A case study on Role of Emotional Intelligence in creating a Happy Workplace at Google.

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Abstract

Emotional Intelligence

Emotional intelligence represents a capability to understand, control and evaluate one's emotions and to use emotions to enhance thought. Emotional Intelligence is progressively relevant to organisational effectiveness and developing staff. It is expected that the modern leader coordinates and facilitates the work of his subordinates by making and maintaining a constructive and ancillary atmosphere for his fellow worker. The simplest way to hold on to the workers is to include emotional intelligence to personal and organizational management philosophy. Emotional Intelligence is prime to our life experience and may influence how thriving we are in our relationships and career.

This paper will discuss the positive working environment at Google Inc., as it has been ranked as the best company to work for in the U.S in the year 2009. Google has been taken into consideration and various parameters has been explored when it comes to happy or positive workplace environment among the various corporate. A work-life balance helps employees increases a feeling of belongingness to the organization thus efficiently increasing their performance (Dekas et al., 2013).

The study thus focus on understanding the role of emotional intelligence and how it impact in creating a healthy work environment when it comes to best company to work.

Keywords : emotional intelligence, happy workplace, employee engagement, motivation, leadership

Introduction

Over the last decade emotional intelligence (EI) has drawn significant interest from researchers, lecturers and HR practitioners throughout the planet. In 1985 Wayne Payne introduces the term 'emotional intelligence' in his doctoral thesis entitled "A study of emotion: developing emotional intelligence; self-integration; with reference to fear, pain and desire (theory, structure of reality, problem-solving, contraction/expansion, and tuning in/coming out/letting go)." Mayer and Salovey (1990; 1997) defined emotional intelligence as the processes involved in the recognition, use, understanding and management of one's own et al emotional states to unravel emotion- laden issues and to manage behaviour. In words of Law et al (2004), emotionally intelligent workers generally performed higher which means that lack of emotional intelligence in workers might negatively have an effect on

performance and their relationships at workplace. Emotional intelligence has four parts: self awareness, managing our emotions, empathy, and social skill. There are several tests of emotional intelligence, and most appear to indicate that ladies tend to own a grip over men once it involves these basic skills for a cheerful and successful life. That edge may matter more than ever in the workplace, as a lot of corporations are beginning to acknowledge the benefits of high EI once it involves positions like sales, teams, and leadership. EI is key to our life experience and might influence how thriving we are in our relationships and careers. The functions of emotions are delineated by Frijda(1988)and Plutchik (1980) includes these characteristics:-

- Has a subjective experience(feeling)
- Occur automatically
- Comes on quickly
- Shifts due to a change in the environment
- Intensity can vary
- Serves an adaptive function
- Changes in physiology
- Dissipates rapidly.

Objective

1.To understand the drivers of workplace happiness

2.To explore the role of emotional intelligence in workplace environment

3.To understand the characteristics of EI adopted in Google

Workplace Happiness

Happiness could also be defined as the experience of frequent positive affect and an overall sense of satisfaction with life as a whole (Myers &Diener, 1995). To win customers' hearts, a corporation desires engaged staff who actively transmit their enthusiasm to customers. Satisfying customers is crucial to a business—there could be a great deal of proof for a causative link between happy customers and better profits. And satisfying staff could be a worthwhile aim in itself for several reasons. it's necessary to engage staff by giving them each reasons and ways in which to please customers; then acknowledge and reward applicable behavior. it's a really easy hypothesis: so as to possess happy, glad and dependable customers, organizations ought to have happy, glad and dependable staff. Southwest Airlines' Chairman Herb Kelleher has said that he puts staff first, "because if you've got happy staff, that may lead to happy customers". Individuals will build an exceptional difference if they're tapped into, resulting in a highly-committed manpower.

Dr Laurel Edmunds and Jessica Pryce-Jones have researched the difficulty of happiness at work length and from their findings have defined workplace Happiness thus: "Happiness at work is regarding mindfully creating the simplest use of the resources you've got, to beat the challenges you face. Actively relishing the highs and

managing the lows can assist you maximize your performance and win your potential. And this not solely builds your happiness however additionally that of others – who are going to be affected and energized by what you are doing."

Drivers of Workplace Happiness

Being valued: "As long as I believe my employer values and cares about me as an employee, I'm content."

Fairness: "When I'm treated fairly, I'm delighted."

Trust: "I need to feel that my employer has my back and that we can work well together."

Utilization: "Being able to reach my full ability at work is what makes me happy,"

Autonomy: "For me to be satisfied in my career, I need to feel empowered and have a sense of autonomy."

Rewarding Relationships: "When I have positive relationships with my coworkers and managers at work, I experience a feeling of fulfilment."

Pleasant Emotion: "At work, I feel positive emotions" Work Engagement "I enjoy doing things that keep my attention,"

Creativity: "The complicated issues and demanding responsibilities I encounter at work provide me the chance to be creative."

Meaning: "I am aware of the objectives of my company and the part I play in achieving these objectives."

Work-life balance: "As long as it doesn't interfere with my personal life, I'm pleased at work."

Sense of Purpose: "My job presents interesting challenges, and I feel like I'm working on worthy projects."

Holistic Approach: "I feel a feeling of being, growing, and belonging via my job.

Emotional intelligence and workplace happiness

Daniel Goleman's analysis of 181 jobs in 121 organizations found that emotional competencies were the best differentiator between star performers and typical performers. While IQ accounts for only about 10% of the variance in job performance, the biggest difference is made by abilities such as being able to identify others' emotions, handle frustrations, controlling own emotions and getting along with other people (Rosenthal, 1977; Snarey and Vaillant, 1985; Sternberg, 1996). According to a research by Hay McBer that involved hundreds of executives from 15 different international companies, including Pepsi, IBM, and Volvo, two thirds of the qualities deemed crucial for success were emotional competencies. Findings point to a connection between happiness and emotional intelligence, which is the capacity to recognise even subtle changes in one's own and others' emotional tones and control them, remain composed under pressure, start and maintain healthy relationships with others, and

keep a positive outlook on life (Mayer, 1990; Goleman, 1995;Saarni, 1999;Salovey and Salovey et al., 1995;Schutte et al., 2002). Self-esteem, a sense of control, optimism, and extraversion are four characteristics that are regularly found to identify cheerful people and are hence elements of emotional intelligence (Myers and Diener, 1995). Building social connections has been demonstrated to be particularly beneficial for long-term happiness. (Burt, 1986; Cohen, 1988; House, Landis, &Umberson, 1988;Pavot et al., 1990).

Much of the work in the organisations is currently performed in groups and the most effective groups can attain EI. Daniel Goleman , the author of the book 'Working with EI'(2000), explains that the power to manage one's feelings, act effectively with others and communicate are more than twice as necessary as intelligence quotient or Job skills in deciding job skills. EI plays a key role within the organisational development. As business becomes really complicated with globalization, new generations, and also the fast pace of innovation, the worth of "emotionally intelligent leaders" is gaining ground. Daniel Goleman wrote in Emotional Intelligence, "Emotions guide everything we tend to do." Indeed, emotional intelligence is thought to be a way stronger predictor of success in work and life – than ancient measures of intelligence, with 90th of leadership success being attributed to a high EQ. EI and its relevancy for organisations, is of utmost importance to modern-day managers. Organisations don't manage materials alone, they additionally deal with individuals. EI is what offers an individual the competitive edge. Even in bound famed business institutions, wherever everyone seems to be trained to be sensible, the foremost valued and productive managers are those that have sturdy traits of EI. Today, the principles of work are quickly changing: a brand new yardstick is getting used to guage individuals. it's usually aforementioned that a high intelligence quotient might assure a high position, however it may not make you a top person. This doesn't measure how sensible you are or what your educational qualifications are or maybe what your experience is. Instead, it measures how well you're able to handle yourself et al.. (Dalip Singh, 2006) For the event of an organisation workers ought to deal with huge, rapid changes happening within the business surroundings and so as to survive within the market they have to be more inventive so as to drive innovation. The organization must increase client loyalty to offer a far better service and retain the customers and workers ought to be more motivated and committed. To be a flourishing organisation, workers ought to work together better. Altogether these aspects EI plays a key role as workers need to communicate with one another and work underneath one roof. EI affects organisational effectiveness in a number of ways, including the following:

• Employee commitment, morale and health

• Customer loyalty

• Employee recruitment

• Innovation

• Productivity

• Teamwork

• Efficiency

• Sales

• Revenues

• Quality of service

The Working atmosphere at Google

The work atmosphere at Google, which is marked by exuberant employee benefits that are uncommon at other organisations, has contributed to the company's long-lasting success. In fact, by emphasising the key components of a productive work environment that support employee engagement and organisational identity, Google's workplace encourages a work-life balance. These tactics include of employee engagement, career development, leadership style, and company culture.Organizational Culture It resolves around the resilience and retaining capability of workplace.

Google has an innovative culture that permeates the entire company and is ingrained in the lives of its employees. It took the business many years of arduous struggle to reach where it is now; its culture was not created overnight (Manimala & Wasdani, 2013 p. 1). They are content at work thanks to Google's supportive innovative culture and unrestricted work environment. The company's culture motivates them to take on the duty of creating ground-breaking products that aid in the company's success. Employees are encouraged to think creatively and take advantage of all the chances they have at work and outside to develop cutting-edge innovations thanks to the culture. Because the company's values are fundamental to its culture, it is ensured that the values of the employees coincide with the company's goals and tactics. Transparency and communication, according to Saha (2013, p. 28), are fundamental principles at Google that support personnel management and motivation. The passion and ingenuity of Google employees inspires them to contribute ideas from all over the world to the company. Additionally, the organization's transparency and openness to information encourages employees to share ideas and point of views that enhance performance. Employees create a strong, creative atmosphere that fosters product improvement and development through regular whiteboard conversations and idea sharing in the "Google ideas" section of the Google website. Free thinking among employees is encouraged by the notion that "being Google involves being intellectually savvy." To maintain the Google culture, the hiring process for candidates is an all-encompassing procedure built on innovation and creativity. The spirit of creativity is then fostered by providing mentorship and a welcoming work environment where individuals may develop and invent. Google's incentive programme for deserving staff members enables the business to maintain a high level of innovation among its personnel (Saha, 2013p. 31).

Motivation

Google offers a work environment that inspires and maintains the happiness of its employees. It compensates staff members with incentives and bonuses aimed at inspiring them to produce their best work. Cook (2012) claims that Google encourages employees by offering intrinsic benefits at work to encourage employee loyalty and top performance. Staff members are inspired to innovate under effective leadership that encourages free thought.

According to Gorey (2014), Google creates the happiest atmosphere for its employees through measures that make working more enjoyable. At Google, motivation is further boosted by the provision of reasonable perks and benefits, training, and competitive pay scales. The supervisors inspire and support the staff, which increases their enthusiasm for working for Google (Brassfield, 2013).

Leadership Approach

Researchers who advocated for independent thought and invention were the forerunners of Google; these traits have influenced the company's leadership style. A good leadership style, according to Manimala & Wasdani (2013, p. 2) and Brassfield (2013), entails motivating staff members and giving them the freedom to develop novel ideas for products and services. The business is of the opinion that after hiring the best candidates, they should be given the freedom to think independently. The creation of new products is not mandated by Google's founders. In fact, the majority of new products at Google are created as a result of giving employees the freedom to freely use their creative thinking and original inventions. (Manimala & Wasdani, 2013p. 1; Vella, 2015). The company's people-management strategy encourages employees to put their time and attention into their work. The availability of a "hassle-free" setting creates opportunities for the exchange of ideas and the invention of new items (Manimala & Wasdani, 2013 p. 2

Employment Development

For long-term success, Google's effective career development programme makes sure all employees remain innovative and competitive. The company's career development policy makes sure that workers have the chance to pursue their professional and personal development. For instance, the business makes sure that employees have flexible work schedules so they may devote a lot of time to both personal and professional learning (Manimala & Wasdani, 2013 p. 2). The plan gives Google access to top-notch workers who can innovate and manage change. Google has a great human resource because of its all-encompassing approach to career development, which is created through job analysis and employee coaching to match work skills to requirements (Hachem, 2015). The HR managers provide career possibilities that are suitable for each individual and provide assistance in promoting a variety of career pathways. Google employees receive tuition reimbursement, which they can use to easily pursue professional professions (Hachem, 2015).

Employee Participation

The benefits package that Google offers its employees is designed to incentivize them to use their knowledge and experience to get the best results possible. In addition to this, the business provides its employees with top-notch amenities, such as restaurants, laundry, vehicle washes, gyms, salons, and child care facilities, among other social facilities that help employees maintain a healthy work-life balance. Due to the fact that they are provided,

employees are able to focus entirely on their work because they are not concerned about personal obligations (Manimala & Wasdani, 2013p. 2)

By rewarding employees and recognising their value to the firm, Google aims to increase employee engagement. Engagement and dedication among employees are motivated by the implementation of initiatives that advance career opportunities. According to Risher (2015), executives should respect employees as capable decision-makers and grant them the flexibility to make choices and come up with new ideas. As a result, encouraging employees to behave independently will increase their level of engagement. According to Risher (2015), the greatest ways to increase employee engagement are to provide them the freedom to make decisions, provide them with a clear job description, offer performance-based rewards, use effective goal-setting, and make their lives easier. At Google, workers have complete creative freedom and access to initiatives that enhance work-life balance (Risher, 2015).

Retention Techniques

As significant employees leave the company, Google's employee turnover has increased in recent years. It has been stated that important engineers, managers, and designers departed the corporation to launch their own businesses. The departures have been linked to the fact that most new recruits immediately became wealthy and could do anything they pleased. Google is concerned about this trend, and its future depends on its ability to improve employee retention. Google is redesigning its business model to boost employee engagement in an effort to combat the rising staff turnover. To lower employee turnover, Google should balance resource distribution between engineers and other departments that often go unnoticed by employees (Lashinsky et al., 2008). Additionally, the business needs to implement effective employee mentorship and training to instil a sense of worth in workers and equip them with abilities that correspond to job requirements. In order to promote retention, Google should also encourage internal hiring. Instilling values that are consistent with organisational values in employees requires a strong focus on a positive culture. Above all, competitive salary, perks, and additional benefits will inspire employees to remain with the company (Yazinski, 2009; Saha, 2013p. 31).

The Science of Happiness in People Operations

Google has a sizable human resources (HR) department, just like any other big business, but they call it "People Operations." Raw science and HR collide in people operations, which is what keeps Google a top-performing business.The People Operations (or POPS for short) department at Google takes a proactive stance as opposed to the majority of HR departments, which are reactive.

Like all other departments at Google, people operations depends on research and data. For instance, Google discovered a few years ago that their high turnover rate for women. In an effort to lessen this turnover, studies

revealed that only new mothers experienced substantial turnover. Google is providing 18 weeks of paid maternity leave as a remedy.

Conclusion

The long-term profitability of businesses and human resource management depend on having a pleasant work environment. The importance of a positive workplace culture has been recognised by leading corporations worldwide. At Google, managers make sure that workers enjoy their jobs by creating a workplace that is inspiring through great benefits, effective people-management, career advancement, and treatment of workers. Every employee aspires to be considered as an important resource to the company, which boosts long-term success.

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