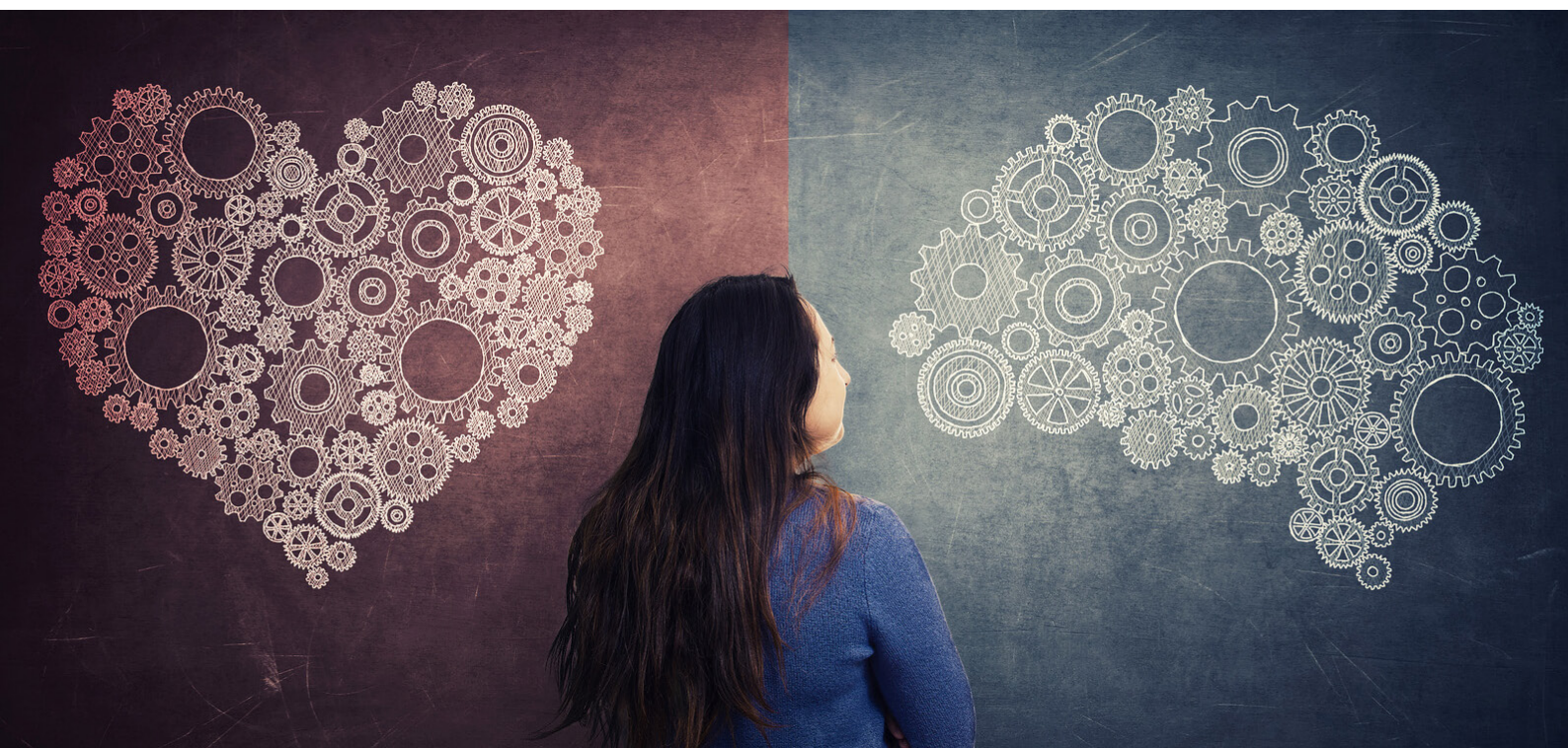


Emotional Intelligence as a Stimulator of Technology Strategy for Business Success

Effective improvement and execution of technologies require incredibly careful consideration not only to technological and engineering advancements and resulting capabilities, but also to human, raw materials, financial feasibility, and the reasonably competitive environment. The strategic management of technology (SMT) brings together engineering, scientific, and management disciplines to tackle the preparation, growth, and implementation of technical skills to form and serve a strategic and a functional purpose of a business.

Technology operates as an important trigger for emotional responses. This is due to its ability, social function and novelty [1]. Examining emotions has been a subject that has been highly studied in fields such as psychology, sociology. However, more recently it has become an investigation process of organizational behavior because of increasing emphasis on examining specifically how emotions interact with success [2]. Emotional intelligence (EI) helps employees grow into better team players, show more ingenuity in their work, and increase overall performance [3]. Emotional intelligence integrates a wide range of skills that explain how individuals handle emotions and can be a factor in enhancing the association between SMT and performance of the organization (OP). The major gap in past research is the inadequacy of exploring the relationships between EI, SMT, and OP.



Since the service sector is more closely related to the human factor, SMT and OP will play an important role in EI. The study proposed that the direct relationship shown in Figure 1 will be moderated by EI. Hence, an empirical investigation covering the main commercial banks operating in Sri Lanka was undertaken with the key decision makers who are making strategic decisions. As the current study is conducted in the banks registered under Colombo Stock Exchange the information collected and the results from the research can be used to define whether testing for EI is an important tool when enrolling new employees, promoting employees and in identification of talents and succession planning towards the OP. For this study, a sample consisting of 291 bank branches of 17 banks had been taken into consideration. Of these, 1200 managers in high, middle, low levels of the managerial hierarchy responded. After conducting Herman single factor analysis, exploratory factor analysis was conducted. Thereafter, structural equation modeling was used in the study.



Figure 01: OP and SMT

The study found that EI is a positive condition that strengthens the relationship between SMT and OP, which has implications to the practitioner. Hence, the necessary actions can be taken to increase level of EI of the organizations. The positive association between EI and OP suggests the need of providing clear guidelines and communication for EI facilitate to build better employer, employee, and customer relationships to increase the OP. Furthermore, managers must spend time to confirm the progress of EI of their subordinates. Managers need to realize the importance of SMT and EI applications in adding value to their work, as well as EI's potential to improve SMT's relationship with OP. It is important to develop expertise and decision-making skills of employees. For this, EI-related training programs can be implemented. Managers should always increase the strength

of the feelings of subordinates in the sense of competence through their willingness to accept and respond to the concerns of their juniors.

Further, the managers should be mindful to improve the skills in their subordinates to achieve the benefits in each dimension of EI. Managers should have EI skills so that they can help their colleagues to develop EI. In addition, the juniors should be taught about the method of coping with the emotional issue and how their supervisors can communicate with others. Managers should also create an enjoyable working environment by holding group discussions to give subordinates an opportunity to interact simultaneously. Thus, the feeling of empathy could be cultivated, and the subordinates can recognize the feelings of their colleagues and receive input based on their reaction. Managers also can reduce the anxiety problem between subordinates by helping them to reduce low self-efficacy level and the ability or technique to reduce their anxiety should be offered to juniors to facilitate endurance.

Since results showed that SMT positively affects OP, the management needs regular coaching on technology. Managers need to embark on a regular personalized coaching program to develop all managers' technology skills, which will help them make sound decisions. Coaching programs can be designed to develop the manager's technology expertise so that they can assess and decide investments in digital technologies, technology start-ups, and technology partnerships. A deeper insight of how to make management programs for technology to become more successful could be gained by connecting EI to the learning concepts of the organization and technology. The consequence is the consideration of EI competencies in recruiting, retaining staff in addition to the designing and implementation of advanced EI training programs.

Furthermore, the findings led to conclude that in recruiting new managers, organizations should use management approaches that go deeper than that just measuring IQ levels and competencies of employees. The board of recruitment should consider the EI competencies. The achievements

in higher IQ levels can help managers to better understand people and build healthy and trusting

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relationships with subordinates. Hence, programs on EI are required for every employee including managers to unravel the core competencies of the EI such as self-confidence, trustworthiness, competence, adaptability, motivation, team building and leadership abilities, stress management, etc. Evaluation of EI of the existing organizational employees should be introduced. It is equally important to measure the EI level of the current employees and the managers of an organization, so that the employees with higher EI are assigned matching roles. Emotional Intelligence based KPIs can be introduced for managers and can be measured over time to assess the level of improvements.

EI training sessions for managers are recommended and required to monitor the association of EI with performance drivers such as customer satisfaction, lower-level employee's satisfaction, customer churn and care management in a technology-based organization and the need for a service operation with a human touch. Conducting trainings of EI can be included in the KPI of organizations as a motivation factor.

The findings of the study add value to service-profit value chain in service marketing. This is due to explaining the role of EI as a promoter of OP through a technology strategy. The EI of the employees of the service providers in the service environment is vital as it relates to the quality of service and performance, and this is linked to back-office operations as well. Thus, EI can be a facilitator and in developing people-oriented technology strategy. The major contribution of the study is the EI moderation theory between SMT's relationship and OP. The current study adds empirical support that both SMT and EI need to be involved and work together to be successful, towards the organizational performance. For the current study, social and economic factors were not taken into consideration due to their high vulnerability. However, there is a possibility of incorporating few selected social and economic factors in future research.

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