effectively with stress, perform well under pressure and adjust to organizational change.

According to Cherniss (2001) and others emotional intelligence plays a vital role in satisfying these requirements. Boyatzis (1982) studied more than 2000 supervisors, middle managers and executives in 12 organisations and found that all but two of the 16 competencies that set star performers apart from average performers were emotional competencies. An analysis by Spencer and Spencer (1993) of job competencies in 286 organisations worldwide indicated that 18 of the 21 competencies in their generic model for distinguishing superior from average performers were emotional intelligence based. Various recent research studies found emotional intelligence to be predictive of job performance in a wide variety of organisational contexts and roles (Abraham, 1999; Cavallo & Brienza, 2002; Ryback, 1997; Servinc, 2001; Stagg & Gunter, 2002; Vermeulen, 2004; Weisinger, 1998; Wong & Law, 2002).

## PROBLEM STATEMENT

Role of service sector in Indian economy is on growth path and provide vast opportunity of Employment. There is a lack of literature focusing on this important aspect of Emotional intelligence. There is a need to study this concept especially in service sector which is becoming backbone of our system and responsible for large contribution to GDP. In service Industry, most important factor for success is: employee-customer interface.

In service sector, organization put constant pressure on their employees to perform because majority of time front line Managers are first touch point for Customer hence they need to be dynamic, meticulous, analytical, and polite yet result driven. Empirical observation reveals that service sector employee have strict time pressure of completion of task. Travel and fear of termination of job contract are very common problems among service sector. As a result, employees suffer from extremely high level of stress and emotional disturbance, which directly or indirectly affect performance. Employee is expected to give outstanding performance. To deliver these outstanding performance employees have to be engaged in their work more than ever (Turner, Barling & Zacharatos, 2002).

Keeping this in view the present research paper investigates the factors contributing to the Emotional Intelligence in service sector. According to Thi Lam, L. and S.L.Kirby, (2000) emotional intelligence increases the productivity and performance of Employees. Various factors are studied and a list of factors affecting the emotional intelligence in drawn. The study will be helpful in identifying the importance of Emotional Intelligence on performance in service sector.

## REVIEW OF LITERATURE

Beulah Vijji Christiana.m & Dr. V. Mahalakshmi (2012) investigate that there is a positive relationship between emotional intelligence and job performance. Recruiting highly emotionally intelligent employees may have a positive impact on organizational success. The results of the present study also show that emotional intelligence moderates the relationship between job stress and job performance.

Sampath Kappagoda(2012) explore the impact of Emotional Intelligence of managers on Task Performance and Contextual Performance of non -managerial employees in Sri Lanka. The findings of this research has highlighted that the importance of EI Leadership on the improvement of the TP and CP and ultimately, that leads to the organizational success.

Puja Kaura (2011) results have confirmed that there is the strong relationship between the EI and quality of service though it is found to be weak in case of public sector banks as compared to the private sector banks. Secondly, five explanatory variables - intrapersonal, interpersonal, stress management and adaptability and General temperament are found to be significant factors affecting EI of employees of both public and private sector banks.

Shahzad (2011) investigated impact of EI on employee's performance among telecom employees in Pakistan. The results revealed that a positive relationship exists between social awareness and relationship management and employee's performance, also they found Telecom sector needs to consider meaningful features of EI as a strong predictor for efficient performance of employees.

Chaudhry & Usman (2011) examined the relationship between employees' emotional intelligence and their performance in Pakistan. The results revealed a moderately high correlation between emotional intelligence and organizational citizenship behavior. It was also established that employees' job performance can be predicted significantly based upon their emotional intelligence scores.

Ming-Ten Tsai, Chung-Lin Tsai and Yi-Chou Wang (2011) analyzed the impacts among the emotional intelligence and leadership style, self-efficacy and organizational commitment of employees in the banking industry in Taiwan. They found that a supervisor's emotional intelligence has a significant positive influence on his/her personal leadership style, that a supervisor with high emotional intelligence is able to perform excellent leading skills to elevate the employee self-efficacy, and that employees self-efficacy results in a significant positive influence on organizational commitment.

Anjali Ahuja (2011) identified Emotional Intelligence as a Predictor of Performance in Insurance Sector. Emotional intelligence is a predictor of work performance and hence success or failure of an individual in his / her professional life. So the individuals and organizations must focus on this aspect in order to enhance their efficiency.

Jung & Yoon (2011), studied the interrelationships among the emotional intelligence of employees in a deluxe hotel. The results showed that as elements of emotional intelligence, others' emotion appraisal, use of emotion, and self-emotion appraisal significantly affected counterproductive work behaviors, whereas self-emotion appraisal and use of emotion affected organizational citizen behaviors.

Nidhi Yadav(2011) discuss the effects of EI on job performance, especially of Life Insurance sales professionals. A sample of 100 sales professionals from five different life Insurance companies in Vapi region was selected. The result revealed that except Self-Management, all the rest factors contribute to EI.

Abhiruchi Singh (2011) explored emotional intelligence with its importance, applications and relationship with performance in retail. "ENCORE" E- "Emotional Awareness", N- "Neutralizing emotional dissonance" C- "Constraint" O- "Observation" R- "Realization" E- "Establishing Rapport with Others" approach can be instrumental in enhancing emotional intelligence skills of salespeople in retailing.

Chandra Mohan Patnaik, Ipseeta satpathy & Prakash Kumar Pradhan (2010) investigates the relationship between emotional intelligence and work performance of executives working in the Cooperative bank and Gramya Banks in Odisha. Their study revealed High EQ is necessary for better performance in the banking sector. But, high EQ cannot be the only requirement for good performance on the job.

Priti Suman Mishra & A. K Das Mohapatra (2010) have explored relationship between emotional intelligence and workplace performance among corporate executives. Emotional intelligence Factors i.e., competency, maturity, and sensitivity, have been found to contribute towards overall work performance, emotional competency has been identified as the major contributor to overall work performance. They also suggested hiring individuals with higher levels of emotional intelligence results in better performance

Hsi-An Shih & Ely Susanto (2010), "Conflict management styles, emotional intelligence, and job performance in public organizations" The findings indicate that EI was an antecedent of conflict management styles for integrating and compromising styles. Moreover, they illustrate the direct effects of integrating style on job performance. This study also confirms that integrating style partially mediates the relationship between EI and job performance. Finally, results demonstrate that EI within public organizations has an impact on job performance similar to that of EI within private organizations.

Reza Gharoie Ahangar (2010) studied relationship between EI and Job Performance of executives from north, south, east, and west of Iran organizations, he found presence of a strong positive association between executives' EI and performance suggested that executives' future performance could be predicted on the basis of their EI scores.



Neerpal Rathi and Renu Rastogi (2009) found that EI and occupational self-efficacy are related with a variety of organizationally desirable outcomes. Results of this study indicate that EI significantly predicts occupational self-efficacy in such a way that employees with a high level of EI exhibit a high level of occupational self-efficacy.

Hummayoun Naeem, Wajeeha Khalil, Fatima (2008) examine whether emotional intelligence is a predictor of high service quality in public and private sector banks, they found that Emotional intelligence is strongly related to dimensions of service quality indicating that when employees of organization practice skills of emotional intelligence, it enhances service quality. Use of emotional intelligence skills is high in case of private / foreign banking sector compared to public sector banks.

Souvik Ghosh and Suvarna Chakraborty (2008) in their journal paper "Emotional intelligence: the next step in knowledge process outsourcing" has done a comparative study between two companies. Results show that there exists a relationship between efficient synergistic determinants of emotional intelligence of knowledge employees and sustained competitive edge. This journal paper also shows the importance of information sharing and communication among collaborators and business partners to handle the emotions of the employees better. It's also proves that flexible emotionally intelligent and mature leadership helps achieve faster growth rate.

Rathi (2008) studied relationship between Emotional Intelligence (EI) and Occupational Self-Efficacy by examining 112 scientists of research organizations, using emotional intelligence scale developed by Hyde, Pethe and Dhar and occupational self-efficacy scale developed by Pethe, Chaudhari and Dhar Correlation and regression analysis have revealed that emotional intelligence has a positive relationship with occupational self-efficacy and is found to be one of its significant predictors. The study implies that people with higher emotional intelligence are more effective employees as compared to those with lower emotional intelligence.

Timothy Tumer (2006) examined the relationships among employees' emotional intelligence, their manager's emotional intelligence, employees' job satisfaction, and performance for food service employees. They found that employees' emotional intelligence was positively associated with job satisfaction and performance. In addition, manager's emotional intelligence had a more positive correlation with job satisfaction for employees with low emotional intelligence than for those with high emotional intelligence.

Michael Gosling (2006) explains in his PhD Thesis "Measuring emotional intelligence of managers in Singapore and the application of emotional intelligence for individual and organization effectiveness. Results show that male respondents scored higher than did their female counterparts.

Steve Langhorn (2004) describes the research in relating the emotional competencies of individual general managers to the key performance outputs under their direct control. The Bar-On Eqi is the tool used to test emotional intelligence, and the participants in the study are a group of managers operating in the pub restaurant sector of the leisure industry in the UK. Evidence was found of correlation in key areas of profit performance relating to the emotional intelligence pattern of the general manager.

H Nel W S De Villiers (2004) Results show a statistically significant and positive correlation between emotional intelligence and job performance in the call centre environment. The strongest correlation with performance in the total call centre environment occurred in the cluster of self-management and the emotional competency of self-confidence. It was further established that the combination of the emotional competencies emotional self-awareness, trustworthiness, self-confidence and influence explains the greatest degree of variance in job performance in the call center environment as a whole.

Rahim (2002) investigated the relationships of the five dimensions of emotional intelligence and suggested that self-awareness is positively associated with self-regulation, empathy, and social skills; self-regulation is positively associated with empathy and social skills; empathy and social skills are positively associated with motivation; which in turn, is positively associated with problem solving strategy and negatively associated with bargaining strategy.

Focusing on these literature reviews, we find that there is importance of EI in various Organization, we also found that there is a relation between Emotional Intelligence with job performance .EI can play a very important role in service sector. In service sector, Frontline Managers are the face of the organization, so employee's need to be aware about their emotions while interacting with customers and their colleagues as well. So this study focus on identifying various factors contributing to Emotional Intelligence in Service Sectors

## OBJECTIVES OF THE STUDY

1. To identify the factors contributing to Emotional Intelligence in Service Sector.
2. To clusters the Emotional Intelligence factors in a conceptual model.

## FACTOR CONTRIBUTING TO EMOTIONAL INTELLIGENCE

On the basis of review of literature, various factor have been identified which contributes to Emotional Intelligence in enhancing the performance of employee in service sector. These factors are as follows :-

- Self-awareness – the ability to know one's emotions, strengths, weaknesses, drives values and goals and recognizes their impact on others while using gut feelings to guide decisions.
- Self-regulation – involves controlling or redirecting one's disruptive emotions and impulses and adapting to changing circumstances.
- Social skill – managing relationships to move people in the desired direction
- Empathy - considering other people's feelings especially when making decisions
- Influence: Wielding effective tactics for persuasion. People with this competence: are skilled at persuasion, Fine-tune presentations to appeal to the listener, Use complex strategies like indirect influence to build consensus and support.
- Communication: Sending clear and convincing messages. People with this competence: are effective in give-and-take, registering emotional cues in attuning their message, deal with difficult issues straightforwardly, listen well, seek mutual understanding, and welcome sharing of information fully, foster open communication and stay receptive to bad news as well as good.
- Motivation - being driven to achieve for the sake of achievement
- Self-Expression – openly expressing one's feelings verbally and non-verbally.
- Interpersonal Relationships – refers to the skill of developing and maintaining mutually satisfying relationships that are characterized by trust and compassion.
- Decision Making – the ability to be objective by seeing things as they really are and to seek out others' input into a problem or challenge.
- Stress Tolerance – involves coping with difficult situations and believing that one can manage or influence situations in a positive manner
- Social awareness- Social awareness reflects your ability to understand other people and what makes them tick
- Self-regard the ability to respect and accept oneself as basically good
- Assertiveness- the ability to express feelings, beliefs, and thoughts and to defend one's rights in a constructive manner
- Independence- the ability to be self-directed and self-controlled in one's thinking and actions and to be free of emotional dependency
- Self-actualization the ability to realize one's potential capacities
- Flexibility - Flexibility the ability to adjust one's emotions, thoughts, and behavior to changing situations
- Problem solving- the ability to identify and define problems as well as to generate and implement potentially effective solutions
- Impulse Control - Impulse Control the ability to resist or delay an impulse, drive or temptation to act
- Optimism- the ability to look at the brighter side of life
- Happiness- the ability to feel satisfied with one's life, to enjoy oneself and others
- Service orientation: Anticipating, recognizing, and meeting customer's needs. People with this competence. Understand customers' needs and match them to services or products, Seek ways to increase customers satisfaction and loyalty

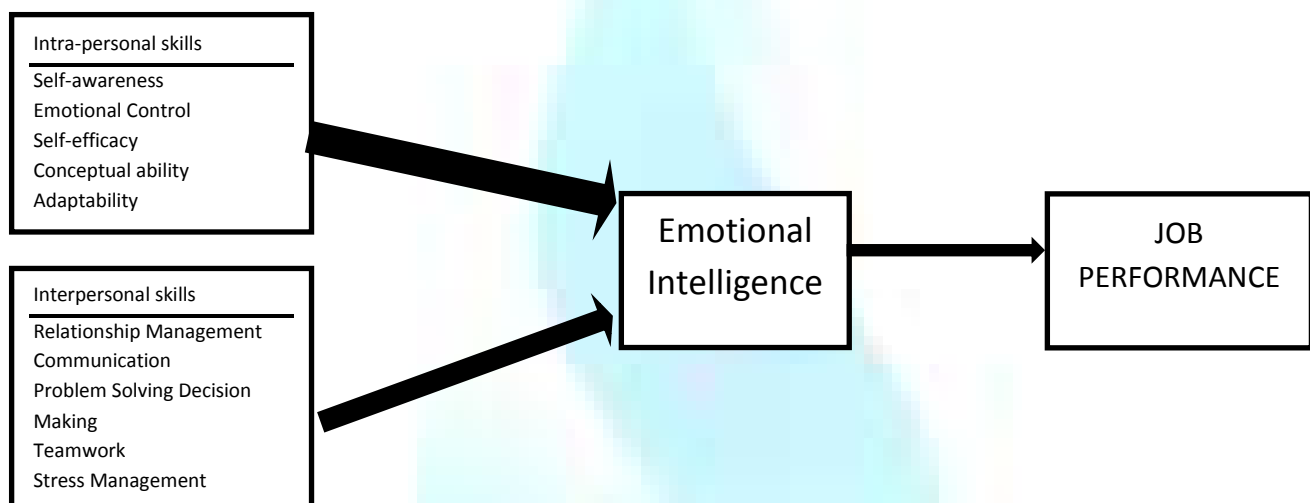
- Influence: Wielding effective tactics for persuasion. People with this competence: are skilled at persuasion, use complex strategies like indirect influence to build consensus and support
- Change catalyst: Initiating or managing change. People with this competence: Recognize the need for change and remove barriers. Challenge the status quo to acknowledge the need for change and champion the change and enlist others in its pursuit
- Conflict management: Negotiating and resolving disagreements. People with this Competence. Handle difficult people and tense situations with diplomacy and tact Spot potential conflict, bring disagreements into the open, and help deescalate
- Collaboration and cooperation: Working with others toward shared goals. People with this competence: Balance a focus on task with attention to relationships Collaborate, sharing plans, information, and resources, Promote a friendly, cooperative climate, Spot and nurture opportunities for collaboration.
- Team capabilities: Creating group synergy in pursuing collective goals. People with this competence: Model team qualities like respect, helpfulness, and cooperation. Draw all members into active and enthusiastic participation. Build team identity, esprit de corps, and commitment.

### CONCEPTUAL MODEL: EMOTIONAL INTELLIGENCE AND JOB PERFORMANCE

Based on the above factor and review of literature Emotional Intelligence Conceptual model (Fig.1.1) has been developed. The necessary Emotional Intelligence skills have been identified. Broadly we categorize those under two heads -:

- Intra-personal skills
- Inter-personal skills

FIG. 1.1: CONCEPTUAL MODELS: EMOTIONAL INTELLIGENCE AND JOB PERFORMANCE



#### INTRA-PERSONAL SKILLS

Intrapersonal skills are talents or abilities that reside within the individual. These skills help him/ her in problem solving. Intrapersonal skills initiate an appropriate reaction and attitude because of positive internal dialogue, occurring within the mind. Awareness of your personal inner strength and weakness is the first step to improving your intrapersonal skills. Intrapersonal skills help in: Increasing the self confidence, which leads to forming friendships easier, working with people more effectively and taking more responsibility. Generally an increase in intrapersonal skills will increase productivity as employees learn to understand themselves they begin to understand others, which gives more tools to handle the situation. There are six main components involve intra-personal skills:

##### Self-awareness

Self-awareness is about knowing one's internal states, preferences, strengths, and weakness. Their ability to manage themselves helps in being self-awareness which is utilized to govern their actions personally and in relation to others which leads to reduced stress and maximized skills. Employees who are self-aware examine their thoughts, motives and behaviors to discover how their work will be affected. Self awareness in job performance is required for analyzing inner strength and weakness.

##### Emotional Control

Emotional control refers to managing and handling impulses, distressing feelings and upsets rather than denying or repressing these feelings. Emotional control helps in staying composed, focused, calm and helps think clearly even under pressure. Usually Front line Managers are subject to display emotions demanded by their job they need to adhere with display fake emotions while hiding their true emotions this leads them to emotional dissonance for them. A Frontline Manager who possesses emotional control will be able to handle stress very well in comparison to others. Excellent service, with positive emotional content, is most likely to be facilitated by service providers who are emotionally self-aware and who understand others on a more emotional level (Bardzil and Slaski, 2003).

##### Self-efficacy

Bandura's (1977) self-efficacy theory proposes that if a person has high self-efficacy (i.e. belief to his/ her ability in executing a course of action) this will not invoke his/her negative cognitive thoughts. A Frontline Manager who has high belief to use their abilities in handling job stressors can result in higher job performance.

##### Conceptual ability

Conceptual ability means the ability to think creatively about, analyze and understand complicated and abstract ideas. Using a well developed conceptual skill set, Frontline managers need to be able to look at handle the situation while interacting with the customer.

##### Motivation

The ability to self-motivate is especially critical for frontline managers. Frontline Manager who are internally driven and interested in the work, they try to develop expertise in this area. Intrinsically motivated salespeople are more likely to focus on learning more about selling by varying their behavior from one customer to the next in an attempt to adapt effectively to each customer's needs (Weitz, Sujaan and Sujaan 1986). Employees who enjoy challenges and stimulation, seeks achievement, commitment, ability to take the initiative, optimism, and being guided by personal preferences in choosing goals are some element which are important in job performance for commitment, initiatives and confidence.

##### Adaptability

Frontline Manager's ability and willingness to cope with uncertainties, and rapidly changing conditions on the job including responding effectively to emergencies, learning new tasks, technologies, and procedures helps him to maintain and improve his performance. Adaptability also includes handling work stress; adapting to different personalities, communication styles, and cultures; and physical adaptability to various indoor or outdoor work environments (Houston, 2007; Pulakos et al., 2000).

**INTERPERSONAL SKILLS**

Interpersonal skills describe the ways people interact with each other. In service sector frontline Manager need to have good interpersonal skills because it helps in Increases productivity, Reduces workplace friction, Creates happier work environments, Increases company revenue, Reduces management time spent dealing with issues arising from interpersonal conflict, Engenders proactive attitudes where employees are looking for ways to improve all areas of the business, Reduces mistakes and need for rework, Reduced complaints etc. There are six main components involve inter-personal skills:

**Relationship Management**

In service sectors, services are sold through the relationship. Organization need to maintain their long-term relationship with their customer. Frontline Manager play major role in relationship building between organization and customer. Frontline Manager use influencing skills such as persuasion, good communication with others including employees, listening skills, negotiation, co-operation, dispute resolution, ability to inspire and lead others, capacity to initiate and manage change, and ability to deal with others' emotions. Relationship management allows you to connect with others in ways that help them feel understood and supported. Managing relationships is an essential skill that enables to lead change or manage personal change.

**Communication**

In Service Sector, Communication matter a lot. Services are being sold through promise of words. Frontline Managers need to communicate effectively with customer. Communication skills involve both listening and speaking effectively. Both skills are necessary by Frontline Manager, as they directly communicate with customer to sell the service of the organization. Being a good communicator, Frontline Manager, also need to be a good receiver also. FM requires the ability to read nonverbal expressions, such as gestures and facial movements of others.

**Problem Solving**

Good problem solving skills empower Frontline Managers in their work. Good problem solving skills includes: developing creative and innovative solutions, developing practical solutions, initiative in identifying problems and solving them applying strategies to problem solving;

**Decision Making**

Positive decision making is a necessary intrapersonal skill required by Frontline Manager. When faced with the decision-making process, Frontline Manager must be able to scan through the available choices in mind, consider each alternative and come to a practical decision without inner conflict and confusion. Although decisions can be made using either intuition or reasoning, a combination of both approaches is often used

**Teamwork**

Teamwork is also a very important interpersonal skill required by Frontline Managers in service sector. Teamwork means cooperating with people in your workplace, communicating your thoughts and feelings and collaborating. Teamwork will also help to get along with superior and subordinate and help in resolutions on conflicts. Teams always work to achieve common goal

**Stress Management**

Stress management involves controlling and reducing the tension that occurs in stressful situations by making emotional and physical changes. The degree of stress and the desire to make the changes will determine how much improvement takes place. There is a high level of stress among Frontline manager of service sectors. Here, frontline Manager needs to cater various needs of the customer. This leads to more pressure on the employees.

**CONCLUSION**

Emotional Intelligence can help in improving the performance of frontline employees in service sector. To create good employee-customers interface, organization need to improve the Emotional Intelligence of their Frontline Employees. Interpersonal skill and intrapersonal skill has been identified as major factors that contribute to Emotional Intelligence in Service Sector. With the help of this conceptual framework, Emotional Intelligence skill can be identified and can be assessed with various tools. After assessing the Emotional Intelligence competencies, Frontline manager will know that which aspects of EI he/she needs to improve. Some frontline Employees may be very strong in the inter-personal skills, but may need to improve the intra-personal skill of analyzing their own emotions. This will help the organization to improve the performance of a Frontline Mangers by filling this gap. There are a number of literature is available with ideas on how to improve emotional intelligence at workplace.

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