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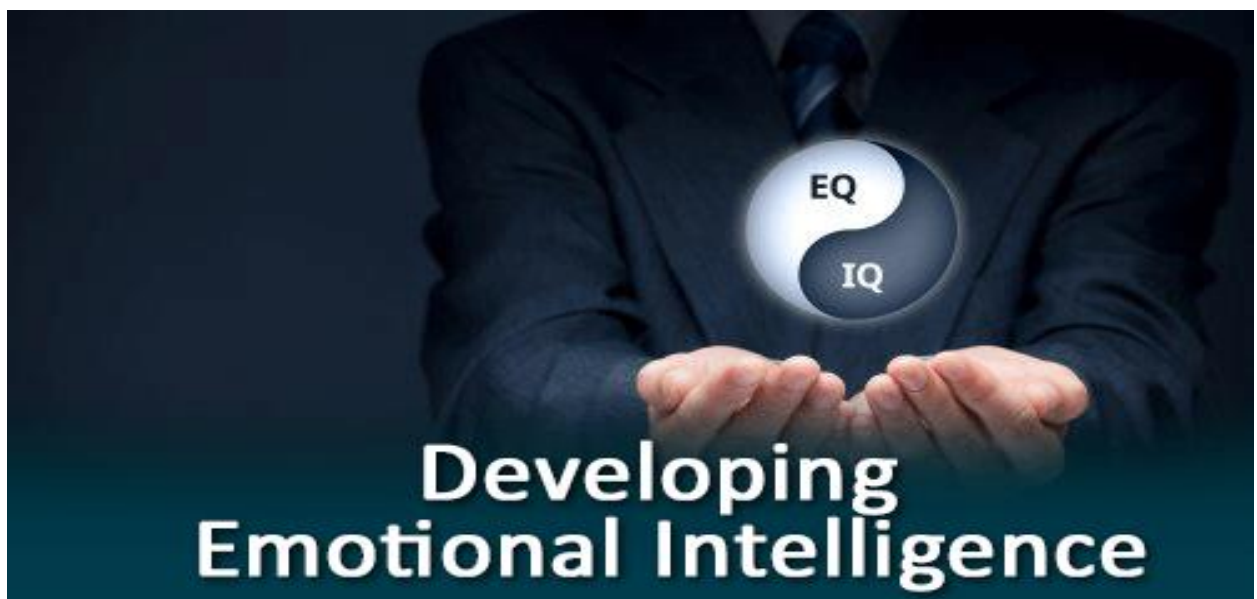


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Introduction

The ability of people to identify their own emotions and skills that employees incorporate in their work is called his emotional intelligence. People need to be aware of the personalities that are present within them so that they could apply the same at his workplace. Further, an employee's emotions affect his performance at the place where he works. It would also help the person to plan the daily routine in a desired manner such that it would become easier for them to handle every probable difficulty that might arise. This study mainly sheds light on improving the emotional intelligence to work actively as an employee of British Airways. It also focuses on the relation between the management of British Airways and emotional intelligence that would help in the enhancement of the performance of the employee. Moreover, it also enlightens on the various emotional intelligence models and their applications in the organization that would help the employees to develop their professional skills.

Emotional intelligence from different view point

As per the views of Baksh Baloch *et al.* (2014), Emotional Intelligence is regarded as the ability to control, perceive and assess emotions. In addition to this, Carter *et al.* (2011) stated that people possess emotional intelligence by birth. However, according to the views of Caruso & Salovey (2004), it can be learned and reinforced. Apart from this, emotional intelligence is social intelligence that makes people to interact with other people and society. Further, it is regarded as an essential component for success of life. In compliance with the aforesaid point, Dabke (2016) commented that depending upon the situation; a person can build up emotional intelligence to tackle the situation.

Importance of developing emotional intelligence in the workplace

It is very much essential to understand the requirements of an organization that an employee needs to fulfil. The ability to understand the responsibilities and demands that are being placed are related to the professional skills of the employee (Foster, *et al.* 2018). Professional skills also include emotional capabilities of the employee as well. In British Airways, an

employee is required to have quality of skills in order to fulfil the demands and needs of the customers.

Every person possesses emotions among which the two most powerful ones are, “desire” and “fear”, the desire to do something and the fear of something. In addition to this as per the words of Petrides *et al.* (2016), they also possess the ability to answer with emotions or else it could be said that emotions assists one’s answers. The emotions and the ability to answer together form the emotional intelligence of a person. For instance, in the case of the British Airways, the employees are required to possess the desire to fulfil the customers, providing them with every possible benefit. The employees are trained to understand the requirements of the customers and to provide them with all the facilities. Further, the organization focuses on the development of the employees in various areas such as self awareness, self management, social awareness and relationship management (Miao *et al.* 2017). All these developments add to the emotional development of the employee which would help them to know about the areas where they lack and which areas are needed to be improved.

Additionally, the employees working in British Airways need to develop social skills and also empower emotional skills to maintain their relationship with the customers.

An employee of the British Airways needs to socialize with a variety of customers at his workplace (Goleman, 2005). Different customers have different behavioural natures and the employees need to address the same and treat the customers politely. The ability to deal with customers and understand their feelings depends on the nurturing of the employees during the period of training. Thus, the organization ensures that its employees are well trained and are well skilled (Magnano *et al.* 2016). With the development of emotional skills the employees are able to address the customers nicely and with a polite behaviour. Further, the emotional intelligence incorporates the power of decision making in the employee. According to Giorgi *et al.* (2016), it helps them to make decisions according to the situation as at any circumstances they are not allowed to behave harshly with the customers. They are trained to speak politely and also to manage the difficult situations intelligently without hurting the feelings of the customers. For example, an employee might encounter a customer who is not behaving properly, the employee still needs to speak to the customer politely.

These situations require the use of commonsense and also an employee’s decision making power. Moreover, the emotional intelligence skills would develop a sense of self confidence and also would develop an ability to control emotions which would be necessary for them to employ in their job (Ang, 2015). This would further help them to evaluate, recognize and manage the emotions and would also improvise on their personality. This also helps to be an

effective leader in the organization. For instance, a leader of the organization let it be the manager or the supervisor possessing the emotional qualities would be able to foster a good working environment for the employees. Moreover the leader would be able to understand the different situations that are taking place in the organization and would take appropriate steps. This is a quality which takes a person towards the path of success and also the person feels motivated (Rosenbach, 2018). The leaders having this quality understand the emotions of others and are able to manage the relationships among the employees as well as with the customers.

The relationship between emotional intelligence, effective management communication and business advantage

In today's working places, emotional intelligence plays a vital role. This development enhances one's ability to understand his as well as others emotions and to take appropriate actions for the same. Further, the employees who are happy in the work environment gives better outcomes and results in more productivity (Covey, 2004). An employee could be happy in his work place when he understands his emotions as well as others emotions and would have good relations with others. Further, communication is also a part of emotional intelligence, like the way an employee of British Airways communicates with the customers creates an impact on the impression of the organization.

Being an employee of British Airways, the employee is representative of the company and therefore, their communication with the customers would affect the image of the organization. Thus, as per the words of Carter *et al.* (2011), in order to have an effective management, the leader who is managing the work of others should possess emotional intelligence. This would help the leader to provide the employee working under him with a positive working environment which would enhance their personality. They would be able to communicate with their management and would be able to share their feelings and difficulties they are facing. This sharing would further, build up an effective management and every employee would be working with a positive attitude and would be more dedicated towards the organization (Rosenbach, 2018). As the emotional intelligence helps in building up understanding capabilities among the employees with the management, the organization is able to provide better services to its customers. With this proper understanding, the employees and the management work as an effective team.

This would further enhance the team working skills among the employees which would result in fruitful outcome. The employees and the management of British Airways together work in order to provide the customers with best quality services and also to solve their problems (Lipnevichet *al.* 2016). Further, by understanding each other's emotions, there would be a level of transparency among the employees. This would also help them to attain the customer's trust for the company. Building up of loyal relation among the employees and the management would help the employees to work effectively with better outcomes. Moreover, understanding the problem of the employees and to help them in sorting their problem would make the employee feel good to work at the organization. The support to the employees from the management results in quality outcome. It results as advantageous for the organization to work effectively and to earn a quality outcome.

The employees of British Airways feel encouraged to devote their time for the organization when they find themselves under good supervision (Wilding, 2017). A good leader manages the team very well and tries to solve the problem of his team with every possible way. Further, with the level of trust that is formed between the employee and the management, the employees would work under stress as well. As opined by Hayes *et al.* (2017), the level of emotional intelligence developed among the employees helps them to understand their innate capabilities and to apply the same at their workplaces. In order to fulfil the organization's demands that is to fulfilling the needs of the customers by providing them with proper services they need to acquire the capability to understand them first. This would help them to come out with the best outcome for the organization and would take the organization towards success (Bakshet *al.* 2014). Hence, emotional intelligence helps in building good relationships which thereby helps in making an effective management. This management further helps the employees in providing them with quality work environment and hence, this way British Airways is able to provide quality services to the customers (Pool and Qualter, 2018). This fulfilment of customer's demands helps the organization to come up with success in the market.

Evaluation of ‘models of emotional intelligence’ that can be applied to your chosen organisation

The Ability Model of Emotional Intelligence:

This model is related to standard level of intelligence which involves the capability of a person to observe his own emotions and to observe the emotions of others. It also includes the way of integrating all the thoughts going in the mind and to come up with the possible ways to apply them (Hughes, 2016). Further, it also formalizes emotions in order to provide personal growth. The model incorporates four different types of ability, they are

The first point is “*Emotional perception*”. This deals with the ability of a person to identify the emotions of others through facial expression, body language, voice and pictures. The second point is “*Usage of emotions*”. This deals with the ability of a person to use the emotions so as to earn a particular goal. Next is “*Understanding emotions*” that deals with the ability of a person to recognize and comprehend the emotions of self as well as of the others. Few people have the capability to understand the emotions and feelings of others. Lastly, “*Managing emotions*” deals with the ability of a person to manage the emotions of self as well as that of others in order to achieve a particular goal.

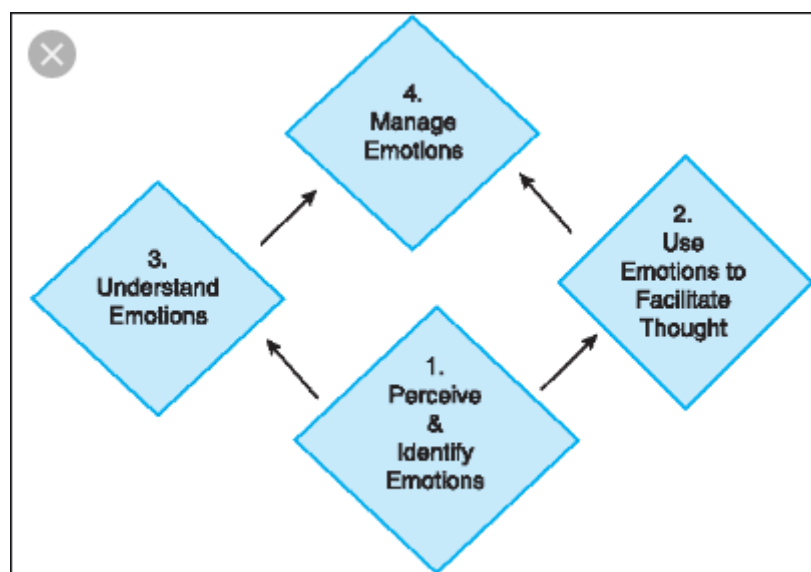


Figure 1: Ability Model of Emotional Intelligence

(Source: Hughes, 2016)

The Trait Model of Emotional Intelligence:

This model was first developed by Konstantin Vasily Petrides, a psychologist. The model focuses on the different way of observation of a person towards the person's emotions. The centre of attention of this model is the self perception and the ability of a person to develop

emotional self-efficacy. Further, it is organized within a framework of understanding a person's personality and behavior (Keefer *et al.* 2018). Moreover, it mainly focuses on the adaptability power, expressive power and how people manage their emotions to implement it in their job place. The trait model contextualizes on four major factors, they are, self-control, well-being, emotionality and sociability. These things further deals with the person's capability to understand the emotions of self and others. Furthermore, it gear on the personal characteristics of an individual and the individual's emotional responses as well.

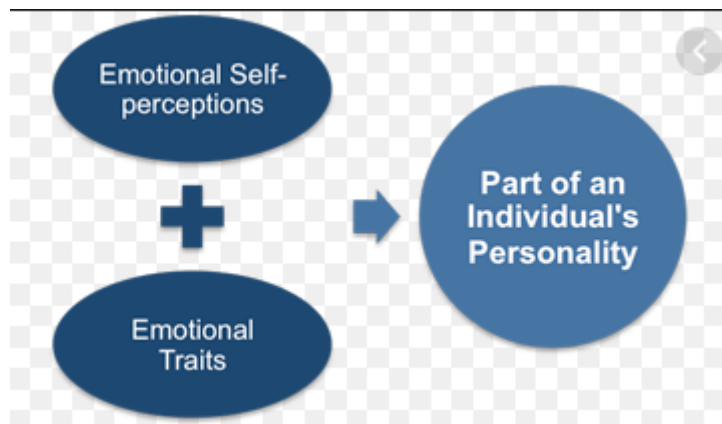


Figure 2: Trait Model of Emotional Intelligence

(Source: Keefer *et al.* 2018)

Mixed Model of Emotional Intelligence:

This model of emotional intelligence is developed by Daniel Goleman and the model focuses on describing the effect of emotional intelligence in the performance of an individual. The model is generally used in the private sectors to train the employees in order to incorporate the professional skills (Sekaran and Bougie, 2016). The model covers five areas of emotional intelligence, they are,

Firstly, “*Self-awareness*” deals with the ability of an individual to identify emotions, feelings, strengths and weaknesses and goals of themselves. Further, it also focuses on the ability to identify the impact of one's emotions on others and also the decision-making power. Next is the “*Self-regulation*” which deals with the identification of one's self negative emotions and to manage the same. It also focuses on the adaptability power of an individual. Thirdly, “*Social scale*” is the area that deals with the capability of a person to manage the above two areas in order to have good relationships with others. Next is “*Empathy*” which deals with the capability of a person to encounter others problems and feelings and to make decisions accordingly. Lastly, the area covered is “*Motivation*” that deals with the ability of person to motivate them to achieve their own goals and also to motivate others towards achieving their goals as well.

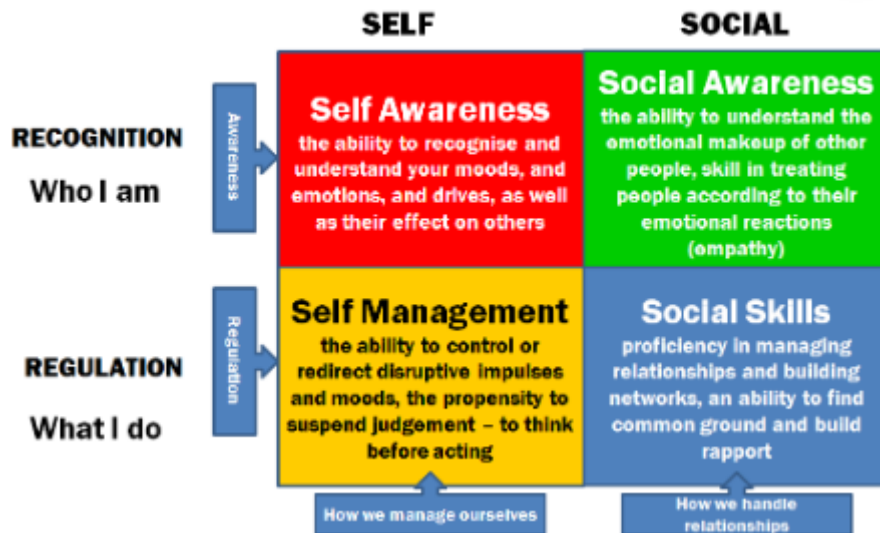


Figure 3: Mixed Model of Emotional Intelligence

(Source: Sekaran and Bougie, 2016)

Marshmallow Model of Emotional Intelligence: This is an experiment that was discovered by Walter Mischel and Ebbe B. Ebbesen. The objective of the experiment was to understand the capabilities of people to control their emotions in accordance with the situation (Serrat, 2017). It mainly focuses on controlling an individual's thoughts.



Figure 4: Marshmallow Model of Emotional Intelligence

(Source: Serrat, 2017)

Explain the extent to which you think the models are appropriate in meeting the development needs of the individual

As opined by Karelaia and Reb (2015), emotional intelligence is the most important quotient for measuring the capabilities of an individual within an organisation and British airways

measure the emotion of their employees to make the best out of them. Measuring the emotion is the tactic of leadership in order to impose the different kinds of job on the employees. The organisation use various models to measure the emotional intelligence of the individual like; Ability Model, Mixed Model, Trait Model and Marshmallow Experiment.

Ability Model Application

As opined by Pickert (2014), this model helps to perceive the emotions of an individual and help to understand the nonverbal signs of the individual. British airways use this technique to understand the emotion of the employees and to promote their thinking. British Airways is a company that has to deal with customers all the time and the employees need to be extremely patient and well behaved with the guests. This needs the development of the cognitive psychology of the employee (Webb, 2013). The British airways use this model as the implications of the new intelligence and confine the criteria of the intelligence to facilitate thought, understand emotions and promote personal growth.

Mixed Model Application

British Airways is concerned with the creation of self-awareness among the employees. According to Goleman, (1996), emotional intelligence is measured by Mixed Model and this helps the company to heavily focus on the skills and competencies of the employees that mainly affect the leadership performance. This model is used in ish Airways in order to train and evaluate management skills and potentials. British Airways mainly focuses on the self-regulation of the employees, which involves the negative and disruptive emotion control and redirection of impulses into a channelized format. This is highly needed as British Airways deals with customers and management of customers need an individual's capacity to adapt to changes of company and need of customers. As influenced by Goleman, (1999), British Airways also focuses on the development of a social scale that is the management of people and the motivation of employees in communicating with the employees.

British Airways has adopted the model mainly because this helps to motivate the employees to reach their goals. The implication of the model proves that British airways can understand the EQ of a person and can successfully set their goals and can help them to reach that with pragmatic results Farhet *al* (2012). The implication of the model needs nothing but the success for reaching the top of success.

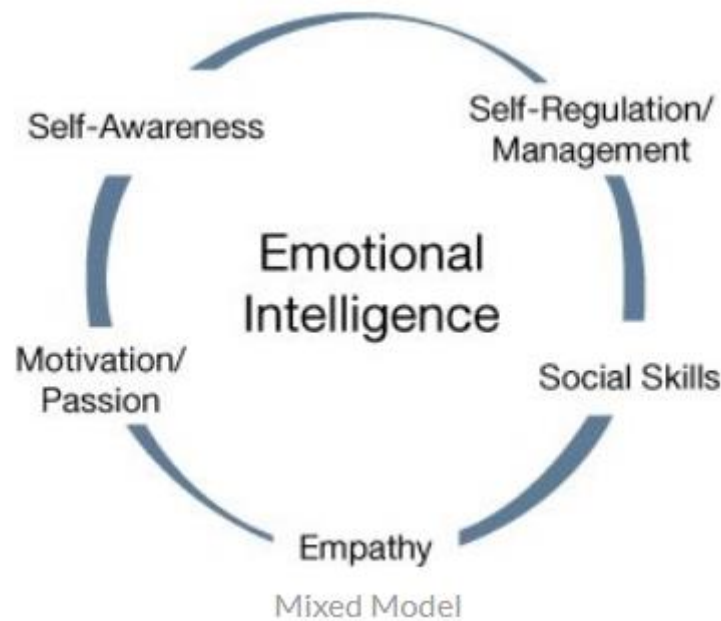


Figure 1: Mixed Model

(Source: Farhet *al.* 2012)

Trait Model Application-

British Airways, with the help of Trait Model of Emotional Intelligence, tries to understand the psychology of an individual. As opined by Cherniss and Goleman (2001), British Airways try to understand self-perception through the Trait model. Through this model, the company tried to understand the emotional abilities that affect the behaviour of their employees. As the company deals with guests and VIPs, they need to keep their calm in serving the guests rather than meeting their own objective measures.

The application of the three models of Emotional Intelligence shows that a company that deals with customers have adopted these kinds of specifications for the purpose to help the employees to have self-regulation and understanding of dealing with the world.

Marshmallow Experiment-

Marshmallow experiment is applicable towards maintaining the different moods, desire and self-assertion of employees Petrides *et al.* (2016). British Airways can take the help of the experiment in order to exhibit a high degree of resilience in order to deal with the frustration of the employees and their stress in their work life.

Critically appraise the importance of emotional intelligence and mindfulness in the workplace

Importance of Emotional Intelligence As opined by Mayer *et al.* (2016), intelligence is a set of skills that helps to eradicate the problems and enables an individual to resolve problems genuinely. As contrasted by Keskinet *al.* (2016), intelligence is sometimes used to outperform someone and show others a broad range of difference with some competitors.

Intelligence is defined by the emotional level in the corporate world. The emotional intelligence has utmost importance in the workplace and this can be defined as follows-

Firstly, Emotional intelligence helps an individual in the workplace to create self-awareness and know what an employee is feeling (Mohamad and Jais, 2016). This helps the employees to understand one's own self and distinguish oneself from others. They can create awareness for themselves and they can know what the areas where they need to develop are.

Secondly, Emotional Intelligence helps in handling emotions and being able to manage the feelings of anger, depression, and stress in the workplace is known as emotional intelligence. As influenced by Dabke (2016), this is very important for a company like British Airways, because if the employees keep their stress then the customers will get affected and this results in guests getting annoyed with their behaviour.

Thirdly, Self Motivation through thoughts can be developed and that can help an individual to delay impulsive actions and maintain their hopes and optimism (Karim *et al.* 2015). This can happen despite the setbacks of an employee because motivation can lead to ultimate development.

Fourthly, there must be empathy among the employees. The employees can develop their emotional intelligence through empathy and that will help them to develop their perspective towards others' works and position. Employees should provide attention to customers with empathy and this is learnt through emotional intelligence (Hwa *et al.* 2016).

Fifthly, Emotional Intelligence helps to develop social skills and helps an individual to develop harmonious interaction with each other. Emotional intelligence helps in dealing with the employees to deal with customers of all class and religion and with all linguistic specification (Li *et al.* 2016). This helps in increasing the reputation of the company.

Importance of Mindfulness- Mindfulness is a practice that is widely touted as a fast track to better leadership. Mindfulness is the maintenance of awareness of the thoughts, feelings, emotions and surrounding environment. The importance of mindfulness lies in the acceptance and meaning of the thoughts that we perceive to achieve them without any judgement and

without any belief. As opined by Miao *et al.* (2017), employees practice mindfulness and tune their thoughts in the manner they want to shape their career. The importance of mindfulness in a company and for an employee is as follows-

Firstly, British Airways sometimes used to get negative feedback about the experiences that the employees used to face. The research study has shown that poor communication and unduly delivery of productivity has resulted in forcing British Airways to develop mindfulness. The employees are engaged and trained to gain control over their emotions. They are trained to respond positively and overcome any kind of undesirable response. This is possible through the mindful attitude of the employees that they have been trained.

Secondly, even before ten years, there are not enough technical practices of advancement. However, at present, there is a need for technical development and mindful practices. These practices are having an incredible impact on the employees as well as the customers. The employees are getting practical training on how to deal with the customers through smart classes (Wheeler, 2016).

Thirdly, mindfulness help employees to have knowledge of social customs and they can help to instil a cross-culture within an organisation and this will help in the overall development of a company.

How developing emotional intelligence can help an organisation to gain competitive advantage

Emotional Intelligence can be used as the trigger point of gaining a competitive advantage over other companies. As opined by Desti and Shanthi, (2015), emotional intelligence is the ability to interact with others in a productive manner and empowering oneself through acknowledging the expertise of others. Emotions should not be suppressed and they should be experienced.

Firstly, emotions should not be judged as good or bad. This is just a tool to measure the performance and the ability to deal with others. Emotions help employees to understand the true shelves in the genre of helping customers. Emotions can be the best teachers for a company.

Identifying the source of trigger- In order to gain a competitive advantage, one needs to write the key points of weakness and strength when there is the first instance of any incident that shows that the company can get a competitive advantage.

Write down the belief- The behaviour of the trigger point is expected to serve the interest of the company, however, sometimes they fail to do so. This changes the initial belief and then the belief about the company is to be renewed and has to be written down. The decision making skills help in this situation (Caruso *et al.* 2016).

Secondly, creating the communication with the other companies through the help of the emotion helps to develop knowledge about their products. An instance can be taken where two persons from different companies are in a meeting and that is done through the help of emotional intelligence. At that point, one person should listen to the other person and that would help that person to gain ideas from the other. This helps in the development of the companies by gaining ideas from other companies. There are many times when just listening and acknowledging of facts help to realise own loopholes and flaws.

Thirdly, emotional intelligence help to stay cool and this helps in having control over the impulsive actions. This helps the employees to think properly and perform the work in a better manner with better-defined objectives. High emotional intelligence is under pressures that generally separate them from their unproductive peer groups. However, this is good in gaining the advantage of the ability to handle pressures is the pivotal point to understand the market and outperform that.

Fourthly, emotional intelligence creates trust within the organisation and diplomacy exists as a skill for the development of the organisation. This comes naturally to the people and this actually helps the company to get rewarded through the advantage of competitiveness as diplomacy is not present in all organisations. Those companies with diplomacy and demonstration capability can outperform the market.

Fifthly, companies have the capability to adapt and this helps them to improve the chances to perform better in the market. They can adapt to any technological advancement and they can accept any change that comes through the government and the legislative changes (Kotsouet *al.* 2019). The company has the capability to cooperate with anything new that comes up in the market.

Conclusion

British Airways tries to develop the intelligence and the emotional skills of the employees in the workplace and they help their employees with different kinds of experiments and models. These models help the employees to find out the issues and the problems that resist them to develop in the work field. British Airways take the help of these models so that they can identify the area of regulation and motivation where the employees need their help. The models help a person to identify one's emotions, which is the key area of performance and development. The companies realise the importance of the development of applying emotional intelligence as a result of which, they can maintain employee retention in such a positive manner. British Airways is such a company that tries to understand the emotions of its employees and help to progress in a positive manner. As a result of the development of the work culture through empathy and eradication of negative culture, the company could draw more customers than before. Handling different cultures even while dealing with personal issues, is a great challenge and British airways employees could manage that easily. The Company has applied emotional intelligence in order to understand the competitive advantage and this has helped BA to outperform the industry. Thus it can be concluded that British Airways has adapted the technological advancement and that has been possible through the strong emotional intelligence of the employees. This helped the company to outperform the market.

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