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Title

**EMOTIONAL INTELLIGENCE EXPLORES HUMAN
RESOURCES AS SOCIAL CAPITAL**

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Abstract:

This article aims to conceptualize the integration among human resource development (HRD), social capital (SC), emotional intelligence (EI) concerning organizational productivity and seeking to provide required mutual relationship among the three factors for better productivity. It is also discussed on details in need for organizations to endow in people through Human resource development agendas, Emotional Intelligence behaviors and encouragement of the development of social capital in order to confront competitive environment, succeeding in the current ideas era characterized with uncertainty and inevitable change. The conceptual review provides evidence which it is reliable to presume that the relationship among HRD, social capital, emotional and organization productivity is highly integrated. This finding influenced the authors to conceptualize on interconnectivity of HRD, social capital, emotional intelligence and organizational productivity concerning internal and external environmental factors.

Key Words: Human resource development, Social Capital, Social accounting, Emotional Intelligence

1. Introduction:

The refined construction to define the expansion of human capital within an organization through the improvement of both the organization and the individual to achieve performance improvement is termed as Human Resources Development (HRD). Adam Smith states, "The capacities of individuals depended on their access to education". The same declaration retains to organizations themselves, but with a much broader field to cover both areas. The concept of Social Capital (SC) and Emotional Intelligence (EI) are associated with HRD to reveal the core notion of this paper, which is to prove that the EI converts human resource as social capital. Lack of recognition of the interconnection among HRD, EI and SC in the literature motivated the authors to write this paper. The research linking HRD and performance improvement is a relatively new body of literature and has endeavored to integrate economic theories, psychological theories and systems thinking models (Pate et al., 2000; Nafukho and Hinton, 2003; Nafukho et al., 2004; Swanson, 1999). The current literature specifically linking HRD, EI,

SC and organizational productivity is limited at best. Therefore, this paper aims to and conceptualizes the linkage to advance the discussion regarding its relevance to explore and practice.

2. Human Resource Development:

Human resource development (HRD) is presented in this paper as the delivery system used by organizations to develop individuals through training and development, career development and organizational development. As stated, “HRD is a concept that comprises a variety of activities and processes” (Mankin, 2001, p. 74). Attempts to define the concept of Human Resource Development (HRD) by academics, researchers and practitioners are proving frustrating, elusive and confusing, is also recorded (McGoldrick et al., 2002, p. 18). Although a universally accepted definition of HRD is non-existent, several scholars have attempted to identify its essential elements. For instance, McLagan and Suhadolink (1989) grouped organization development, training and development, and career development as the primary foci of HRD. Swanson and Holton (2001, p. 4) define HRD as “a process for developing and unleashing human expertise through organization development and personnel training and development for the purpose of improving performance”. This definition is more inclined towards individuals, organizations and work groups or teams. An exploratory study of the definitions of HRD concluded that HRD’s definitions were culturally influenced and varied internationally in scope of activities, intended audiences, and beneficiaries (McLean et al., 2003). One cannot discuss HRD without acknowledging the various disciplines from which it has borrowed. Human resource development has borrowed from other disciplines such as systems theory, psychological theory, and most recently economic theory (Aliaga, 2001; Swanson, 1999). The difficulty with defining HRD reflects the evolving nature of the field. As noted, “a definition of Human Resource Development is controversial, it has traditionally been defined in the context of the individual, the work team, or the organization” (McLean et al., 2003, p. 41). As noted, “an important question that is widely asked today within human resource development is: what is HRD?” (p. 41). One exploratory study in the USA concluded that no common agreement exists regarding the definition of HRD (Weinberger, 1998).

Garavan et al. (2000), notes that HRD is mainly concerned with capabilities, psychological contracts, and organizational learning, in a broader sense. Holton (2000) argues that the debates on the meaning of HRD focus on the learning versus performance perspectives. Thus learning, performance and change are three important elements that define HRD. Regarding the controversy surrounding the definition of HRD, it is noted, “HRD professionals, and in particular practitioners, need to learn how to ride the waves of change and view HRD in process rather than functional terms” (Mankin, 2001, p. 67). As defined above by various scholars, HRD has been found by other scholars to have a negative connotation of inhumane capitalism and the cult for productivity (Bierema, 2000; Schied et al., 2001). The examination of the social capital as an important variable in the performance of organizations in this article is meant to show the urgent need to integrate HRD, SC and EI when discussing variables that determine organizational performance. As noted, “HRD as a field of study has been viewed as being supported by three theoretical foundations of economic, psychological, and system theories” (Yang, 2004, p. 142). The economic characteristic of HRD is in sustaining the organizational productivity, although the psychological foundation supports the significance of considering the emotional requirements of people in businesses and organizations as potential determinants of performance. Systems supposition ropes the need to observe organizations from a holistic awareness and to recognize the interconnectedness of economic gain, organizational performance, social networks and social needs of people within organizations. Thus, by empowering the people by HRD initiatives, by assessing on people’s emotional intelligence and social capital issues, organizations should be able to better harness and allocate people’s talents.

3. The Concept of Social Capital:

Various economic theories have developed and subjective to organizational operations during the past decade and this evolution have expanded the traditional varieties of capitals, and now comprise the neo-capital also. These intangibles also contribute to organizational development and growth. The expression “capital” has gained currency in the literature, which has given rise to several variations of capital conferred in this paper. These variations include human capital, relational capital, customer’s capital, intellectual capital, and health capital (Nafukho et al., 2004). The theory of human capital in particular is founded on economic theory and has been

researched, tested, and proven. The analysis of training and development as investments in human capital was pioneered in the late 1950s and early 1960s through works of leading economics scholars (Solow, 1956; Schultz, 1961; Denison, 1962; Mincer, 1962; Becker, 1964). The relationship between worker knowledge and productivity has long been acknowledged. Though, early definitions of human capital theory inclined to associate workers' knowledge attainment with their level of recognized education. Associating educational levels with productivity and economic growth promoted the implication that more education combined with work experience will consequently lead to amplified productivity and earnings.

More recently, social capital theory has emerged from sociology as a potential influence on organizational performance. Social capital can be articulated as "the resources entrenched in social networks admittance and can also be envisioned as investment by people in interpersonal relationships valuable in the markets" (Lin, 2001, p. 25). Coleman (1990) explains that in social capital, the social relationships are relations with predictive capacity and can be utilized to create something of value. Unlike human capital and traditional organizational assets, social capital is unique in that it is developed by and as a result of meaningful social relationships that individuals invest in creating together over time (Storberg, 2002). In her excellent review of the evolution of social capital theory, Storberg (2002) indicates that, like human capital theory and HRD, conflicting definitions and rationale for its measurement can be found in the management, sociology, and HRD literature. However, Lin (2001) suggests that while definitions may differ, most scholars agree that social capital "benefits both the collective and individuals of the collective" (p. 26). Opposing approaches to social capital are most evident when considering its relationship to culture. Cohen and Pursak (2001a, b), define social capital as "trust, mutual understanding, and shared values and behaviors" (p. 4), and Putnam (1993) states that social capital includes networks, norms and trust that serve to increase society's productive potential. Conversely, Lin (2001) believed that while culture, trust, and shared values may promote relationships, they should not be assumed to be themselves alternate forms of social capital. In describing the applications of social capital, Schmid and Robinson (1995) stated that relationships have influenced on loyalty, economic transactions, production, and willingness to assume risk. The benefits of social capital include reduction of transaction costs since it assists and facilitates cooperation and coordination, which minimizes transactions costs, such as imperfect information and layers of unnecessary bureaucracy, negotiation and enforcement.

Whether trust is identical with social capital or a facilitator of its improvement remains the matter of processing debate among those researching this topic. However, there is significant evidence to support the relationship between trust and productivity. Fukuyama (1995) has conducted extensive research on the role of trust within organizations and suggests that trust and common purpose are at the heart of building and sustaining organizations that function effectively. Additionally, Humphrey and Schmitz (1998) found that in Germany, Japan, and Italy, trust between economic agents is a source of competitive advantage. Management theorist Charles Handy (1995) points to the role trust plays within successful firms. Conversely, low trust, industrial disputes and poor workforce relations can be thought of as outputs of negative social capital. In his article "Taking social capital seriously", Sturgess (2000) argues that social capital needs to be researched further and its impact on organizational performance made explicit. Looking at social capital in this approach shows that organizations empowering in human resources through HRD cannot ignore the important role of social capital. Well-trained and educated employees necessitate surroundings that will propel them to the top and such an atmosphere can only be attained through investment in social capital.

4. Exploring Emotional Intelligence (EI):

Emotional intelligence – another important intangible asset – is defined by Salovey and Mayer (1990) as the intellectual processes involved in the recognition, use, understanding, and management of one's own and others' emotional states and the ability to use those feelings to motivate, plan, and achieve. Just as there are various definitions and applications of HRD and social capital, scholars take various approaches to understanding emotions as they affect individual and organizational performance. Where psychology once considered human emotion as disruptive, disorganized, and characteristic of poor adjustment, new theories suggest that emotions play an important role in organizing, motivating, and directing human activity (Salovey and Mayer, 1990). Wechsler (1958), who is generally attributed with developing the Intelligence Quotient (IQ) test, included the capacity to act purposefully, to think rationally, and to deal with environmental demands in his definition of general intelligence. Over the past 15 years, new technology has allowed breakthroughs in brain research that has increased our understanding about the mutual interaction between feelings (affect) and cognition (thought). Defining the

nature and significance of this interplay between thought and emotion is at the heart of the emerging research on emotional intelligence. HRD professionals continually grapple with the issues associated with organizing, motivating, enhancing, and evaluating human activity; emotional intelligence research can inform HRD practices within organizations. Additionally, leadership in the twenty-first century requires new skills that include those associated with emotional intelligence. Where past leaders were generally revered for having hard, strong personal qualities, Hawley (1996) suggests that future leaders “will be those who can demonstrate a greater empathy and concern for people issues and those who do not rely on position or rank for their status” (pp. 217-31). Specified amplification in global enterprises and the cultural concern related in maintaining the organizational transactions lubricated, emotional intelligence as an organizational concern is defensible.

The organizational growth and issues connected with emotional intelligence cut across the entire enterprise due to leadership, culture, and organization development as they comprise a part of. Goleman (2000) presents convincing evidence that the most effective leaders have a repertoire of skills that include those associated with emotional intelligence. Additionally, Goleman et al. (2002) illustrate the impact of emotions on organizational climate, culture and performance. To understand the influence of emotions at work is to recognize the power of emotional energy to mobilize conflict or conclude the logic of organizational belonging (Collins, 1990). Kets de Vries and Miller (1984) suggest that organizational success and failure can be determined by the emotional quality framed by the executive or presumed leader of an enterprise. Consequently, emotional intelligence can be conceptualized as security for developing social capital within organizations.

5. Conclusion:

This paper aims to detail the link among human resource development, emotional intelligence and social capital theory. The manner these variables determine organizational performance, in an associated way is also revealed and explained. Though there appears to be a clear relationship among HRD, social capital, emotional intelligence, and organizational productivity, it is difficult to generate measurement appliance that can show the assistance of each to organizational productivity. This confronts scholars and practitioners to develop innovative instruments to

determine the relationship and correlation amongst HRD, EI and SC and their subsequent impact on organization performance. While it appears evident that organizations would seek to employ and develop workers with high emotional intelligence, also the advanced cognitive skills and awareness developed through HRD, and capabilities that contribute to nourishing the social capital of the enterprise. And HRD scholars have paid great attention to the critical responsibility of HRD in organizations; restricted work has been done to illustrate the collective value and contribution of emotional intelligence and social capital to the organizations. While most organizations must concern themselves with profit maximization, it is incompatible with systems theory to disconnect a critical indicator from its context. Therefore, the sole measure of an enterprise's success should comprise measures that impact revenue generation. In addition to past or covering indicators such as profits, consideration should be given to progressing or developing indicators associated with the enterprise. Thus this paper examined the emotional needs, social and psychological needs as well as economic needs of the organization as a business entity to reveal the vital strategy of Emotional Intelligence that converts the human resource as social capital, by and large.

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