

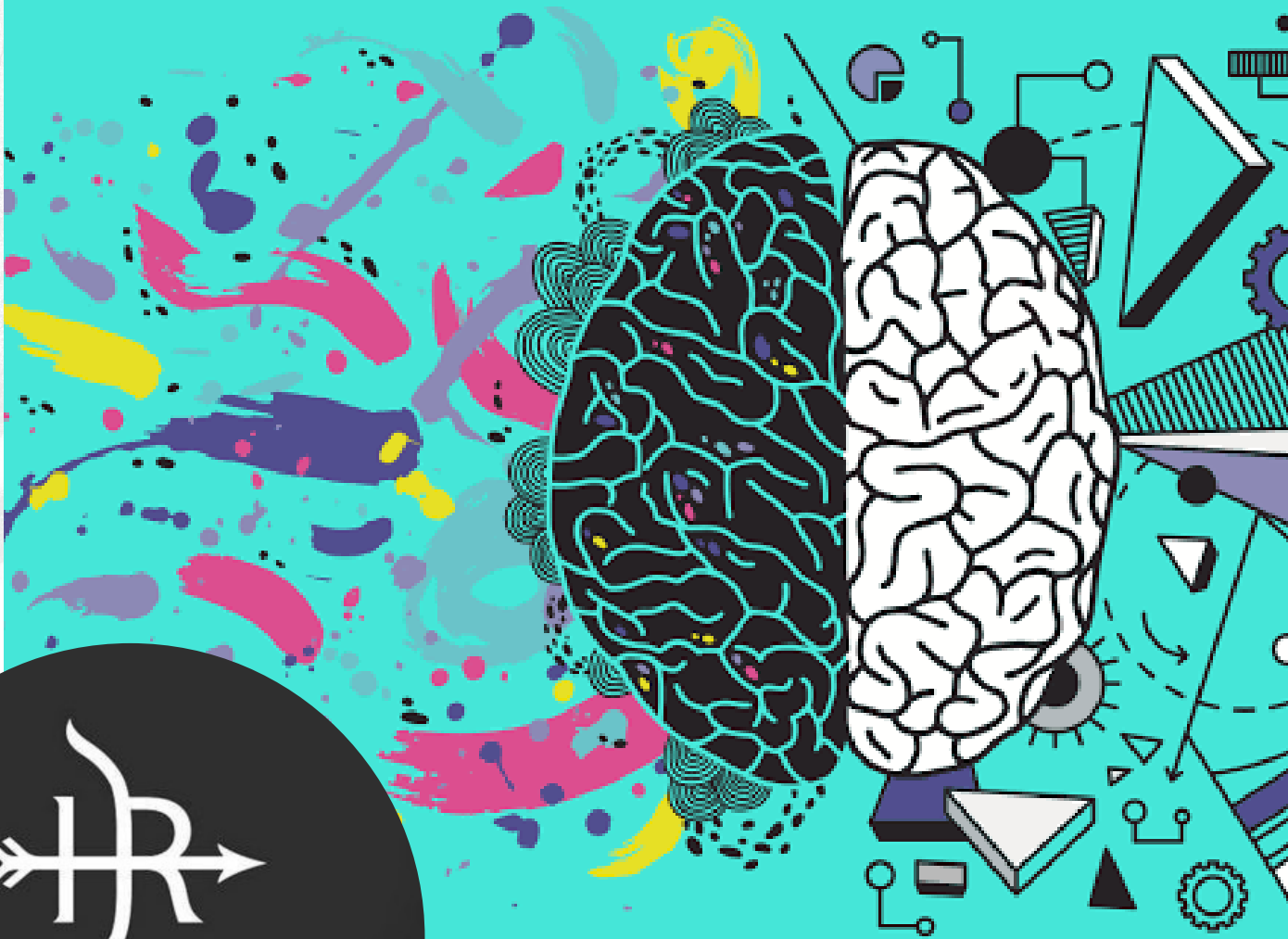


CHRIST
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Christ Institute of Management



HUMANRESOURCE
Building Capabilities

2018-20

The Industrial and Organizational Psychology Evolution

PUBLISHED BY THE HR DEPARTMENT

TABLE OF CONTENTS

ARTICLES

Editor's Note 01

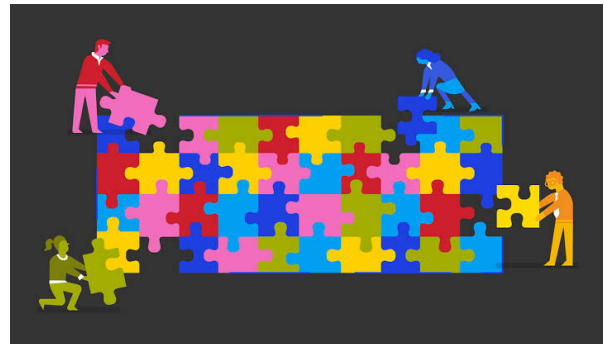
Can Enhanced Emotional Intelligence contain Attrition? *Vidiyala Anish* 02

Emotional Labour *Felix Aby Mathew* 04



The Role of Psychology in Human Resource Management *Mandeep Saluja* 07

I-O Psychology and optimism of employee *Vishakha Sawarn* 10



HUMANS OF MBA 12

THE HR CALENDAR 16

THE TEAM 19





Editor's **NOTE**

Opinions are a result of comprehensive thought and it is one decision in a moment of time which will determine whether or not we learn from it. Forte encourages expression of perspective and understanding to themes relevant in the contemporary world of HR. This edition of Forte looks at 'Industrial and Organizational Psychology' as well as the conscious consideration of it in an organization. Our authors have touched upon the attrition effects of emotional intelligence, an insight into emotional labour, the sheer role of psychology in Human Resource Management and even the optimism of an employee from an industrial and organisational psychology perspective. Team Forte expresses sincere gratitude to our Dean, Dr. Jain Mathew, Head of Specialization, Prof Sathiyaseelan B., Faculty Coordinator, Dr Arti Arun Kumar and our gifted faculty for their fruitful cooperation and abiding trust in us. We extend our appreciation and gratitude to the student writers for their passionate and keen contribution. We hope that each one of our readers obtains knowledge and a further refined perspective through this reading experience.

Happy Reading...
Team Forte

CAN ENHANCED EMOTIONAL INTELLIGENCE CONTAIN ATTRITION?



By Vidiyala Anish

Attrition is a major problem faced by most industries today and is true in the case of companies, both big and small. In the yester-years, people worked in a single job for many years without any increase in salary or promotion. They were not lured by money nor options to try other avenues. They looked mainly for stability and permanency in a job. Getting a good job with a stable income was everything they aspired for.

Today, things have changed. We live in a globalized world where job opportunities are plenty for those who know how to play their cards well. It is difficult for an employer to get a good employee who will remain with the company. Employees are not concerned with permanency anymore. They look more for financial rewards and quick growth. They also succumb to misunderstandings and friction easily. That is the reason for the sudden spike in attrition rates in most of the companies.

Emotional Intelligence plays an important and defined role in containing attrition rates in companies. Both the employer and the employee need to possess emotional intelligence to survive in the competitive world. Emotional intelligence skills are both Synergistic and Cognitive by nature and in practice. Synergistic emotional skills help us to understand that working together in a group. It can be done by synergizing our individual skills with the group efforts. It can work wonders in terms of both qualitative and quantitative outputs whereas Cognitive emotional skills help us to learn, understand and reproduce knowledge to our advantage. Having said that, Emotional incompetence prevents us from achieving our full potential.



Employers need emotional intelligence to retain employees and employees need emotional intelligence to display associated competencies as certain positions require certain skills and competencies. Emotional ecology differs from company to company and it is for the employee to be the right fit. High end managers can keep their employees happy by understanding their individual skills and fitting them to a job environment that suits their intelligence. They must understand that adaptive traits differ from employee to employee and thereby assign the work accordingly. The words that managers use may serve to de-motivate and build apathy for the work in an employee or they may pep up his energy and interest to contribute more to his work than is generally expected of him. A manager who is emotionally intelligent will know very well how to keep his employee captivated in his work. Such managers will be able to retain their employees despite new challenges on the horizon. They bank on trust, they build good rapport and most importantly they listen to both what is said and what is not said.

Emotionally good managers have excellent self-control and are never despotic. They maintain integrity and accountability. They possess people skills and wholeheartedly welcome diversity at the workplace by work on building bonds. Their model includes assessing the job in relation to the kind of individual who would fit it, training and evaluating performance, giving constructive feedback, giving the employees clear and manageable goals, identifying and appreciating best practices. Given all these conditions, an employee would not like to shift to a less secure place even if it comes with a very fat pay package. Only this way can attrition be checked.

References: Jeff Feldman, Karl Mulle, 2007, "Put Emotional Intelligence to Work". Role of Emotional Intelligence at Workplace, Published on June 5, 2018 in International Journal of Trend in Scientific Research and Development, ISSN:2456-6470.



EMOTIONAL LABOUR



Felix Aby Mathew

In school, we were taught that the level of development of a nation can be determined by the nature of its predominant sector. For example, the Indian economy started out as an agrarian economy and since then, it has shifted its focus to Industrial development to finally being an economy focussing on service. Perhaps this is the reason why many a research was conducted on industrial psychology in the late 90's to the early 2000's; for developed nations to better understand how psychological principles could be applied to workplaces to better increase productivity and improve the pace of growth.



Industrial or organisational Psychology is the branch of psychology that applies psychological theories, and, principles to organizations. In this article, I would like to draw your attention to one particular concept belonging to this branch, namely Emotional Labour. It is the regulation of felt and expressed emotions at work in the service of organizational goals. The term was coined by the sociologist, Arlie Hochschild in her book "The Managed Heart" (1983); wherein she defines the term as 'the management of feeling to create a publicly observable facial and bodily display of emotions'.

She studied the work of airline flight attendants and, specifically, the strategic use of emotion by flight attendants to create a desired experience for passengers. Her research revealed that the job role of flight attendants involved much more than the obvious duties of serving drinks and meals and ensuring passenger safety and comfort. Their job role also included the expression of emotions and were required to act friendly to make passengers feel safe, happy, and comfortable. The significance of this early work is that it highlighted the fact that the management of emotions is an important organizational phenomenon, it is an effortful process for employees, and it may affect employee well-being.

This work laid the foundation for further research in the hopes to improve productivity across the service sector. Special emphasis was laid to the application of this theory to customer facing roles with the objective of achieving customer delight. But in recent years, we are seeing a trend in which the concept of emotional labour is being applied across industries and across workforces. In a recent conference I attended, the Global Talent Leader of EY Global delivery services, Mr Sreekanth K. Arimanithaya was speaking about how his company was embracing the concept of Cockpit Relationship Management (CRM). It is different from the normal Customer Relationship Management. The main premise lay on how airplane cabin crew get such a short amount of time to get familiar with their team before a flight journey starts. If a flight takes 13 hours to reach Dubai from Mumbai, the cockpit crew meet only hours before departure and they have to go through the whole process of forming, norming and storming within that time to build an effective team and to deliver customer satisfaction. Here, emotions have to be controlled and work behaviours given more importance.

At EY, every staff including Mr Sreekanth had to compulsorily work-from-home for one day in a week; not only for employee welfare but also to manage the employee numbers considering office space. The speaker was depicting a future wherein an office with a seating capacity of let's say 100 employees can house 160 employees and where employees would embrace the gig culture wherein, they would work for multiple employers, in multiple teams and not settle for just one. In such a case, more emphasis has to be given to the emotional quotient of a prospective candidate as that would determine his/ her ability to work well within a group on short notice and deliver the best of results.

For some, emotional labour might seem as a relatively new concept, but it is a phenomenon that has existed among us for a long time and not always has it been done to showcase positive emotion. Bill collectors and police detectives manage and display negative emotions to produce anxiety, fear, and compliance in debtors and suspects. Funeral directors display warmth and sadness in their job roles. And physicians engage in emotional labour by suppressing negative emotions to display the neutrality required of their jobs. A more familiar example would be the efforts of actors/ actresses in TV shows and Movies. Most audiences of fan favourite shows like Game of Thrones or Sacred Games would agree that apart from the story line, it is the actors themselves that keep the audience captivated throughout the show. That too, is emotional labour at play.



It is widely believed that employees can express emotions which he is expected to display in an organization in two ways; either by way of surface acting or deep acting. Surface acting involves acting or expressing an emotion on the surface without actually feeling them while deep acting involves modifying an emotion to match organizationally required emotion. A busy waiter who smiles despite the rage he feels at a rude customer is engaging in surface acting. Bill collectors, for example, may take a moment to create in themselves a slight feeling of anger or annoyance before placing a phone call, so that they can more naturally express urgency and irritation toward the person on the other end of the phone and thus engaging in deep acting. Deep acting has always had the advantage over just pretending when it involves the ability to convince.

When it comes to the outcome of emotional labour; its effect on the employees is given much focus. Since, both surface and deep acting are internally false; there is a high chance of emotional dissonance happening because of a clash between felt emotions and expressed emotions which in turn leads to stress. While many studies have focused on the negative consequences of this concept, there have been many others which focus on its benefits to the employees. Emotional labour at the end of the day, is a controlled move designed to influence others. Successful emotional labour may give employees feelings of competence and mastery in their ability to control the emotions of a situation. It likely contributes to successful job performance and financial gains—for example, when the salesperson successfully uses emotions to generate excitement and purchases from a client.

When we are discussing the outcome of such labour for customers and organisations, research points only in one way. That it greatly affects customer satisfaction and organisation performance. Most often; customers are looking for an experience more than a need gratification when they buy a product or service. If their experience with the employees are good, they are more likely to be highly satisfied and to rate the business on a higher scale. Thus, emphasising the business opportunity for using emotional labour.

To conclude, in today's world; the concept of emotional labour is gaining importance across industries and workforces. With the emergence of the gig economy and the workforce comprising of as much as 5 generations of employees including the millennials and gen Z; the importance of managing diverse and short duration workforces are becoming apparent. Emotions are no longer seen as opponents to rationality; but are seen as prospective opportunities for businesses to deliver exceptional customer and employee experiences. In the current scenario, more research has to be conducted on how to best utilise this phenomenon but in the meanwhile, we can get inspiration from sources such as the airline industry on the effective management of workforce emotion to achieve greater productivity and success.



THE ROLE OF PSYCHOLOGY IN HUMAN RESOURCE MANAGEMENT



Mandeep Saluja

BEFORE UNDERSTANDING THE ROLE OF PSYCHOLOGY IN HUMAN RESOURCE MANAGEMENT, IT IS IMPERATIVE TO HAVE A BIG PICTURE OF WHAT EXACTLY WE MEAN BY PSYCHOLOGY AND HUMAN RESOURCE MANAGEMENT.

As quoted by Boyack, Klavans & Borner (2005), Psychology is the scientific study of the mind and behaviour. The study of Psychology involves studying and understanding mental processes, brain functions and behaviour. The field of psychology is considered a "Hub Science" which includes strong connections to the medical sciences, social sciences and education. Human Resource Management is a much-used term in corporate functions. It can be broadly classified into the process of recruitment, selection, induction of employees, orientation process, imparting training and development, making compensation decisions, providing benefits and rewards and motivation, maintain relationships, ensuring employees welfare and safety while maintaining the compliances in place.



“

Much of human behaviour can be explained by watching the wild beasts around us. They are constantly teaching us things about ourselves and the way of the universe, but most people are too blind to watch and listen

”

SUZY KASSEM, RISE UP AND SALUTE THE SUN: THE WRITINGS OF SUZY KASSEM



Human Resources

Motivate

Keep

Psychology plays an inevitable role from the first basic function of Human Resources i.e., Recruitment. Since the primary focus of HR and its expertise lay solely on people-oriented solutions, the essence depends on correctly assessing the person in front of you. It is very important for the People function to observe, understand and analyse behavioural attributes and conduct oneself accordingly. We cannot deny the fact that processes, competencies and technology play very essential role in the smooth functioning of the organization, however the people factor cannot be undermined. It also helps in taking disciplinary actions and also allows to resolve conflicts among employees. Therefore, it clearly makes sense that the study of human mind, which is Psychology, should be used in various functions of Human Resources.

Psychology illuminates the challenges of modern living and also provides some meaningful insights of it. The thorough understanding of psychological concepts in organizational behaviour can also help the Human Resource Professionals to maximize wellness and well-being and performance of the workforce. The most important task for the HR function is to place the right employee in the right position based on her/his strengths and weaknesses so that it builds a sense of flow and engagement in work. This improves productivity and also contributes to loyalty and well-being of all the employees

People who are pursuing careers in the field of Teaching, Learning and Development, Marketing are also understanding the importance of psychology in their field of work. Psychology allows them to broaden their horizons and to think in the context of human behaviours and attitudes.

HR Professionals should be experts in maximising the potential and understanding the need and importance of psychology of organization's most important asset is its people. Instead of seeking continuous gratification and also engulfing and multi-dimensional simulations, HR professionals should try to use the amazing mass of grey matter in the heads of employees, cherish the engineering magnificence of their physical body, nurture their fragile yet valiant hearts, and reflect on that which is larger than the employees that they can draw strength from and give freely.

**SINCE THE PRIMARY
FOCUS OF HR AND
ITS EXPERTISE LAY
SOLELY ON PEOPLE-
ORIENTED
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ESSENCE DEPENDS
ON CORRECTLY
ASSESSING THE
PERSON IN FRONT OF
YOU.**

I-O Psychology and optimism of employee



VISHAKHA SAWARN

A degree to which man understands his work is I-O psychology. Optimism is a mental attitude reflecting a belief or hope that the outcome of a specific endeavor will be positive, favorable and desirable to him. An employee working in an organization has various attitudes toward his job. One of them can be optimism towards the task assigned to him. His optimism towards the task will increase the efficiency of his performance.

Dispositional optimism and emotional stability can be two factors of performance of the employees at a workplace. Dispositional optimism denotes an expectation to the employee that good things will happen to him. The association of an employee with his co-worker also results in the optimistic attitude of an employee.

The scenario has changed in today's workplace where the tenure is short and the employees work for the sake of money, for financial support from the organization. The scenario will be different if the employees work with a belief of 'working for their interest'.



Efficiency at work will increase if the employee strives to achieve his own goals as well instead of only focussing on achieving the goals of the organization.

“Overpromising and underperforming”

is the behavior of most organizations. This concept has to be changed by giving the employees a belief of a positive work environment. It can be done by giving support right from the beginning. There will not be huge expectations from any of them but an understanding of a healthy work environment. Though it is always said that retaining an existing employee is better than hiring one, organizations fail when it comes to the implementation of this. The attitudes and behavior of an individual has a major impact from his superior, which is often ignored. An organization should think from all aspects in consideration of I-O psychology.

A woman with dark hair is shown from the chest up, wearing a white knit sweater with a blue and black geometric pattern. She is looking slightly to the right. The background is a blurred indoor space with warm lighting and other people in the distance.

HUMANS OF MBA

“To follow Jesus, to understand his will, be guided by him and to do his will by his grace.”



Joshua Sabu is a soldier in Jesus Christ's work towards a better tomorrow. He proudly states that his innovative mindset is a gift from God and he acts in accordance with guidance that Jesus gives him. A man of incredibly impressive feats, Joshua is a humble and down to earth individual who would never show off or boast of the things that he has in fact accomplished. Using his creativity to his advantage, all of our readers would find it amazing to learn that Joshua in fact has ideated the following possibilities and looks to guide them into fruition:- Self cleaning car technology -Hardware based Innovation (Press car clean button which is inside the car and the car gets cleaned on its own using ultrasonic waves.) - Eye power calculator using a smart phone camera -software based Innovation - Electric fans that can make humans intelligent - Hardware based Innovation - Free movie ticket providing mobile application - (All that the users need to do is to watch targeted advertisements for 8 minutes per month for a free movie ticket.) - Business plan based Innovation - TDS meter incorporated water purifiers - Self stirring induction cook tops. Having received the first prize for innovative ideas awarded by The Computer Society of India, Rajagiri, Joshua has also secured a copyright from the Government of India and hopes to file a patent on one of his new products very soon. His ultimate goal is to perfect the will of God and with Jesus as his inspiration, he moves towards that goal not in steps but in strides

Joshua Sabu

“Overnight successes are made through sheer hard-work, grinding of skill and small baby steps that I take today. It is never an offspring of chance.”

A firm vision and apparent understanding of life, Antony Francis has made considerable sense of the world around him in ensuring that it optimally adjusts to his benefit. He moves with confidence and ease with a strong mind and determined spirit. It is a common sight for most Christites in our MBA floors to see a brisk Antony running past in the effort to get some work done for some event or the other, the college sees him as a multi-talented individual with the world at his feet and he is nothing short of that. With accomplishments galore, Antony was the youngest channel partner at Axis AMC garnering 42 crores in incremental revenue. With over 60 hours of financial awareness training for more than 2000 corporate participants at Toyota Kirloskar and HCL, he is quite simply put – ‘cream of crop’. A curious mind with an aim to be a fund manager of a 1000+ crore fund, he also looks to give back to society in the form of academia some time in his future. Antony’s charmed life has not been without hurdles of course, he overcame the trauma of Focal Dystonia (writer’s cramp) after being diagnosed with it mere months before his CA intermediate exam. He adapted to this necessary change and persevered to become the person he is today. All professional accomplishments aside, Antony was a state level basketball champion and has taught himself how to play the guitar, sing in harmony and beatbox. A master of all trades with the thirst to learn from the people around him, Antony promises to leave his mark on our world.

*Antony
Francis*



• F O R T E M E N T I O N S •

MANDEEP



SALUJA

Special callout to Mandeep Saluja for her
third straight Forte write-up.
Forte is happy to celebrate the writer in her!

WITH LOVE FROM FORTE

The HR Calendar

Jan 10-11

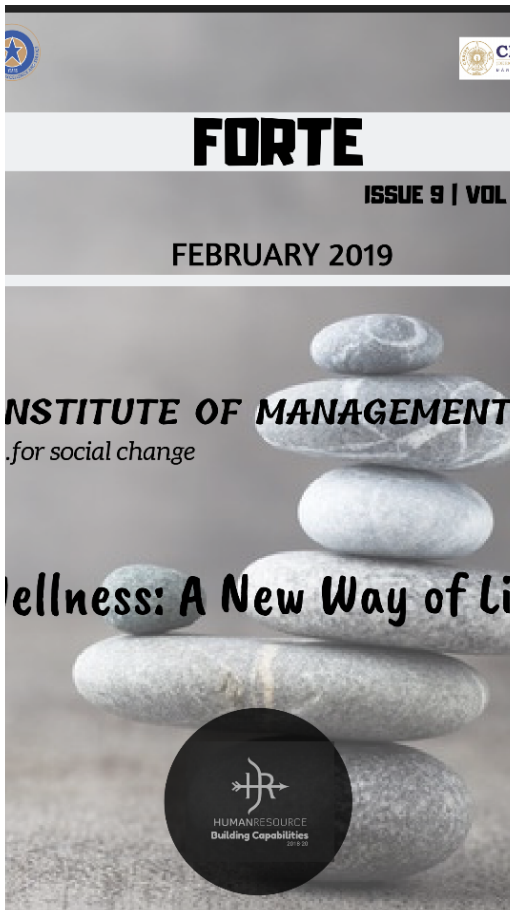
THE NEW AGE OF HR ADAPTABILITY AND SUSTAINABILITY

The workshop on sustainability and adaptability had eminent speakers highlighting the role of HR in driving sustainability in the organization.

Jan 13

SIP PLACEMENTS

Our students got amazing internship offers from reputed companies.





Jan 15

CLUB ACTIVITY

Every friday we were given an ounce of reality check by corporate guests working in the HR space.



Feb 28

ASSESSMENT CENTRE

Future HRs were made to decode their own personality patterns before decoding it for others.



March 6

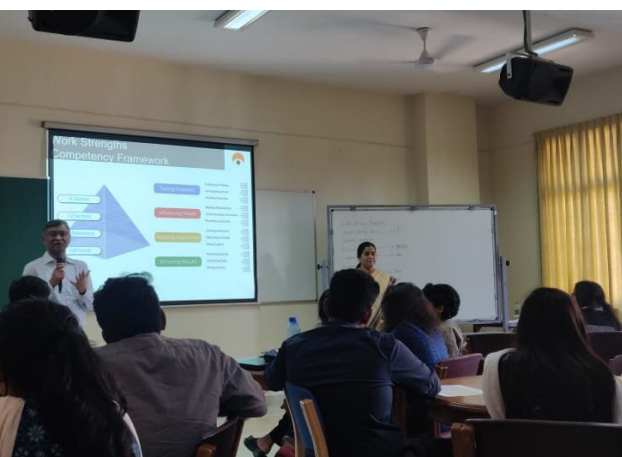
FORTE ISSUE 1

The first issue of Forte for the year 2019 showcased the theme of wellness in an organization and also earmarked an initiative close to our heart- Humans of HR

April 1

SUMMER INTERNSHIP PROJECT

Two months of gruelling and fruitful internships which increased our understanding on exactly what an HR does.



June 3

ICE BREAKING SESSION

The fourth trimester began with an ice breaking session where we worked in teams to draw our lives in the campus on paper.



Aug 10

FORTE ISSUE 2

The second issue of Forte dealt with the theme of the transformational power of Human Resources in an organization. We broadened our brainchild- Humans of HR to Humans of MBA

September 5

TEACHER'S DAY CELEBRATIONS

We celebrate the efforts put in by our dearest teachers every day but this day was a heartfelt reminder to all of us on the camaraderie we all share.

September 16-18

KPMG WORKSHOP

This gave a sneak peek to the vast world of data analytics and how it helps to take informed people decisions.

November 14-15

PSYCHOMETRIC WORKSHOP

This workshop gave us an understanding on how to assess the work strengths of an individual to make better hiring decisions.

Nov 8, 29, 30

UG TRAINING

A flagship event organized by the HR department where the seniors and the juniors facilitated Life Skills Sessions for Undergraduate students of the University.



Placement!!

THE PLACEMENTS HAVE ALREADY BEGUN ON A HIGH NOTE.

The TEAM



PROF SATHIYASEELAN B
HEAD OF SPECIALIZATION



DR ARTI ARUN KUMAR
FACULTY COORDINATOR



MARIO D'VAZ
EDITOR



IRIN THOMAS

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